

How Companies Are Seizing the Dialogic Opportunities Provided by Social Media to Communicate with their External Audiences

A Comparative Research of Spanish and US firms

Doctoral Thesis

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June 2017

ABSTRACT

This thesis assesses the level of dialogic communication developed by Ibex 35 companies and a selection of 20 Fortune 500 firms with their external audiences on blogs, Facebook and Twitter in an integrated way. With this aim, a dialogic conceptual tool based on Kent & Taylor's (1998) framework has been created and applied to all the sample. The tool consists of a questionnaire which analyzes 61 variables and 39 sub-variables on three dimensions: Presence, Content and Interactivity.

Inter-method triangulation has been applied to carry out the research: virtual ethnography, critical discourse analysis (CDA) and interviews with experts.

A critical discourse analysis of the content published by Ibex 35 and Fortune 500 companies on blogs, Facebook and Twitter for six months has been carried out. A total of 2243 tweets, 8340 Facebook posts and 177 blog posts have been analyzed. This comparative study allows us to identify best practices for making strategic use of social media by public relations practitioners.

Finally, a scale that classifies companies in terms of their use of social media has been created. According to this typology, which is inspired by Greek culture and is called *Poliscale*, organizations might be placed in Necropolis, Thermal Baths, Tavern, Bibliotheca (Library) or Agora.

Results of this research show that the dialogic level of the use of social media is higher in the Ibex 35 companies than in the Fortune 500 firms. However, the percentage of companies with a low level of dialogic communication exceeds the percentage of companies with a high level, both in the Ibex 35 and the Fortune 500. Consistent with previous research, this study concludes that Ibex 35 and Fortune 500 companies are still not fully utilizing the dialogic potentials of social media.

Both the dialogic conceptual tool and the scale are proposed as tools that might help standardize the qualitative evaluation of how organizations are using social

media. The practical implications of the study, its limitations and areas for future research are also discussed.

Keywords: social media, public relations, Ibex 35, Fortune 500, dialogic communication

DEDICATION

Dedicated to Aitor and Laia, for the time this thesis has taken up.

Dedicated to my parents and my sister, for believing in me and always encouraging me to go ahead.

Sincerely thanks for all your support and unconditional love.

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ACKNOWLEDGEMENTS

I would like to acknowledge my committee members, Dr. Jordi Xifra and Dr. Ana Almansa, for their support and insights, and especially to Dr. Ferran Lalueza, my thesis director, for his time, his knowledge and for guiding me throughout the research process, helping me until the last moment. Your high expectations have encouraged me to work harder!

I would also like to thank all the public relations practitioners and scholars who have been interviewed and have helped me improve the questionnaire and the Poliscale. They are, listed in alphabetical order: Prof. Paul Capriotti, Prof. Michael L. Kent, Prof. Tina McCorkindale, Mr. Carlos Molina, Prof. Vilma Núñez, Mr. Iván Pino, Ms. Natalia Sara, Prof. Trent Seltzer, Prof. Maureen Taylor, Mr. José Manuel Velasco and Prof. Richard D. Waters.

I also want to express my gratitude to all the people who anonymously participated in this research applying the questionnaire to some companies of the sample: thanks for your time and your suggestions, which have helped me refine the model.

This thesis would not have been possible without your generous contributions.

FIRST PART

1. PRESENTATION

This thesis brings together the professional experience of its author and its academic interest in relation to the use of social media in the public relations field. Cristina Aced has worked as an independent communication consultant for more than ten years, after previous experience in the public relations department of a professional association, in a public relations agency and doing communication tasks for a research center of a leading business school. Her interest in social media started in 2006, when she launched a professional blog in which she still writes today about public relations and the Internet. One year later, she coauthored the study “Los blogs corporativos: Una opción, no una obligación” (“Corporate blogs: an option, not an obligation”) (Villanueva et al., 2007), published by IESE Business School. Since then, she has published numerous books on the use of social media in public relations and has taught many postgraduate and in-company courses on this topic, from a practitioner perspective. This thesis is her first formal incursion into the academic field and aims to apply scientific methods to the study of social media.

The arrival of the web 2.0 and social media opened the way towards fully interactive communication (Ingenhoff & Koelling, 2009; Jo & Kim, 2003), by allowing the receiver of the message to communicate back to the sender and thereby establishing a two-way communication. In this “dialogic communication”, as it is called by Kent & Taylor (2002), relationships are recovering the role they had at the beginnings of Public Relations (PR).

Some companies are seizing the opportunities social media offer for communicating with their publics, although most firms still have a unidirectional communication on social media and are underutilizing the potential of these tools (Bortree & Seltzer, 2009; Capriotti & Moreno, 2007b; Hether, 2014; Kent, 2013; Kent & Taylor, 1998; Macnamara, 2010a; Madichie & Hinson, 2013; McAllister-Spooner, 2009; Rybalko & Seltzer, 2010; Taylor, Kent, & White, 2001; Villanueva,

Aced, & Armelini, 2007; Watkins & Lewis, 2014; Xifra & Huertas, 2008). There are studies that analyze the influence of social media in public relations practice from a quantitative approach (Orihuela & Villanueva, 2012; Pin & Gallifa, 2011), focusing on aspects such as the number of networks companies use or the number of followers they have.

As some authors explain (Paine & Lark, 2005; Yang & Lim, 2009), public relations professionals tend to focus more on tangible outputs (such as comments, trackbacks, and links generated) than on intangible outcomes (such as relational trust or publics' loyalty), which are difficult and complex to measure.

In recent years, however, some research has studied communication opportunities provided by social media from a qualitative perspective, by adapting and applying the theoretical framework proposed by Kent & Taylor (1998) to guide relationship-building on the Web. However, most of these studies focus on only one social platform and on American companies or international firms (Capriotti & Pardo, 2012; Jo & Jung, 2005; Kent & Taylor, 1998; Kim, Park, & Wertz, 2010; McAllister-Spooner, 2009; McCorkindale & Morgoch, 2013; Waters & Tindall, 2010).

This doctoral dissertation applies Kent & Taylor's (1998) framework and assesses the level of dialogic communication developed by leading Spanish companies on Facebook, Twitter and blogs. The main aim is to study how these leading Spanish companies are using these particular social media with their external audiences and then to compare this use with that of American firms that form part of Fortune's ranking.

Further details about the research and the methodology are provided in the following pages.

2. JUSTIFICATION

Social media are changing the way of making public relations (PR) (Wright, 2005; Wright & Hinson, 2013). As Newsom, Turk & Kruckeberg (2000, p. 399) say, "it is virtually impossible to practice effective public relations today without using the Internet". Companies are embracing social media to communicate with their audiences, mainly for external communication (González-Herrero & Ruiz de Valbuena, 2006; Donald K Wright & Hinson, 2015), but the degree of penetration of these tools with PR purposes varies in each country.

At an international level, in 2002 only 20 Fortune 500 companies had a blog (Anderson, 2002). Seven years later this number had quadrupled and 79 corporate blogs were detected (15.8% of the total), according to the *Socialtext wiki* (2009). In 2010, McCorkindale (2010) reported that more than two-thirds (69%) of the Fortune 2000 companies were using social networking sites. *Social Media Influence* (2012) observed in 2011 that 23% of Fortune 500 companies had at least one blog. In 2011, over 80% of Fortune 500 firms were using social media, with the average firm using nearly three social media platforms. Twitter and Facebook were used by over 70% of firms (Smith, Blazovich, Thomas, & Smith, 2011).

In 2015, Barnes (2015) found that only nine of the Fortune 500 companies did not use social media. LinkedIn was the preferred social network (93%), followed by Twitter (78%) and Facebook (74%). 21% of firms had corporate blogs.

In the United States, Wright & Hinson (2015) found an increasing use of Facebook and Twitter in public relations practice. Their tenth annual survey measuring how social media are being used in the public relations industry revealed that the impact of new media is "much more pronounced" for external than internal audiences (Wright & Hinson, 2015, p. 8).

In Spain, in 2012 a 77.4% of Ibex 35 companies have corporate presence in at least one social media (Aced & Lalueza, 2012) and 42% of the Spanish small and medium-sized enterprises, which are the most common, are very active on social media (Fundación Telefónica & Red.es, 2015). Four years later, in 2016, 86% of

Ibex 35 firms are using social media with corporate purposes (Epsilon, 2016). In 2017, a study shows that nearly all Ibex 35 companies (97%) have presence in at least one social network (Estudio de Comunicación, 2017).

In 2012, the most commonly used social network in Spain was LinkedIn, followed by Facebook, Twitter and YouTube and blogs. By contrast, the less popular social platforms were Slideshare and Flickr (Aced & Lalueza, 2012). A more recent study shows that firms prefer to use Facebook and Twitter, followed by LinkedIn, and that the use of other platforms such as YouTube and Google+ are less common (adigital, 2014).

All these new media provide unique opportunities for PR, such as disseminating information more quickly and widely than ever before (Carim & Warwick, 2013; Kent & Taylor, 1998; McCorkindale, 2010), establishing a dialogue and a true relationship with customers (Carim & Warwick, 2013; Estanyol, 2012; Kent & Taylor, 2002); and getting to know the firm's publics better and getting closer to them (Fischer & Reuber, 2011; Macnamara, 2010b). Indeed, Kent & Taylor (1998) highlight the "personal touch" that Internet allows and which makes public relations effective.

As DiStaso (2016, para. 3) points out, "strategic use of social media has led to new ways to meet stakeholder needs and build reputations". In addition, the use of social media may improve public attitudes toward the organization (Shin, Pang, & Kim, 2015).

In the first years of the Internet, publics had very limited opportunities to give their opinion and to establish any interaction with organizations (Capriotti & Pardo, 2012). But the arrival of the Web 2.0 in the early 21st century opened the way towards fully interactive communication (Ingenhoff & Koelling, 2009; Jo & Kim, 2003).

Social media facilitate multidirectional communication and foster the shift away from relationships between the organization and its publics (one-to-one and one-to-many) towards multilateral relationships (many-to-many) between organizations and publics and among publics (Capriotti, 2011). Manuel Castells

(2009) coined the concept of "mass self-communication" to refer to this new scenario in which everyone can become a broadcasting media and reach a global audience thanks to social media. Now, the receiver of the message is allowed to communicate back to the sender which is the beginning of relationship creation. This "dialogic loop" is one of the principles necessary to reach a dialogic communication, according to Kent & Taylor (2002).

Many authors have shown the importance of the Internet and of corporate websites as public relations tools (Capriotti & Moreno, 2007b; Kent & Taylor, 1998; Taylor, Kent, & White, 2001) and just in few years the Internet has become an essential tool for organizational communication (Ratliff & Kunz, 2014). As DiStaso & McCorkindale (2013) point out, the importance of social media "cannot be underscored". According to Argenti (2011: 61), "embracing social media is no longer a strategic business option, but a necessity, and a huge opportunity". As Ratliff & Kunz (2014, p. 71) pointed out, "social media is not just a fad, but is here for the duration, in some shape or form, so executives need to make it a priority in their strategic planning".

The first studies that analyze the application of Internet and digital tools in public relations were published in the late 90s. In a special issue of *Public Relations Review* published in the Fall of 1998, several researchers concluded that public relations and the Internet are inextricably tied together (Taylor, Kent & White, 2001, p. 266). In that same special issue, Kent & Taylor argued that strategically designed Web sites and home pages may provide organizations with an opportunity to engage in dialogic relationships (Taylor, Kent & White, 2001: 266). This early research already highlighted the interactivity capacity of the Internet (Navarro & Moreno, 2013).

From then, much research has been carried out in this field and the use of social media by public relations practitioners is increasing every year (Wright & Hinson, 2015). However, many studies that analyze social media influence in public relations practice have a quantitative approach (Orihuela & Villanueva, 2012; Pin & Gallifa, 2011; Wang, 2015; Ye & Ki, 2012), and study aspects such as the

number of networks companies use, the number of followers they have or the frequency with which they update their profiles and sites.

Thus, these studies leave out qualitative aspects such as what kind of content is published, the tone of the messages or how consumers respond to this content, and this information is especially useful in a context such as Web 2.0, where the social approach and relationships established in social networks are considered essential (Aced & Lalueza, 2012; Villanueva et al., 2007). According to Macnamara (2010a), applying ethnographic methods and content analysis as well as surveys or interviews would help public relations practitioners to improve their use of social media for external communication purposes.

Recently, some research has, however, investigated communication opportunities provided by social media from a qualitative perspective. This research has been framed in the context of different theories, such as relationship building, interpersonal communication and also in dialogic communication. Focusing on dialogic approach, most of this research is based on the theoretical framework proposed by Kent & Taylor (1998) to guide relationship-building on the Web (Duhé, 2014; Huang, Wu, & Huang, 2016; Ye & Ki, 2012).

Although this model was created to be applied on websites, with the arrival of social media, some researchers have applied it to study social networks. Some of the earliest studies applying dialogic principles in social media were published in 2009 (Bortree & Seltzer, 2009; Waters, Burnett, Lamm, & Lucas, 2009). Now it is possible to find studies that apply these principles in the analysis of websites (Capriotti & Pardo, 2012; Jo & Jung, 2005; Kent & Taylor, 1998; Kim, Park, & Wertz, 2010; McAllister-Spooner, 2009; McCorkindale & Morgoch, 2013), of blogs (Kelleher & Miller, 2006; Kent, 2008; Navarro & Moreno, 2013; Seltzer & Mitrook, 2007; Yang & Lim, 2009) and of social networks (Rybalko & Seltzer, 2010; Waters & Tindall, 2010).

Most of these studies focus on a single platform (Capriotti & Pardo, 2012; Jo & Jung, 2005; Kent & Taylor, 1998, 2002; Kim, Park, & Wertz, 2010; McAllister-Spooner, 2009; McCorkindale & Morgoch, 2013; Waters & Tindall, 2010) but few

studies have explored the simultaneous use of several channels by a firm (DiStaso & McCorkindale, 2013; Kim, Kim, & Nam, 2014; Kim, Chun, Kwak, & Nam, 2014; Luca, 2011). One of the purposes of this doctoral thesis is to fill this gap. Given the fact that many organizations are currently using several social media together, it would also be instructive to conduct a cross-comparison of dialogic communication feature employed between platforms.

Returning to the Kent & Taylor's dialogic framework, authors such as Muckensturm (2013, p. 62) consider that this theoretical model is "a good vehicle to use to discuss the phenomena, but not ideal. The original theory is used for a whole page or website, and not individual posts or social networking websites". For this reason, the author states that future research needs to address this point: "The dialogic principles created by Kent & Taylor will need to continue to develop and change" to adapt to the evolution of websites and the emergence of other dialogic platforms such as social media (p. 56).

In this line, some authors (McAllister-Spooner, 2009; Taylor et al., 2001) recommend refining and standardizing measurement of dialogic principles, because to date, each of the dialogic constructs measuring Kent & Taylor's principles received equal weight in the calculations, so it is necessary to improve weighting procedures of dialogic level.

Also the authors themselves who designed the dialogic communication framework, Taylor & Kent (2014, p. 396), "encourage researchers to further explore dialogic communication at the interpersonal, organizational, community, and societal level". They consider that "the operationalization of the five components of engagement is merely a first step to get the disciplinary conversation started about ways to measure engagement" (2014, p. 396).

"Measuring how people perceive online corporate communications such as blogs is a key step in building a body of knowledge that can help scholars and practitioners alike better understand the characteristics of online communication that may lead to better relationships as an outcome of more effective public relations," Kelleher & Miller (2006, pp. 395–396) consider.

Other authors (Fuchs, 2017a; Khang, Ki, & Ye, 2012; Lomborg, 2017; Macnamara, 2010b) also encourage scholars to explore new concepts and theories for understanding social media, and to apply alternative frameworks and methodologies, such as ethnographic methods and content analysis, on social media research. As Taylor et al. (2001, p. 281) state, “constructing a model of dialogic public relations and theorizing about the World Wide Web in a public relations context are two of the most important areas for researchers to explore.” Expanding Kent & Taylor’s model and applying other frameworks help practitioners to fulfill the dialogic promise of the Web, which “has not yet been realized” (Kent, Taylor, & McAllister-Spooner, 2008; McAllister-Spooner, 2009).

As previously explained, most of PR practitioners consider that social media have changed the way organizations communicate. According to the report by Wright & Hinson (2015) which studies how social and other emerging technologies are impacting public relations practice with results of a nine-year longitudinal analysis, the percentage of time public relations practitioners spend with blogs, social media and other emerging media during their workdays is leveling off. Very few (1%) PR professionals don’t use social media at all and only another small number (3%-to-4%) spend 75% or more of their workday with social media (Wright & Hinson, 2015).

However, social media have “a tremendous untapped potential” (Kent, 2013). Most companies are not seizing the opportunities offered by social platforms to their fullest extent (Capriotti & Moreno, 2007b; Hether, 2014; Kent & Taylor, 1998; Madichie & Hinson, 2013; McCorkindale, 2010; Navarro & Moreno, 2013; Rybalko & Seltzer, 2010; Steyn, Salehi-Sangari, Pitt, Parent, & Berthon, 2010; Taylor, Kent, & White, 2001; Xifra & Grau, 2010; Xifra & Huertas, 2008). For instance, interactivity is still low and poorly developed (Xifra & Huertas, 2008), especially when customers are complaining about a service or product (McCorkindale, 2010). Consequently, further research into levels of interactivity is recommended (Macnamara, 2010a). “Research exploring social media use, best practices, benchmarking, and case studies can help public relations scholars

and professionals succeed in this rapidly changing landscape.” (McCorkindale & Distaso, 2014, p. 11).

In line with these suggestions and with the aim of shedding light on the limitations of previous research which are explained above in this section, this doctoral dissertation proposes to create a questionnaire based on Kent & Taylor's (1998) framework in order to assess the level of dialogic communication developed by Spanish companies on Facebook, Twitter and blogs from a qualitative approach. The aim is to study how leading Spanish companies are using these social media with their external audiences and to compare this use with that of American firms which are part of Fortune 500's list.

3. OBJECTIVES AND RESEARCH QUESTIONS

The main goals of this dissertation are:

- To analyze, using qualitative research methods, how companies on the main Spanish stock market index, Ibex 35, are using Facebook, Twitter and blogs with their external audiences.
- To analyze, using qualitative research methods, how a sample of Fortune 500 companies are using Facebook, Twitter and blogs with their external audiences.
- To compare the use of Facebook, Twitter and blogs by Spanish companies with that of American firms, focusing on firms in similar industries.
- To develop a dialogic conceptual tool based on Kent & Taylor's (1998) framework that will allow companies to assess their use of social media. The application of this tool is connected with the *Poliscale*, the scale that ranks companies according to their use of social media.

With these aims in mind, the following three research questions are posed:

RQ1. How well are Ibex 35 companies incorporating the dialogic concept in their use of blogs, Facebook and Twitter?

RQ2. How well are Fortune 500 companies incorporating the dialogic concept in their use of blogs, Facebook and Twitter?

RQ3. Based on the dialogic principles, what differences, if any, exist between the use of blogs, Facebook and Twitter by Ibex 35 companies and Fortune 500 companies?

In order to answer these research questions, a non-participant observation and a content analysis methodology have been applied to the Facebook pages, Twitter profiles and blogs under study. All the details about the research methodology applied are explained in section 5. *Methodology Framework*.

4. LITERATURE REVIEW

Since the emergence of the Internet and social media, many authors have studied its impact on the practice of public relations. As social media make two-way communication possible, dialogue has become an area of increasing importance to PR and much research on digital communication is focusing on this topic in recent years. In this context, Kent & Taylor (1998) theoretical framework is one of the seminal approach that remains at the core of most subsequent studies on websites and social media from a public relations perspective, although it is not the only one to study the level of dialogue and interaction on Internet. A comprehensive review of the main studies that have been published on this topic is provided in the following pages.

4.1. The Impact of the Internet on Public Relations

"Public relations professionals have enthusiastically embraced each new technology, making communication technologies one of the most studied areas of the field (...). Internet has changed the communication context. It offers great opportunities for public relations practitioners but also has negative aspects to take into account". (Kent, 2013, p. 339)

On the most basic level, technology has changed the pace of society and the way of communicating (Kent, 2013; Marta-Lazo & Gabelas, 2016). For this reason, the Internet is an important tool for public relations and it offers practitioners many opportunities (Argenti, 2006; Capriotti & Moreno, 2007b; Hill & White, 2000; Kelleher, 2009; Kent, Taylor, & White, 2003; Taylor, Kent, & White, 2001; White & Raman, 1999), although many public relations professionals are still making little use of digital tools (Diga & Kelleher, 2009; Kent, 2008). As Jo & Jung (2005, p. 25) state: "Internet use in public relations is still in its infancy".

The level of practitioners' digitalization is important because it has a direct relationship with the use they make of it in their professional life. Several studies

have pointed out that the degree of social media use has a direct influence on the perception of social media by practitioners: the greater the use, the more benefits are perceived (Diga & Kelleher, 2009; DiStaso, McCorkindale, & Wright, 2011; Porter, Sweetser Trammell, Chung, & Kim, 2007). A survey of 2,710 public relations professionals from 43 European countries in 2015 showed that practitioners with a high level of usage of social media gave more importance to social media channels and their influence on internal and external stakeholders than those who used them just a little (Moreno, Navarro, Tench, & Zeffass, 2015).

Most articles dealing with the topic of digital communication are usually optimistic regarding the role of Internet in public relations, but there really are lights and shadows (DiStaso, McCorkindale, & Wright, 2011; Kent, 2013; Macnamara, 2010b) in this field. Hill & White (2000) conducted in-depth interviews with 13 public relations professionals and concluded that despite technology is becoming a growing trend in public relations –and practitioners are optimistic about its potential–, at the same time they consider that its impact and value have still to be demonstrated. “There is an inconsistency between what practitioners think is possible through the Internet, and what they are actually doing to facilitate relationship-building”, McAllister-Spooner (2009, p. 321) concluded, after a ten-year literature review of dialogic Internet principles. Many authors have highlighted this gap between practitioners thoughts and practices on social media (Durántez-Stolle, 2017; Eyrich, Padman, & Sweetser, 2008; Hether, 2014).

Towards the end of the 1990s, Johnson (1997, p. 229) found that many practitioners felt that digital tools “depersonalized relations”. The author (1997) also warned that much research on this issue often focused on technology’s capabilities rather than on the needs of the company’s publics. Twenty years earlier, Grunig (1976, p. 34) already pointed out in the 1970s that “when organizations become constrained by their technology and knowledge, they also fail to recognize problems and become closed”.

These are the shadows, but the Internet is also a source of light for public relations purposes. For instance, the Internet offers the potential for unlimited

message dissemination within and by the public relations profession (Kent & Taylor, 1998; White & Raman, 1999; Wright, 2001). And the Internet offers many more opportunities. "More than using social media for disseminating information, the power of social media relies in its principles of collaboration, sharing, participation, and empowerment, among others", according to Gomez Vasquez & Soto Velez (2011, p. 159). For these reasons, Jo & Jung (2005, p. 24) predict that "the Internet will become an integrated part of communication, a routine element of the landscape."

Although on the Internet "publics became more fragmented and harder to reach" (Kent, 2013, p. 338), the Web also offers great opportunities to organizations to communicate directly with their publics (Hill & White, 2000; Taylor et al., 2001). As Jo & Jung (2005) point out, the use of the Internet allows practitioners to communicate directly with audiences, without the gatekeeping function of other mass media such as television and the press. This possibility of reaching people directly makes the Internet also useful for communicating with the publics and the news media during a crisis (Perry, Taylor, & Doerfel, 2003)

On the other hand, some publics are now more active when using new technologies: they do not restrict themselves to being just passive receivers, they want to participate in the conversation (Capriotti & Pardo, 2012). Alvin Toffler coined the term "prosumer" to define these users who are so active that blur the distinction between a "consumer" and a "producer" (Gerhardt, 2008). "Social media is both a tool of consumption and 'prosumption'" (Fuchs, 2017a, p. 38).

Now every person can create their own medium and become a media gatekeeper, so everyone can afford to communicate without filters and without geographic limitations (Kent, 2013; Kent & Taylor, 1998; Ovaitt, 1995). Social media allow more voices to be expressed than the mass media (Jensen & Helles, 2017). As Manuel Castells (2009) explains, thanks to social media everyone can become a broadcasting media and reach a global audience. Castells proposes the concept of "mass autocommunication" to refer to this new scenario.

In addition to unlimited delivery and reaching publics directly, the Internet represents a “paradigmatic shift in corporate communications, creating the opportunity for fully two-way communications between organizations and their publics” (Wright, 2001, p. 5). Johnson (1997) agrees that the use of new technologies by public relations professionals allows them to advance two-way symmetric communication in their organizations, and considers that public relations have entered “the fourth wave” of technological change with the rise of the Internet.

As Grunig (2009, p. 6) explains:

“The new digital media have dialogical, interactive, relational, and global properties that make them perfectly suited for a strategic management paradigm of public relations—properties that one would think would force public relations practitioners to abandon their traditional one-way, message-oriented, asymmetrical and ethnocentric paradigm of practice. However, history shows that when new media are introduced communicators tend to use them in the same way that they used the old media”.

But as Kent & Taylor (1998, p. 322) warn: “the World Wide Web still remains underutilized by many organizations and underexamined by scholars as a tool for building organizational-public relationships”. Social media could be also used for relationship building but that requires thinking about social media in a different way (Kent, 2013, p. 341). Also Christ (2007) points out that social networks would force public relations practitioners to rethink the way they establish relationships with their organizations’ publics.

The concept of relationship is understood in the public relations’ context as “the state which exists between an organization and its key publics in which the actions of either entity impact the economic, social, political and/or cultural well-being of the other entity”, according to Ledingham & Bruning (1998, p. 62), or as “the transactions that involve the exchange of resources between

organizations”, according to Broom, Casey, & Ritchey (1997, p. 91). In any case, this approach puts relationships at the center of public relations practice.

In this line, social media should be reenvisioned as interpersonal and group communication tools, and not a replacement for a weakened mass media or just as a cheap and easy way to reach stakeholders and publics with organizational messages (Kent, 2013).

This new communication context requires that companies learn to communicate in a new way. As previously explained, a change of focus is needed (Kent, 2013). Public relations professionals have to adapt to this new scenario. For instance, people now expect immediate answers to the questions they send to the firms by e-mail or through social networks (Li & Li, 2014; Lillqvist & Louhiala-Salminen, 2014).

Li & Bernoff (2009) recommend that companies must be present and listening to their stakeholders in the social media space. According to Adams & McCorkindale (2013), “stakeholders are demanding companies be more accountable and responsible, as well as more transparent and open”.

Firms might be authentic and transparent by using a “human voice” on social media (DiStaso & McCorkindale, 2013; Park & Lee, 2011). This “personal touch” makes public relations effective (Kent & Taylor, 1998: 323). Also, a conversational human voice has been found to positively impact dimensions of trust, satisfaction, commitment, and control mutuality (Kelleher, 2009), taking as a starting point the Hon & Gruning’s (1999) PR Relationship Measurement Scale.

To seize all the communication and relationship building opportunities the Internet brings, an ideological shift is necessary: just using social media is not enough and merely creating a space on a social media site does not create value *per se* (Culnan, Mchugh, & Zubillaga, 2010; DiStaso & McCorkindale, 2013). As Kent warns (2013, p. 338), “many professionals spend more time worrying about posting to their organization’s social media sites than what their actual strategic communication goal is. The medium has come to matter more than the message.”

For all these reasons, it is important that companies not just use social media, but that they use it strategically (DiStaso & McCorkindale, 2013). With careful research and planning in their use of social media, companies might obtain great benefits in their attempt to develop relationships with their stakeholders. Furthermore, the strategic use of social media contributes to the success of a company (DiStaso & McCorkindale, 2013).

Public relations practitioners need to decide if social media are “useful public relations tools” (Kent, 2010, p. 650). As Rybalko & Seltzer (2010, p. 341) point out:

“At the end of the day, websites, blogs, Facebook, Twitter, etc. are all simply tools capable of performing a particular job, some better suited to that job than others. However, it up to the experienced public relations practitioner to determine which tool is best capable of building sturdy, long-lasting relationships with stakeholders and to use this tool with skill and precision.”

The most important is not technology but how it is used and what people use it for (Kent & Taylor, 2016b). Tools are tools, and “the value of the new technology will come from our own skill to integrate it into the proven relationship techniques already being practiced” (Capps, 1993, p. 25).

As many authors warn (Downes & McMillan, 2000; Waters et al., 2009), only having a website or a profile on social networks is not enough to get interaction. The ability of social media to be interactive does not ensure that two-way communication is taking place (Johnson, 1997).

"Technology itself can neither create nor destroy relationships; rather, it is how the technology is used that influences organization-public relationships." (Kent & Taylor, 1998, p. 324). As Park & Reber (2008, p. 409) argue, “using technology itself does not contribute to building and maintaining good relationships between organizations and their publics”.

The use of a tool with interactive potential does not warrant interactivity (Jo & Kim, 2003; Yang & Lim, 2009). As Sundar (2003, p. 34) explains, functional interactivity “seems to be based more on promoting an appearance of interactivity and does not adequately specify the outcomes of interactive communication”.

Because interactivity is much more than the number of functional and technical features included on a website or any digital space, such as e-mail, feedback forms, and content downloads, many authors (Kelleher, 2009; Rafaeli & Sudweeks, 1997; Sundar, Kalyanaraman, & Brown, 2003; Yang & Lim, 2009) suggest to interpret interactivity from a process and not only from a functional view. “A process involving users, media, and messages” in which “communication roles need to be interchangeable for full interactivity to occur” (Sundar et al., 2003, pp. 34–35).

Rafaeli & Sudweeks (1997, para. 1) define interactivity as “the manner in which conversational interaction as an iterative process leads to jointly produced meaning”. Yang & Lim (2009, p. 347) add that interactivity is “not a single state at a specific moment, but a dynamic process during relational communications”. It is for this reason that it is so difficult to measure. Liu (2003) define an interactive communication “as a communication that offers individuals active control and allows them to communicate both reciprocally and synchronously”.

Avery et al. (2010, p. 337) argue that “social media are inherently interactive, communicative, and social.” However, many companies are still having a unidirectional communication on social media (Downes & McMillan, 2000; Xifra & Huertas, 2008). Internet offer “opportunities for new forms of interactivity” (Downes & McMillan, 2000, p. 174).

Interactivity is expected on social media, Li & Li (2014, p. 660) highlight, so users consider interactivity is the “default” with these tools and “there is no expectation for low interactivity”. Furthermore, social interactions on social media could increase consumer loyalty (Watkins, 2016).

The interactivity is one of the indisputable key aspect of the communicative paradigm in the knowledge society and it is the cornerstone on which dialogic communication is built (Capriotti, Carretón, & Castillo, 2016; Lalueza, 2006; Shin et al., 2015). In fact, today it is impossible to conceive public relations without placing interactivity at the center of the communication process, because interactivity is a concept consubstantial to this discipline (Lalueza, 2006, 2008).

How has corporate communication has evolved in this context? The evolution of institutional websites (and also of online corporate communication) has been gradual and constant since the emergence of the World Wide Web in the 1990s (Capriotti & Pardo, 2012). An early and basically monologic use has evolved to become a more conversational one. Capriotti and Pardo (2012) identify three major phases of evolution (with blurred boundaries between them, which are gradual and which include the previous phase) based on the type of content management and management of the interaction by the organizations with their publics using their corporate web platform.

The first phase is *Monologic communication*, where the content is separated from the interaction, all the content is generated by the organization and interaction is minimal: only e-mail and forms are available to request information. In the second phase, called *Expanded monologic communication*, the content is also separated from the interaction. In this phase, all the content is still produced by the organization but takes into account publics' interests. The relationship is still asymmetrical although some opportunities for participation are offered, such as blogs. In the third phase, *Dialogic communication*, the content and the interaction are very closely linked. Content is developed by and for publics based on shared interests and collaboration, and a symmetrical dialogue between organization and publics is reached through interactive and collaborative tools.

4.2. The Dialogic Communication Theory

Dialogue can be used as a framework to understand and study communication through the Internet. The arrival of websites and social media opened the way towards fully interactive communication. But, as Kent & Taylor (1998) explain, dialogic theory implies to go one step beyond two-way communication.

4.2.1. From Two-Way Communication to Dialogic Communication

In recent years, relationships are recovering the original key role they have in public relations. In 1992, Grunig defined public relations as building mutually beneficial relationships between organizations and its publics. In 1994, Cutlip, Center & Broom stated that public relations are: “the management function that establishes and maintains mutually beneficial relationships between an organization and the publics on whom its success or failure depends” (in Ledingham & Bruning, 1998, p. 56).

The definition of public relations as relationship management is on the increase, both by scholars and practitioners (Kelleher & Miller, 2006; John A. Ledingham & Bruning, 1998). Understanding public relations from a relationship management point of view represents “a conceptual change”, according to Ledingham & Bruning (1998, p. 56), which means considering public relations not as a communication activity but as a management function which uses communication strategically.

With the fragmentation of the mass media and the arrival of social media, public relations are now shifting to interpersonal channels of communication (Kent & Taylor, 2002). As public relations move towards a relational approach, dialogue is emerging as an important theoretical framework in which to frame relationships with publics (Taylor et al., 2001). Nowadays, public relations are understood as a dialogue (Kent & Taylor, 2002; Pieczka, 2011; Seltzer & Mitrook, 2007).

Thus the changes in the communication context during recent years have moved away from monologic to dialogic communication (Madichie & Hinson, 2013). In dialogic communication, the roles of sender and receiver of the message are interchangeable: the receiver is allowed to communicate back to the sender and this is the beginning of relationship creation (Madichie & Hinson, 2013).

A dialogic approach requires an organizational commitment and an acceptance of the value of relationship building (Kent & Taylor, 2002). Social media make it easy to establish a dialog with publics because they enable a shift from the Web as passive information highway to a dynamic platform based on dialogue (Kitchen & Panopoulos, 2010). However, beyond the web design features that facilitate interaction, dialogue should be understood as an orientation that values sharing and mutual understanding between the parties (Taylor & Kent, 2014).

As noted previously, this searching of conversation is not new in the public relations field (Kent, 2013; Kent & Taylor, 2002; Pieczka, 2009, 2011). In fact, the main objective of public relations is to create a relationship and a dialogue across different stakeholders (Madichie & Hinson, 2013). The novelty is that the Internet and social media provide new opportunities for building such relationships. For this reason, Kent & Taylor (1998) consider that strategic communication on the Web can benefit from a dialogic communication approach. Ingenhoff & Koelling (2009, p. 66) also argue that “the Internet provides organizations with the unique possibility of engaging publics in dialogue, a key characteristic of excellent public relations.”

In this context, dialogue has become an area of increasing importance to public relations and much research has focused on this topic in recent years (Adams & McCorkindale, 2013; Bruning, Dials, & Shirka, 2008; Capriotti & Pardo, 2012; Gutiérrez-García, Recalde, & Piñera-Camacho, 2015; Kent, 2013; Kent, Taylor, & Mcallister-Spooner, 2008; Lane, 2014; Muckensturm, 2013; Nykolaiszyn, 2013; Pieczka, 2009; Rybalko & Seltzer, 2010; Theunissen & Rahman, 2011; Watkins, 2016; Watkins & Lewis, 2014).

The review of literature on public relations shows two approaches to understanding dialogue. The first one is the relational perspective, which considers that dialogue is the basis of two-way communication between organizations and stakeholders. The second perspective (led by Kent & Taylor) sees dialogue as a theoretical construct which represents the start of a dialogic development in public relations. Kent & Taylor (2002) identify a theoretical shift from public relations emphasizing managing communication to a PR focusing on communication as a tool for building relationships.

The big change, as Botan (1997, p. 196) explains, is that “dialogue elevates publics to the status of communication equal with the organization”, instead of relegating publics to a secondary role, as traditional approaches to public relations do. Thus, public relations become a public-centered discipline, leaving aside more instrumental approaches (Kent & Taylor, 2002).

Lane (2014, p. 35) states that “dialogue always involves a process of two-way communication.” In fact, dialogue is one of the key features of the two-way symmetrical model defined by Grunig & Hunt (Taylor, Kent & White, 2001). As Grunig (2001, p. 12) explains, “with the two-way symmetrical model, practitioners used research and dialogue to bring about symbiotic changes in the ideas, attitudes and behaviours of both their organizations and publics”.

Grunig & Hunt's four models of public relations: press agency, public information, two-way asymmetrical communication and two-way symmetrical communication, are the most widely applied theory in public relations research since they were defined in 1984. The two-way models of communication developed by these authors are “an important part of the way public relations changed in the first half of the 20th century” (Lane, 2014, p. 39).

The two-way symmetrical model is dialogue-center but it does not mean that every two-way communication is dialogue *per se*, as Lane (2014) states. The author adds that “all dialogue includes episodes of two-way communication, but not all two-way communication is dialogue” (Lane, 2014, p. 36). The difference

between symmetrical communication and dialogue is, according to Kent & Taylor (Kent, Taylor, & Mcallister-Spooner, 2008), that the first one is “a procedural way to build relationships” with publics but it does not involve actually responding to them as equals. “The focus was on feedback not relationships”, they argue.

Two-way symmetric model is typically privileged as the ideal model of public relations which leads to excellence in public relations (Grunig, Grunig, & Ehling, 1992). Grunig has always argued that the two-way symmetrical model is the most desirable (Kent & Taylor, 1998). In this line, the practice of ethical public relations is based on a dialogic system rather than monologic policies (Kent & Taylor, 2002; Taylor, Kent, & White, 2001), although there is no evidence that supports that dialogue is more ethical (Kent & Taylor, 2002; Taylor et al., 2001).

Dialogue is considered more ethical because is more democratic: it gives a voice to all and it is based on principles of honesty, trust, and positive regard for the other rather than simply a conception of the public as means to end.” (Kent & Taylor, 2002, p. 33). As Theunissen & Wan Noordin (2012, p. 11) recognize “while dialogue has potential value, it is no more ethical than or preferred to persuasion”. In connection with this issue, Gutiérrez-García, Recalde, & Piñera-Camacho (2015) explain:

“The concept of dialogue implies the eclipse of a one-way approach, with ethical implications for professional practices. Dialogic processes must be further rooted in business culture, building bridges with interest groups and refining an ethical awareness and sense of responsibility to society.” (Gutiérrez-García et al., 2015, p. 8).

For the last 20 years, a key issue in public relations research has focused on either supporting or challenging Grunig’s two-way symmetrical model as the most ethical way to conduct public relations. As a result of this academic debate, alternative frameworks have slowly emerged, such as the relational approach, which situates relationship building as the central public relations activity (Taylor, Kent & White, 2001, p. 264-266).

With the advent of social media, the two-way symmetrical model of public relations is now more attainable than ever because social media provide a channel for organizations to engage in dialogic communication with their stakeholders (Hether, 2014). Fifteen years after its publication, Grunig himself reexamined his own proposal of four models of public relations and recognized its limitations in the current context. He concluded that it is time to move "toward such a theory in developing the new two-way model of excellent, or dialogic, public relations" (in Taylor, Kent & White, 2001, p. 265).

According to Ledingham & Bruning (2000, p. xvi), the relational or dialogic perspective "serves as a platform for developing public relations initiatives that generate benefit for organizations and for the publics they serve". Using the dialogic principles encourages organizations to see stakeholders as individuals with value as opposed to seeing people as merely instrumental customers who buy or use the provided services of the corporation (Kent, 2008).

But, what is dialogue? Lane (2014, p. 35) considers that "there is no one simple or 'right' answer" to this question. This author (2014, p. 24) concludes in her doctoral dissertation that "dialogue is clearly, therefore, a complex concept". Also Kent & Taylor (2002) consider that this is a very ambiguous term. As Johannesen (1971, p. 373) argues, "the word 'dialogue' apparently means many things to many people".

The origins of the application of dialogue as a framework for studying communication relationships are found in Ancient Greece, in the Socratic Dialogues of Plato (Kent, Taylor & McAllister-Spooner, 2008). The term dialogue has appeared in the public relations literature for over four decades.

Understandings of dialogue vary according to the discipline from which the concept is tackled. This abstract concept feeds from several disciplines such as philosophy, rhetoric, psychology, religion and relational communication (Gutiérrez-García et al., 2015, p. 8; Johannesen, 1971).

Lane (2014) explains that the perspectives on dialogue of theorists such as Buber, Rogers, Gadamer, Bohm and Paulo Freire have three elements in common: the motivation of participants to enter into communication with each other; the implementation of that communication; and its outcomes.

Philosopher Martin Buber is often referred to as the father of the concept of the modern concept of dialogue. Buber views human communication as "an intersubjective process in which parties come to a relationship with openness and respect" and considers that dialogue is the basis for that relationship (Kent & Taylor, 1998: 324). Dialogue in this context is "part and parcel of relationship building, and focuses on people rather on achieving equilibrium" (Theunissen & Rahman, 2011, p. 2).

Jürgen Habermas adds an interesting point to this way of understanding dialogue. For him, dialogue occurs when parties agree to communicate with each other with the purpose of establishing a relationship (Kent & Taylor, 1998: 324). So dialogue requires the cooperation of parties, it is a process that cannot be dominated by one party (Gutiérrez-García et al., 2015). "A basic element in dialogue is 'seeing the other' or 'experiencing the other side'", Johannesen (1971, p. 375) states.

This author (Johannesen, 1971, p. 374) adds that "dialogue seems to represent more of a communication attitude, principle, or orientation than a specific method, technique or format". Botan (1997, p. 192) considers that "dialogue manifests itself more as a stance, orientation, or bearing in communication rather than as a specific method, technique, or format."

Following the Habermas' approach, Kent (2013, p. 341) considers that "dialogue represents a relational give and take that occurs between two people, or in small groups, that observe strict rules of decorum to maintain fairness, trust, and the opportunity for all involved to express their opinion". Some years later, the same author points out that dialogue is more than just talk and explains that it is a

“special kind of conversation and interaction that is rule guided, but also experiential and open-ended” (Kent, 2016, p. 7).

Bortree & Seltzer (2009, p. 317) add that dialogue “represents efforts by parties in a relationship to engage in an honest, open, and ethically based give and take”. In addition, dialogue requires that all participants are willing "to exert themselves on the part of others to understand often diverse positions." (Kent, Taylor & McAllister-Spooner, 2008: 8).

To understand a dialogic public relations approach is useful to think of dialogue from an interpersonal perspective. Really, as Taylor et al. (2001, p. 267) explain, “the use of communication to ‘build dialogic relationships with publics’ has the same qualities that ‘building interpersonal relationships and trust’. Both are processes that involve trust, risk and multiple interactions”.

Following this approach and applying the features of interpersonal communication to dialogic public relations, these authors expose the basis of their dialogic framework:

“Dialogue first involves attraction whereby individuals or groups desire to interact (“usefulness of information”); for relationships to develop interactions must occur (“ease of interface”); for relationships to grow dialogue must occur (“conservation of visitors”); and for relationships to thrive, maintenance and satisfactory interactions must occur (“generation of return visits” and “dialogic loops”).” (Taylor et al., 2001, p. 268)

Further details about Kent & Taylor’s theoretical strategic dialogic framework to guide relationship building through the Internet are provided in the next section.

4.2.2. Kent & Taylor’s Dialogic Framework

In the seminal paper “Building Dialogic Relationships Through the World Wide Web”, Kent & Taylor (1998) offer a theoretical framework to create dialogic

relationships with public through the Internet. This model represents important progress in the study of public relations on the Internet because, despite the fact that much literature on digital communication existed, few essays had rigor and provide theoretical frameworks in a systematic way (Johnson, 1997)

Dialogue is more than a framework for understanding interpersonal relationships, it can be also used to understand mediated relationships such as those created by communication through the Internet (Taylor, Kent & White, 2001). In fact, and as previously explained, dialogic theory comes out of research into interpersonal theory and relational communication.

The relational approach situates relationship building as the central public relations activity (Kent & Taylor, 1998). Applying the idea of dialogue in public relations means that organizations should create open relationships with individuals and groups rather than remaining closed and secretive. This approach is in line with the rules of this new communication context which have been previously explained

Kent & Taylor (1998, p. 325) understand dialogic communication as "any negotiated exchange of ideas and opinions". According to these authors, dialogue is not synonymous with agreement: it is about the process of open and negotiated discussion. "Individuals who engage in dialogue do not necessarily have to agree however, what they share is a willingness to try to reach mutually satisfying positions" (1998, p. 325).

However, the same authors consider that "dialogue is product rather than process" (Kent & Taylor, 1998, p. 323), and this is precisely what distinguishes dialogic communication from two-way symmetrical communication; the former is a product while the latter is a process:

"Two-way symmetrical communication's theoretical imperative is to provide a procedural means whereby an organization and its public can communicate interactively. (...) In contrast, dialogic communication refers to a particular type of relational interaction- one in which a relationship

exists. Dialogue is product rather than process." (Kent & Taylor, 1998, p. 323)

Already in the late 1990s, Kent & Taylor (1998, p. 331) predicted that "the Web has great potential as a dialogic communication medium" but at the same time they warned public relations practitioners that dialogic webbed communication cannot be achieved overnight.

"To create effective dialogic relationships with publics necessarily requires just that: dialogue. Without a dialogic loop in Webbed communication, Internet public relations becomes nothing more than a monologic communication medium, or a new marketing technology. The Web provides public relations practitioners an opportunity to create dynamic and lasting relationships with publics, however, to do so requires that dialogic loops be incorporated into Webpages and Webbed communication". (Kent & Taylor, 1998: 325-326)

But how can public relations practitioners reach dialogic communication? Although Kent & Taylor (2002, p. 33) recognize that "there are no easy answers to how to implement dialogic systems in organizations" because "dialogue is a complex and multifarious process", they also explain that dialogue consist of several coherent assumptions (Kent & Taylor, 2002, p. 33). As noted earlier, "dialogue is not about the "process" used, it is about the products that emerge—trust, satisfaction, sympathy, etc." (Kent & Taylor, 2002, p. 32). The authors warn that dialogue "is not a panacea" and add that "just because an organization and its publics create 'dialogic' communication structures, does not mean that they are behaving dialogically".

Johannesen (1971) identifies six components as essentials for dialogic communication: (1) Genuineness, or the ability to be direct and honest; (2) Accurate empathic understanding, or the ability to see things from the other's viewpoint; (3) Unconditional Positive Regard, which implies the desire to help the other to maximize his/her potential; (4) Presentness, understood as the willingness to become fully involved with each other by paying attention and

avoiding distractions; (5) Spirit of Mutual Equality, which means that participants agree to listen the other under equal conditions, and (6) Supportive Psychological Climate, where one party encourages the other to communicate in a free expression context, avoiding interferences and prejudices.

These concepts are framed in the interpersonal relationships field. As Wood (1999, pp. 180–189) explained, four are the components of successful interpersonal relationships, which are (1) investment, which refers to the time, energy, feelings, efforts and other resources given to build the relationship; (2) commitment, which involves the decision to continue a relationship (3) trust, referring to a feeling that those in the relationship can rely on each other, and a (4) comfort with relational dialectics, which means feeling comfortable with the different opposing forces that can intervene in the communicative process.

For these authors Kent, Taylor & White (Kent & Taylor, 2002; Kent, Taylor, & Mcallister-Spooner, 2008), dialogue is an orientation which includes five features. These are:

- **Mutuality**, or the recognition of organization–public relationships. A collaborative orientation and spirit of mutual equality are the central features of mutuality. “Mutuality refers to an acknowledgment that organizations and publics are inextricably tied together”. (Kent & Taylor, 2002, p. 25). These are the central features of mutuality:
 - **Collaboration**: dialogue is not about winning or losing, it is about the search for understanding between the parties. Dialogue is a process of people trying to understand each other.
 - **Spirit of mutual equality**: people who participate in dialogue are persons and not objects. To reach authentic dialogue it is essential that participants feel free and comfortable, that they feel equal and that any symptom of superiority is avoided.
- **Propinquity**, or the temporality and spontaneity of interactions with publics. Dialogic propinquity means that the organization takes into

account the publics' needs and that publics are willing to contact with organization to expose their needs. Proximity is created by three features:

- **Immediacy of presence:** dialogue requires presence so participants need to share a space or place, physical or digital.
 - **Temporal flow:** “dialogic communication is relational” (p. 26). It is necessary that participants know the past and the present, and are interested in a shared future.
 - **Engagement:** participants must get very involved in the dialogue and respect the other parties.
- **Empathy**, or the supportiveness and confirmation of public goals and interests. It means being able to put oneself in other's shoes. This feature of dialogue is characterized by:
 - **Supportiveness:** or creating a climate in which all the participants are able and encouraged to participate.
 - **Communal orientation:** dialogue requires a communal orientation between participants.
 - **Confirmation:** or acknowledgment of others. For instance, organizations have to accept that some people will not agree with them, but these disengaged audiences also have to be taken into account.
 - **Risk**, or the willingness to interact with individuals and publics on their own terms. The key features of risk are:
 - **Vulnerability:** dialogue implies the sharing of information, beliefs and desires, and sharing all these intimate and personal aspects can make people feel vulnerable. Although this vulnerability should not be viewed as pejorative but as an opportunity for growth, by discovering new points of view and other experiences.
 - **Unanticipated consequences:** dialogic communication is spontaneous, not predictable and cannot be anticipated.

- **Recognition of strange otherness:** each interlocutor is unique. Each person who participates in dialogue has to accept that the other is not the same as themselves, and these differences are what enrich the exchange.
- **Commitment**, or the extent to which an organization gives itself over to dialogue, interpretation, and understanding in its interactions with publics. Commitment describes three characteristics:
 - **Genuineness and authenticity:** dialogue is honest and direct. It involves revealing one's position.
 - **Commitment to the conversation:** the purpose of a conversation is to reach mutual benefit and understanding.
 - **Commitment to interpretation:** as explained before, dialogue is intersubjective, so interpretation is needed by all parties involved. An effort to understand the other's point of view is required.

These tenets are the first step for articulating a public relations theory of dialogue and therefore the starting point toward "ethical communication" (Kent & Taylor, 2002, p. 32). Kent & Taylor (1998) provide five principles that offer guidelines for the successful integration of dialogic public relations and the Web:

- **The Dialogic Loop**, which means that users should have opportunities and tools to ask questions and provide feedback. "A feedback loop is an appropriate starting point for dialogic communication between an organization and its publics" (Kent & Taylor, 1998, p. 326). The dialogic loop implies not only the possibility that publics contact the organization but also, and more important, that the organization has the opportunity to reply to publics' questions and concerns. Reaching dialogic loop requires a commitment for company's part. In fact, response is a must to reach the dialogic loop. As Kent & Taylor explain, it is useless to publish a contact e-mail address if nobody is in charge of reading the received messages and answering them.

- **The Usefulness of Information:** users should find information that is specifically tailored to their needs. Companies should try to provide useful information to a variety of publics. That means not only thinking of the organization's aims but also of the publics' needs. As Kent & Taylor explain (1998, p. 328), "relationships with publics must be cultivated not only to serve the public relations goals of an organization, but so that the interests, values, and concerns of publics are addressed". It is necessary to understand that users visit websites (and social network profiles) with the aim to obtain valuable, useful and trustworthy information.

Related to the usefulness of information issue is the idea of structure and accessibility (which is connected with the fourth principle: the intuitiveness and ease of interface): a well-organized information will be more easy to access by publics. "Making information available to publics is the first step involved in developing relationships with them" (p.328).

- **The Generation of Return Visits:** users should have an incentive to return to the site for multiple visits over time. In connection with the previous principle, if publics find valuable information on the organization's website and social profiles, then they return to them. "Sites that contain limited/ unchanging information, are no longer useful after one visit and do not encourage return visits", Kent & Taylor (1988, p. 329) warn. On the contrary, sites that are constantly updated with valuable information for publics generate trust and foster return visits. "Updating information is an easy way for public relations practitioners to create the conditions for dialogic relationships" (p. 329). But it is necessary to be careful: "a way to create the conditions for building a dialogic relationship" does not mean to reach dialogic communication. "Simply updating information, or trying to include interesting content represents a one-way model of public relations", the authors argue. And they add that "interactive strategies include forums, question and answer formats, FAQs, easily downloadable information" (p. 329).

- **The Intuitiveness/ Ease of Interface:** users should be able to easily navigate the site. As explained in the second principle, the usefulness of information, content should be easily accessible to users. Sites should be interesting and not be overshadowed by gratuitous special effects. “The Web is designed to be rich in content”, authors say (p. 329). Although the original article recommends value text over audiovisual content, it is necessary to understand these recommendations in context. In the 1990s, when the paper was published, graphic content required many seconds to load, which meant slow access to the website, which could demotivate users to return to the site. The Web has evolved since then, now the Internet connection is usually faster and audiovisual content is one of the most preferred by users. As authors suggest: “sites should be dynamic enough to encourage all potential publics to explore them, information rich enough to meet the needs of very diverse publics, and interactive enough to allow users to pursue further informational issues and dialogic relationships” (p. 330).
- **The Rule of Conservation of Visitors:** users should be encouraged to stay on the site. To foster a longer visit, Kent & Taylor suggest being careful with the use of links “that can lead visitors astray” (p. 330). “Once a visitor leaves your site on a ‘link’, s/he may never get back”, they warn. If the aim of public relations is to create and foster relationships with publics, websites should include only “essential links” to avoid the loss of visitors. As previously explained, a key aspect to start building a dialogic relationship is to offer value information for the publics.

Two years after its publication, Taylor et al. (2001) divided these five principles into two clusters: (a) a technical and design cluster, which includes usefulness of information, ease of use, and conservation of visitors and (b) a dialogic cluster, which includes generation of return visits and dialogic loops. A decade after the publication of this work, Capriotti & Pardo (2012) renamed these clusters as (a)

content management (principles of usefulness of information and intuitiveness/ease of the interface) related to the type of information managed on the Internet and how it is organized and structured in order to be accessible to publics; and (b) interaction management (the principles of generation of return visits and conservation of visitors), which is linked to the types and levels of interaction between the organization and its publics by means of the integration of various digital resources on web platforms.

4.3. The Application of Kent & Taylor's Framework to Social Media

Since the publication of Kent & Taylor's dialogic framework in 1998, many authors have adapted and updated this model to the changing communication context and to the new social media. This is not surprising, because as Burch (2013, p. 14) explains: "Natural and meaningful conversations in social media reflect conversations in real life. They are two-way dialogues, not one-way broadcasts".

In this line, many authors (Kelleher & Miller, 2006; Park & Lee, 2011; Sweetser, 2010) state that dialogic communication on social media can be considered as interpersonal interactions. For this reason, companies on the Internet need to conduct a more public-centered communication if they want to build positive relationships with their publics.

For Capriotti & Pardo (2012), "the dialogic loop is not simply a principle, but is instead the framework for dialogic communication, and is the concept that provides the best interpretation of the notion of intercreativity, which was a cornerstone in the origins of the World Wide Web". These authors consider that the concept of a dialogic loop has evolved since the idea originally expressed by Kent & Taylor (1998: 326) ("a dialogic loop allows publics to query organizations and, more importantly, it offers organizations the opportunity to respond to questions, concerns and problems"), and now takes in "a broader, more continuous and balanced conception of interaction (i.e. the dialogic loop must be seen as an ongoing interaction between organizations and their publics using

Internet tools, which enables information, comments, opinions, assessment and experiences to be exchanged on a continuous basis"; (Capriotti & Pardo, 2012, p. 620).

Fifteen years after the publication of "a work that has proven to be seminal" in the analysis of public relations on the Internet (Capriotti & Pardo, 2012), Kent (2013) warns that nowadays, in professional practice, sometimes dialogue is misunderstood as communicating with others. Just publishing a tweet, posting content to a Facebook page, updating a blog or exchanging customer service messages on Twitter is not dialogue, it is one-way dissemination of content (Kent, 2016). The author clarifies that "the problem is not with the medium of the Internet; the problem, quite simply, is with the application and intent" (Kent, 2013: 341). (See section 4.2. *The Dialogic Communication Theory* for further information about this topic).

As previously mentioned, Kent & Taylor (1998) state that dialogic communication is the theoretical framework for building relationships between organizations and their publics. This theory can also be applied to the communication on social media. However, it is easy to say that social media should be more dialogic (Kent, 2013: 341) but the key question is how to get it. Fifteen years after the publication of the original dialogic framework for websites, Kent (2013, p. 341) makes some suggestions focusing on the application of dialogic theory on social media:

- Dialogic social media web sites should not be intended as places where thousands or tens of thousands of people passively wait for messages, but as active participatory places where organizational managers, leaders, and professionals actually communicate with individual human beings.
- New social media interfaces should be adopted or designed to allow organizational members and stakeholders/publics to freely interact and collaborate.
- The identity of participants should be public and verifiable. Dialogue is not conducted with anonymous parties but with human beings who have names and faces.

- Clear rules should exist for participation in these digital spaces.
- Any interested party, including the media, competitors, academics, and customers should be allowed to participate on digital conversation.
- Divergent voices should be nurtured and encouraged to participate. The more voices, the better.

More recently, Kent & Taylor (2016, pp. 64–65) proposed three requirements organizations must meet in order to use social media more effectively, and carry out dialogic social media, which are:

1. **To engage individuals and interact with them on a one to one basis.** Authors remind us that not all talk is dialogue. They consider that dialogic organizations should reply to questions from individual stakeholders privately and not in public venues such as those offered by social media. In the case of large corporations, reaching dialogue with users will require more infrastructure and resources, that is, more practitioners answering the publics' questions and comments.
2. **To recognize the value of others.** Being dialogic means caring about others' interests and thoughts. Dialogic organizations are open to others' ideas and opinions, and value what others say.
3. **To be empathetic.** The authors remind us of the ability to put yourself into another's shoes of another person is essential to reach effective dialogue.

As Capriotti & Pardo (2012) explain, research in the public relations field on the use of the Internet as a dialogic tool has increased considerably in recent years, and has mainly focused on analyzing the opportunities for the dissemination of information and interaction between organizations and their publics. A chronological review of the main published studies is provided in the following pages. It allows us to understand how research on digital dialogic communication has evolved since the last 1990's.

In 1999, the first study applying Kent & Taylor's dialogic framework was published, in which Esrock & Leichty (1999) examined the websites of 100

Fortune 500 companies. They concluded that “a minority of Fortune 500 organizations have become so energetic and proactive in using the new medium to its fullest potential” (Esrock & Leichty, 1999, p. 465). According to this research, most American organizations were using their websites only for disseminating information, mainly with potential customers, the investment community and the news media.

One year later, the same authors (Esrock & Leichty, 2000) published a follow up study of their previous research, in which they compare the analysis carried out in 1997 (whose results are gathered in Esrock & Leichty, 1999) with a new analysis, revisiting the same sites two years later, in 1999. Thus, the use of dialogue is tested on the websites of a random list of 100 Fortune 500 companies in two waves of study and comparative results are provided. Each site was coded for the presence or absence of 58 dialogic features, including thematic topics. For instance, a content analysis was done to check the presence of messages relating to social responsibility content.

The findings of the second wave of the study reinforce the idea that most Fortune 500 corporate websites simultaneously address several audiences, focusing especially on the investors and financial community. In this line, the second round of the investigation shows that Fortune 500 firms’ websites are “thereby meeting several of the necessary preconditions for dialogical communication with publics” (Esrock & Leichty, 2000, p. 340). However, this study also points out that many websites fail to include navigability features and feedback tools, “even though these elements have been identified as a key to building two-way communication with publics” (Esrock & Leichty, 2000, p. 341).

Taylor, Kent & White (Taylor et al., 2001) studied in 2001 how one hundred environmental organizations were using their websites to build relationships with publics. The purpose was to determine the extent to which these activist websites were using dialogue effectively to build organization–public relationships. With this aim, the five principles of dialogic relationship building proposed by Kent &

Taylor in 1998 were operationalized into a 32-item questionnaire, taking into account the application that Esrock & Leichty (1999, 2000) had done previously.

This study reveals that activist organizations are “not yet fully engaging their publics in two-way communication” (Taylor et al., 2001, p. 263) and that “websites are not fully employing the dialogic capacity of the Internet as expected” (p. 277). So, the authors conclude that “many webbed organizations –perhaps most– are currently far from dialogic” (Taylor et al., 2001, p. 280).

One year later, Mackey & Rennie (2002) applied the Kent & Taylor’s framework to study six pharmaceutical companies’ websites. They found that pharmaceutical companies have incorporated some dialogic features into their sites, such as providing useful information for their main publics, doctors and pharmacists, and offering contact e-mail addresses. However, the authors conclude that the Internet has not had “a large impact on the public relations strategies” of pharmaceutical industry (Mackey & Rennie, 2002, p. 7).

In 2003, Kent, Taylor & White (2003) continued to deepen the analysis of how new technologies help organizations build relationships with their publics. They examined the relationship between web design and dialogic capacity through an analysis of 150 environmental activist organization websites, following Kent & Taylor dialogic model.

The study demonstrates that “the more dialogically oriented an organization “appears,” the more likely an organization is to actually respond to its stakeholders” (Kent, Taylor, & White, 2003, pp. 74–75). This research also points out that if organizations want to build lasting relationships with their publics, they need to care about them and not see them as merely means to ends.

One year later, the creator of dialogic framework, Taylor & Kent (2004), analyzed the dialogic capacity of 100 Congressional websites and interviewed 32 Congressional representatives. They conclude that congressional websites are not dialogic and that most politicians see their websites as an effective one-way communication tool. Although politicians say they understand the dialogic

possibilities offered by websites, they also report that there is so much work to do in a Congressional office that there is not enough time to invest in conversations via the website. So the lack of resources seems to be one of the reasons why politicians are not seizing the dialogic potential of the Web.

Also in 2004, Naudé, Froneman, & Atwood (2004) applied the original framework to study the interactive nature of 10 South African non-profit and non-governmental organizations (NGOs) websites. Most of these NGOs were using the websites with a one-way communication perspective, especially older organizations, according to the investigation. The results also confirmed that the success of the website management requires much more than technical knowledge. It is a key aspect that organizations consider their websites as a priority, since only in that case they will invest resources on them.

In 2006, Kang & Norton (2006) explored 129 websites of the best colleges and universities of the United States following Kent & Taylor's dialogic model. The results show that these universities are higher ranked in the ease of interface feature, making excellent use of usability of websites with simplified design, easy navigation, and inclusion of site maps. However, they are "not fully embracing the strength of their websites" (Kang & Norton, 2006, p. 428), despite the potential offered by these tools as a public relations tool for universities to communicate with students.

The same year, Reber & Kim (2006) examined the online media relations tactics of environmental activist groups from a relationship theory framework. The authors analyzed 74 activist websites, and adapted and enlarged Kent & Taylor's model to address media and activist specific issues. According to this study, few dialogic features are being used to communicate with journalists. The authors encourage activist organizations to be more journalist-friendly on their websites if they want to build online relationships with the press.

One year later, McAllister & Taylor (2007) analyzed community college websites as tools for fostering dialogue. All the nineteen New Jersey Community Colleges

websites were studied applying a 52-item scale, modified from the dialogic scale first introduced by Kent & Taylor (1998). The authors found a lack of interactive features in these sites and pointed out that with no feedback opportunities, these sites end up being one-way communication tools. “Even if a site follows four of the five dialogic principles, it is not fully dialogic if it does not offer and follow through with two-way communication” (McAllister & Taylor, 2007, p. 232).

Also in 2007, Seltzer & Mitrook (2007) extend the investigation of online relationship building through a comparison of weblogs to traditional websites focusing on the environmental activist field. With this aim, they studied a purposive sample of 50 environmental weblogs that is comparable to the environmental sites used in Kent, Taylor, and White studies (Kent, Taylor, & White, 2003; Taylor, Kent, & White, 2001). Results show that blogs scored higher than websites on indices of “ease of interface,” “usefulness of information,” and “conservation of visitors.”

After applying Kent & Taylor’s dialogic framework, they conclude that although traditional websites have the potential to incorporate dialogic elements, “they often fail to do so in practice” (Seltzer & Mitrook, 2007, p. 227). However, weblogs incorporate a greater degree of dialogic communication principles than traditional websites, so they are “potentially (...) better suited for online relationship building” (Seltzer & Mitrook, 2007, p. 227). According to this research, it seems that blogs are more effective at establishing and maintaining organization- public relationships.

However, an article published by Kent (2008) one year later contradicts the results of Seltzer & Mitrook 's research and indicates that the usefulness of blogs as a public relations tool is “currently limited” (Kent, 2008, p. 32). With this work, Kent updated his original work on dialogic communication co-authored with Maureen Taylor to focus on relationships building through blogs. The essay clarifies the strengths and weaknesses of the blog in both professional and academic contexts. Despite this, the author considers that blogs are useful for research and issue monitoring, for “taking the temperature of regular people”, and

represent a great opportunity for public segmentation, he also states that PR practitioners can never be sure if a comment represents a majority or a minority view, which means that blogs' value as public relations tools is "unclear" (Kent, 2008, p. 37).

Kent also highlights the fact that "blogs are dialogic" (Kent, 2008, p. 36) although candor, honesty and other features of genuine dialogue are not guaranteed in their use. Furthermore, the author points out the risk that bloggers who maintain the corporate blog are not adequately trained in public relations and dialogue.

Also in 2008, Park & Reber (2008) conducted a content analysis of 100 Fortune 500 companies' websites which reveals that firms design their sites to serve their key publics and foster dialogic communication. The application of Kent & Taylor's framework shows that "the corporations can take even more advantage of the technology of the Web" (Park & Reber, 2008, p. 411).

The study also reveals that companies provide useful information more frequently for investors than for customers. This finding is consistent with Esrock & Leichty (1999, 2000) previous studies. And finally, Park & Reber's study suggests that firms "need to maintain repetitive interactions with their publics to enhance trust, commitment, and exchange relationship" (2008, p. 409).

In 2008, McAllister-Spooner (2008) carried out a usability study of all New Jersey's 19 community college websites and included an analysis of Kent & Taylor's five dialogic Internet principles. Results show that 68.42% colleges received overall positive scores in all the dialogic dimensions. The more usual dialogic characteristics included in college websites were, in this order: conservation of visitors (94.74%), useful information (84.21%), ease of interface (78.95%), generation of return visitors (36.84%), and dialogic feedback loop (31.58%).

The following year, McAllister-Spooner & Kent (2009) extended the study of dialogue in higher education and continued to analyze the New Jersey community colleges' websites in light of two public relations' theories: dialogic

communication and resource dependency. The authors applied a 59-item scale based on the Kent & Taylor's model. The analysis shows that some of the colleges websites have well-developed interactive features: some offer streaming audio and others offer access to podcasts and videos of faculty lectures, interviews and career advice.

To sum up, a wide variance in the presence of the characteristics of dialogue was found, but unfortunately, the Dialogic Feedback Loop indices scored the lowest. This research demonstrates that “organizations that should be the best at utilizing mediated communication channels like the Internet are often not very good at it” (McAllister-Spooner & Kent, 2009, p. 237). The study also found that providing useful information is a significant predictor for responsiveness to organizational communication efforts.

The same year and also in the university context, Gordon & Berhow (2009) conducted a content analysis of 232 college and university websites, using Kent & Taylor's dialogic principles. They found a small correlation between the use of dialogic features on the websites and the rates of student retention: the greater the use, the higher the level of student retention. University websites scored higher on principles of usefulness of information and ease of interface –those related to providing information or making the access easier– and lower in dialogic loop and return visits – in those connected with interaction.

In 2009, Ingenhoff & Koelling (2009) explored the dialogic potential of 134 Swiss charitable fundraising nonprofit organizations (NPO). Applying the Kent & Taylor's framework, they carried out a content analysis which revealed that the use of technical and design cluster (with a mean of 47%) is clearly stronger than the index of the dialogic cluster (with a mean of 21%). The indices of conservation of visitors (67%), usefulness of information for donor publics (62%), ease of interface (53%), and usefulness of information for the general public (53%) score highest, whereas the indices of dialogic loop (29%), usefulness of information for media publics (15%), and generation of return visits (16%) score lowest.

According to the authors (Ingenhoff & Koelling, 2009, p. 72), NPOs “completely miss out on the opportunity” of building relationships with their most important stakeholders by using new dialogic Internet technologies such as forums, user surveys, podcasts or blogs. On the other hand, as expected, results indicated that a positive and highly significant correlation exists between total income and dialogic capacity of the websites: higher financial resources translate into higher dialogic websites.

In 2009, Reber et al. (2009) adapted the five dialogic principles for analyzing the use of websites by litigation public relations firms. They concluded that the use of dialogic characteristics was limited so litigation PR websites are monologic and not dialogic. “Although feedback was encouraged and facilitated, there was no evidence the dialogic loop was completed” (Reber et al., 2009, p. 41).

Also in 2009, Bortree & Seltzer (2009) extended the investigation of online dialogic communication beyond webs and blogs, and applied Kent & Taylor’s framework to social networks for the first time. They examined the level of dialogic communication of environmental advocacy groups via their social networking profiles and the degree to which these strategies are related to dialogic outcomes such as metrics that indicate that dialogue between the organization and stakeholders is taking place. The authors adapted Kent & Taylor’s model for the application to a social networking context, specifically Facebook, adding a new principle: organization engagement. They applied this modified framework with 6 dialogic features to 50 Facebook profiles created by environmental advocacy groups.

The findings show that most of the organizations under study “are missing a significant opportunity to build mutually beneficial relationships with stakeholders by failing to effectively utilize the full gambit of dialogic strategies that social networking sites offer” (Bortree & Seltzer, 2009, p. 318). It seems that organizations wrongly believe that the mere creation of a social network profile “is sufficient for facilitating dialogue” (Bortree & Seltzer, 2009, p. 318). According to this research, a dialogic strategy appears to be closely related to positive

dialogic outcomes, such as network activity, network extensiveness, network growth, user responsiveness, and organization responsiveness.

One year later, Rybalko & Seltzer (2010) extended the dialogic research on social networks applying the Kent & Taylor principles to the use of Twitter. They carried out a content analysis of a random sample of the Twitter profiles maintained by 93 Fortune 500 companies and 930 individual tweets posted on those profiles. A coding scheme was developed based on Kent & Taylor's dialogic principles slightly modified for applicability to Twitter. For the first time, the dialogic principle of ease of interface is eliminated because it is considered that it is not applicable on social networks.

The authors conclude that 61% of the organizations are classified as dialogic while 39% were non-dialogic. Results indicate that the principle of conservation of visitors is higher employed by organizations that have a dialogic orientation in Twitter, while the feature of return visits is used to a lesser degree than organizations with a non-dialogic orientation to Twitter. The results do not differ in the feature of providing information.

This study shows that "it is evident that companies are trying to employ the dialogic features provided by Twitter albeit far from its full potential" (Rybalko & Seltzer, 2010, p. 340). Rybalko & Seltzer (2010, p. 341) also conclude that social networks "merely create spaces where the opportunity for dialogic communication exists; it is up to the practitioner to use these tools in such a way so that they actually allow their organization to engage in dialogic communication."

The same year 2010, Kim, Nam, & Kang (2010) investigated how corporations use their websites with corporate environmental responsibility purposes. The authors carried out a comparative content analysis of 25 Fortune Global 500 firms' websites across three regions (Asia, Europe, and North America). Dialogic variables were measured in thirty-five specific features associated with the five dialogic principles proposed by Kent & Taylor (1998).

The analysis shows that most websites do not fully employ dialogic features, regardless of region. While most websites make good use of the dialogic principles in “ease of interface” and “ease of information retrieval,” they lack such dialogic features as “dialogic loop” and “return visits.” Thus “corporate websites miss the opportunity to encourage return visits to their environmental sections and fail to offer the public a chance to dialogue with corporations regarding environmental concerns” (Kim, Nam, & Kang, 2010, p. 288).

In 2011, McAllister & Taylor (2011) extended their research on the New Jersey Community Colleges websites with the purpose of exploring how they use them for media relations. The authors carried out an analysis of the websites content applying Kent & Taylor’s model and completed this data with a survey of all the community college public relations directors. The findings suggest that colleges could improve their websites for media relations.

According to this research, there are many organizational constraints that affect the success of the web-based media relation initiatives, but the main one is the lack of resources. It is important that college public relations practitioners are realistic about the resources they have, authors recommend.

Pettigrew & Reber (2011) interviewed 10 print journalists about the use of dialogic components by Fortune 500 firms webpages specifically addressed to the press. This research proposes to complete the Kent & Taylor’s dialogic model by adding a sixth category to the five existing dialogic principles: ease of interface, usefulness of information, conservation of visitors, return visits, creating a dialogic loop. One more dialogic feature must be added, according to these authors: “Relationship Initiation and Enhancement”.

This addition “suggests an avenue for initiating a relationship” and “would also further define and provide a more accurate and realistic application of dialogic communication as it occurs between journalists and PR practitioners on a company or organization’s website” (Pettigrew & Reber, 2011, p. 424).

The same year, Waters & Lemanski (2011) compared the communication styles on the websites of a random sample of the top American corporations and non-profit organizations, from the four Grunig & Hunt's models of public relations perspective. Furthermore, they applied Kent & Taylor's dialogic framework through a quantitative content analysis of 350 sites randomly chosen from Philanthropy 400 and Fortune 500 lists. The findings show that both corporations and non-profits have strong preferences for using one-way communication on their websites, although both of them have moderately incorporated two-way communication practices. The authors detected some improvements compared to previous studies (Callison, 2003; Jo & Jung, 2005), although many companies still consider websites just as virtual brochures.

Also in 2011 and taking US firms as object of study, Luca (2011) presented a Master's thesis on social media dialogue in which he investigated the type of communication Fortune 500 companies use in their social media presence. Analyzing the websites, Facebook fan pages and Twitter accounts of 21 Fortune 500 companies, the research assesses the dialogic efforts of these firms applying Kent & Taylor's dialogic framework.

The investigation shows that Fortune 500 firms tended to use social media in the same way as traditional media, that is, focusing on broadcasting and disseminating information. The author concludes that companies are not dialogic in their use of social media. However, they have an established presence, which is a step forward in the dialogic direction. "All companies are still learning how to best utilize social media", Luca (Luca, 2011, p. 65) points out.

In 2011, Waters et al. (2011a) analyzed how 80 US universities' health centers were using dialogue on social networks through a content analysis of Facebook profiles. After applying the version of Kent & Taylor's dialogic principles adapted by Bortree & Seltzer for social networks, the study shows that the larger number of fans a health center attracted, the more dialogic use of Facebook it makes.

The research shows that “while university health centres are taking some steps to create this dialogue and initiate online conversations that address health topics of importance to college students, these organizations are not using Facebook to its fullest potential” (Waters, Canfield, et al., 2011a, pp. 220–221).

In 2012, Capriotti & Pardo (2012) assessed the level of dialogic communication developed by 120 Spanish museums through their websites. Combining content management and interaction management, the authors defined three phases of evolution of the institutional web communication: monologic communication, expanded monologic communication and dialogic communication. The findings of the study showed that most museums were in a first phase of monologic communication with their publics.

The authors developed their own framework for content analysis based on their previous work (Capriotti & Moreno, 2007a, 2007b) and Kent & Taylor’s model. After applying it to the sample, the results show that the museums analyzed are “not currently using all the advantages that the Internet offers as a means for interactive, multidirectional and symmetrical communication” (Capriotti & Pardo, 2012, p. 624). The analysis reveals a very limited use of the web 2.0 resources, and a predominant use of passive information and few feedback resources. In conclusion, “the websites of the museums studied are highly one-way instruments of communication” (Capriotti & Pardo, 2012, p. 625).

The same year, Men & Tsai (2012) examined how companies were using popular social networks sites to facilitate dialogue from a cross-cultural perspective. The authors carried out a content analysis of 50 corporate pages with 500 corporate posts and 500 user posts from Facebook and Renren, considered the “Facebook of China”. Consistent with previous studies, this research suggests that companies have not taken full advantage of social networks. Furthermore, the study indicates that “culture plays a significant role in shaping the dialogue between organizations and publics in different countries” (2012, p. 723).

The authors found some differences between the use of Facebook and Renren. Firstly, companies are using Facebook more as a one-way communication tool than Renren, which in addition is used with a more likely “human-to-human interactivity”, answering to public’s posts in order to engage them in two-way communication. Another difference connected with culture is that complaints and criticisms were relatively infrequently on Renren.

Linville, McGee, & Hicks (2012) conducted a content analysis of 1130 tweets posted by 113 colleges and universities during one week with the aim of determining the level of dialogic communication. Using the theoretical foundation from Kent & Taylor’s dialogic principles, they found that 83.5% contained useful information, 55.7% contained features related to generation of visitors, 52.2% included features related to conservation of visitors, and 29.5% contained features related to the dialogic loop. This research eliminates the dialogic principle of ease of interface because it is considered that it is not applicable on social networks, as a previous study had done for the same reason (Rybalko & Seltzer, 2010).

Also in 2012, Hinson, Madichie, & Ibrahim (2012) studied the dialogic communications potential of 27 bank websites in Ghana. After applying a qualitative content analysis based on Kent & Taylor’s framework, authors conclude that banks in Ghana have been “fairly successful in creating web sites with high dialogic value” (Robert E Hinson et al., 2012, p. 508). Over half the bank websites include more than half of these four dialogic principles (dialogic loop, ease of use, usefulness and conservation of visitors). The dialogic feature in which they rank poorest is return visits.

Unlike other sectors and countries, banks in Ghana appear to make a good use of dialogic loop. According to this study, they are highly interactive and are able to support two-way asymmetric dialogue.

Brightman (2012) studied in her Master’s thesis if global companies built relationships with their stakeholders by applying dialogic principle strategies to its

social media use. With this aim, the Facebook fanpages of 25 global companies, randomly selected from Forbes' 2012 list, are analyzed. The research concludes that global companies are beginning to utilize the dialogic principles of information dissemination, disclosure, and interactivity/involvement. Another interesting finding shows that Facebook posts which focus on customer generated greater feedback and interaction (i.e., asking questions or posting multimedia).

In 2013, Adams & McCorkindale (2013) conducted a content analysis of the Twitter profiles of the 2012 presidential candidates to determine how they were using this social network, the level of dialogue and the degree of transparency. 605 tweets published in February 2012 were coded. The results reveal a lack of transparency and that the candidates failed to create meaningful dialogue with their followers. None of the candidates replies to mentions and it appears that they are only interested in disseminating information and not very concerned with engaging with their followers. "Increasing dialogue would make the candidates seem more authentic and also has the potential to increase support for a candidate because it will allow followers to feel more connected to the candidate", pointed out the authors (Adams & McCorkindale, 2013, p. 359).

Also in 2013, Beverly (2013) examined in his thesis the public relations implications of how colleges and universities are applying Kent & Taylor's dialogic principles and Grunig & Hunt's four models of public relations on Twitter. With this purpose, 1550 tweets of 155 top US colleges published during two-weeks were analyzed. The study concludes that "many colleges and universities are not following the most-commonly accepted relationship-building strategies, such as dialogic and two-way communication" (Beverly, 2013, p. ii). Half of tweets were aligned with the Press Agency Grunig & Hunt's model.

In 2013, in a doctoral dissertation, Chun (2013) employed a quantitative content analysis to study Korean politicians' Twitter profile pages. The study adopted and adapted the coding scheme of dialogic principles developed by Rybalko & Seltzer (2010). The findings show a positive relationship between dialogue and mobilization capacity. Furthermore, the study finds that dialogic interactions

between citizens and politicians have a positive effect on mobilization capacity and contribute to citizen engagement in political activities.

In 2013, McAllister (2013) extended her study of the New Jersey Community Colleges websites focusing on the fundraising activities. In line with her previous research, the findings indicate that colleges are not taking full advantage of the dialogic fundraising capacities of the Internet.

Also in 2013, the first research assessing the dialogic principles on Fortune 500 mobile websites was published (McCorkindale & Morgoch, 2013). A total of 100 companies' websites were accessed from mobile phones and analyzed following an adaptation of Kent & Taylor's dialogic model. Results revealed that companies were not mobile-ready: fewer than one-quarter of the firms had websites prepared to be accessed from a smartphone.

Overall, "non-mobile websites scored significantly higher than mobile websites on the dialogic principles" (McCorkindale & Morgoch, 2013, p. 195). The reason is the content: mobile-ready websites typically have limited information and fewer features available than non-mobile sites. So "improvements can also be made to websites in general to make them more dialogic" (McCorkindale & Morgoch, 2013, p. 195).

The same year, Madichie & Hinson (2013) extended the scant literature on online communication in the developing world context with a study of the dialogic potential of sub-Saharan African Police Service websites drawing upon Kent & Taylor's dialogic communications framework. The study covers countries from Angola to Zambia.

The authors found that websites scored high on the ease of interface, while they got worse marks in terms of disseminating useful information, dialogic loop, conservation of visitors, and return visits. So the use of these four dialogic features could be improved.

Furthermore, this study reveals that the under-developed nature of the continent is reflected in the low use of new technologies “even in fairly basic technology applications like website deployment and usage” (2013, p. 346). Only 13 countries out of 56 had Police websites at the time of doing the research.

In 2013, Muckensturm (2013) presented a Master’s thesis in which she examined if the accommodation sector was using social media dialogically to communicate with its consumers. Using Kent & Taylor’s five principles of dialogic communication, the author carried out a content analysis of 34 different hotels’ Facebook pages. Twenty-four posts and comments on each organization were examined over a 12-month span (two posts per month).

Findings showed that the accommodation sector employed the principles of dialogic communication in 97.9% of the Facebook posts. The most frequent dialogic principles are namely: dialogic loop, conservation of visitors and usefulness of information, which appeared in over 50% of total analyzed posts. The generation of return visitors is the only principle to occur in less than 50% of the posts (29.3%). This research eliminated the dialogic principle of ease of interface because it is considered that it is not applicable on social networks, as previous studies had done for the same reasons (Bortree & Seltzer, 2009; Linvill et al., 2012; Rybalko & Seltzer, 2010).

Furthermore, two of these dialogic features, the generation of visitors and the usefulness of information, showed statistically significant correlations with hotel’s market class and extent of dialogic usage. As the quality of the hotel goes up the usefulness of information also goes up. Also a strong inverse relationship is found within the generation of return visitors and the quality of hotel: as the quality of the hotel decreases, the presence of posts containing elements which invited to re-visit the website increases.

Nykolaiszyn (2013) explored in her Master thesis how the Association of Research Libraries member institutions were using Twitter. The study operationalized Kent & Taylor’s principles of dialogic communication to analyze

400 individual tweets from 40 library associations. Findings show that usefulness of information is the dialogic principle most used and that the majority of tweets are directed toward a general audience, but there is the potential for advances in dialogic communication.

The same year, Wirtz & Ngondo (2013) carried out a content analysis of 102 US public relations agencies' websites to assess their degree of dialogic communication. As expected, the agency websites were very strong in the areas of usefulness of information and ease of interface, but obtained very varied results in the rest of dialogic features proposed by Kent & Taylor. Although some examples of agencies using their websites to create dialogue with clients and potential clients were identified, this kind of practice should be fostered, according to the authors. The use of social media such as Twitter might be useful to reach this objective, they state.

In 2014, Bucci & Waters (2014) examined how 111 colleges and universities in the state of North Carolina had incorporated the dialogic communication into their fundraising departments' websites. The findings reveal that higher education institutions in North Carolina are not capitalizing on the interactive potential of the Internet in regards to their fundraising.

Although the websites examined in this study performed "moderately well" in terms of having a navigable website and providing useful information, they only "modestly created" opportunities to engage in dialogue with their website visitors, and ranked very low on the principle of returning visits. At a time when government funding is falling continuously, if higher education institutions want to capitalize on the growth of e-philanthropy, "they must seriously reconsider how they approach their websites", the authors conclude (Bucci & Waters, 2014, p. 882).

Hether (2014) studied how Kaiser Permanente, one of the largest non-profit health care organizations in the US, used social media to communicate with its stakeholders. A total of 172 online updates, 99 Facebook posts and 73 tweets,

were analyzed following Kent & Taylor's dialogic framework and applying the four public relations models defined by Gruning & Hunt. The study found that this organization was mostly using a one-way communication model to communicate on social media, although some dialogic features were also found in the content analysis.

Also in-depth interviews were conducted with four employees involved with social media, and these practitioners expressed an interest in establishing a dialogue with publics, revealing a contradiction between expectations and facts, as previous research found (Eyrich et al., 2008; Hether, 2014).

Also in 2014, Soon & Soh (2014) studied how the new media had changed the way politicians communicate with the electorate. With this objective, they applied Kent & Taylor's dialogic dimensions (mutuality, propinquity, empathy, risk, and commitment) to examine the communication between the Singapore government and citizens through Facebook (87 out of 99 members of the Parliament had Facebook pages). The use of this social network by politicians was compared with their use of Reach (Reaching Everyone for Active Citizenry), an online portal launched by Singapore government in 2006 with the aim to improve its communication with the general public.

The research showed that new media offer great opportunities to politicians, such as testing the water and seeking out in advance public sentiments on specific issues. A dialogic loop was detected between Singapore ministers and citizens, a feedback loop which is not so clear on Reach. However, this study argued that social media also pose significant challenges to ministers, such as the difficulty of separating the personal and the private from the public.

Also in political field, Lee (2014) carried out a case study based on focus groups, content analysis and interviews, with the aim of analyzing the dialogic use of Facebook in a government public communication campaign. After applying the Kent & Taylor model to the content analysis of Facebook pages, the findings

suggested that Facebook was used mainly as a one-way communication channel in which organizations disseminate their messages.

Watkins & Lewis (2014) analyzed if the use of Twitter by professional athletes was dialogic. A purposive sample of 990 tweets from 22 professional athletes was coded following the Kent & Taylor's dialogic principles, except the ease of interface, which was excluded from analysis, as in previous researches. Findings suggest that two-way dialogue is underutilized by athletes but the structural features of Twitter (hashtags and multimedia) are very well used to generate returning visits.

The same year, Hinson, Van Zyl, & Agbleze (2014) examined the dialogic potential of insurance firms' websites in Ghana through an analysis of 14 websites during two months and using Kent & Taylor's dialogic framework. Unlike most studies to date, insurance companies in Ghana had been successful to some extent in incorporating dialogic features in their corporate websites. Findings show a preponderant use of the dialogic loop feature: more than half of the companies obtained a total dialogic score of 5 out of 5 on this dimension. However, the sampled insurance companies performed rather poorly on the principle of return visit and conservation of visitors. Focusing on the kind of the company, the local insurance companies seemed rather more dialogic than the international firms.

Kim, Chun, Kwak, & Nam (2014) did a content analysis of three Internet platforms (website, Facebook, and Twitter) of 60 US-based environmental nonprofit organizations during 1 month. The analysis of websites was based on Kent & Taylor's model, items for coding Facebook were borrowed from the scheme used in the study of Seltzer & Bortree (2009), and items for Twitter, from Rybalko & Seltzer's (2010) research. In line with these previous studies, ease of interface was eliminated from the study of social networks but maintained in the websites.

The results indicate that nonprofits complemented the limited dialogic features of websites with the use of social networks such as Facebook and Twitter. In

general, low level of dialogic communication is reached by organizations, with a wide variance across all of the three platforms. These findings reveal that nonprofits are “far from achieving their dialogic potential”, although the level of two-way communication is higher on the website, followed by Facebook and Twitter, (2014, p. 300). Finally, the research also points out that organizational financial capacity is positively correlated with the level of dialogic communication achieved only with Twitter.

Other studies carried out by some of these authors (Kim, Kim, & Nam, 2014) confirmed that Facebook was the leading tool for the dialogic feedback loop, ahead of Twitter and websites. This research examined the corporate dialogic uses of four social networks (Facebook, Twitter, YouTube, and LinkedIn) with the public and their differences by industry type, from the analysis of the top 100 Fortune 500 companies.

The findings support the hypothesis that industry type affects corporate social network utilization. Retailers and communications/transportation companies were the most active in using social networks, mainly Facebook and Twitter. Finance companies showed a greater usage of LinkedIn. Another highlight of the study is that Facebook was the leading tool for the dialogic feedback loop, because the dialogic interaction index of Facebook was much higher than that of Twitter.

Lu (2014) extended Kent & Taylor's dialogic principles to Weibo, the dominant social media platform in China, equivalent to Twitter, which is blocked in China. This Master thesis studied how 205 Chinese non-governmental organizations used this social network for dialogic communication. Based on a content analysis of 205 NGOs' Weibo profiles and 2050 posts, the research finds that information dissemination remains the dominant communicative function of these organizations. However, in some cases, social networks are also used for community building and promotion/mobilization.

One year later, Agozzino (2015) applied the dialogic model of Kent & Taylor to Pinterest, a social bookmarking site based on images, for the first time. The study explored how the top 10 most-followed brands on Pinterest build relationships through the dialogical communication framework. Findings show that companies provide useful information, offer opportunities to engage and encourage users to stay on the site. However, they are doing “a very poor job” in fostering dialogue (2015, p. 11).

In 2015, Agyemang, Boateng, & Dzigbordi Dzandu (2015) analyzed the dialogic potential on libraries’ websites of universities in Ghana. Kent & Taylor’s framework is used to assess the dialogic potential and the findings show that Ghanaian universities libraries are providing only static information on their websites. Poor dialogic features were identified.

Altheide (2015) studied in her Master’s thesis how NBA organizations were creating dialogue with their publics through Twitter. With this aim, three NBA organization Twitter accounts were observed during one week using Kent & Taylor’s dialogic approach. The study concluded that although all three organizations used the dialogic tenets on their Twitter account, they were not utilizing this social network to its full capabilities to creating dialogue with their fans/followers.

Ibrahim, Adam, & De Heer (2015) assessed the dialogic potential of 16 university colleges’ websites in Ghana, applying the dialogic potential framework of Kent & Taylor during one month. It was found that Ghanaian universities adequately utilize the dialogic principles in designing their websites. The findings show a preponderance in use of the dialogic loop principle (more than half of the sampled institutions obtained a total score of 6 out of 6 on the dialogic loop dimension) but a poor performance by the sampled institutions on return visit principle. In order to make their corporate websites more interactive, the authors recommend that institutional websites might include social media networks and blogs to give the opportunity to share the website information on other sites.

The same year, Ibrahim (2015) extended the study of the dialogic potential of websites to the hotels industry. After applying Kent & Taylor's framework to analyze 42 hotel websites in Ghana, the study reveals that in general they were using their websites dialogically. The findings further show that hotels score high in the use of the principles of conservation of visitors and dialogic loop, but score low on the return visit principle.

Hong, Shin, & Kim (2015) carried out a study to determine the relationship between reputation status and the communicative engagement in social media. Applying the dialogic communication theory, the authors conducted a semantic network analysis of five technology companies' Facebook pages during one-month period. Highly reputable and less reputable companies of the same industry were selected from the Global RepTrak 100 list.

The results show that high reputation score companies are not necessarily more engaged in direct interaction with their publics than low reputation score companies. The authors point out that dialogic communication theory was only partially supported by the study's findings.

Watkins (2016) extended the research on the dialogic principles to determine the effectiveness of the application of dialogic principles on social media. Specifically, the author analyzed if employing these principles on social media content leads to increased engagement, interaction, and positive attitudes. The context for this research is the Twitter activity of professional athletes.

Results indicate that usefulness of information can have a significant influence on engagement and attitude. This study also demonstrates that two-way communication is not the only factor that can promote relationship building on social media. In fact, one-way communication (providing useful information) is just as effective in terms of engaging the public in relationship building activities and creating a positive attitude between the public and the organization. These findings are consistent with the research of Waters & Williams (2011): there is not a *right* public relations model to apply on social networks, it will depend on each

case and it is up to the PR practitioners to decide what is the most appropriate mix at any moment.

4.4. Other Theoretical Frameworks to Study Social Media

Kent & Taylor's framework is one of the most used theories to study social media (Kent & Taylor, 2016b), but it is not the only one. There is also research that applies other theoretical frameworks to study the level of dialogue and interaction on Internet from a public relations approach. A review of the main research is provided in the following pages.

Jo & Jung (2005) analyzed 60 major corporations' websites both in the US and South-Korea to discover what Grunig & Hunt's public relations model they apply. After a content analysis based on 31 features, the study reveals that most corporations use websites in the press agency model and the public information model.

They concluded that "most corporations are more likely to focus on displaying one-way promotional features than on building relationships between organizations and their publics" (Jo & Jung, 2005, p. 36). So despite the options to interact that digital technology offers, public relations practitioners are failing in their aim to get interaction between the organization and its publics.

In 2007, Capriotti & Moreno (Capriotti & Moreno, 2007a, 2007b) designed a specific tool to analyze the importance given by companies to issues concerning corporate social responsibility (CSR) on their corporate websites and the degree of interactivity of the information on such matters. A content analysis methodology was applied to the corporate websites of the Ibex 35 enterprises. Two categories were established: content categories and presentation of information categories.

The results show that the corporate websites of the companies on the Ibex 35 have a very low interactivity level. The websites assume a mainly unidirectional/expositive function, and do not have a bidirectional/dialogic

approach. The study concludes that the Ibox 35 corporate websites are in a very initial phase of interaction or dialogue with their publics.

The same year, Waters (2007) assessed the state of nonprofit communications and fundraising on the Internet by analyzing 160 websites of non profit organizations of the *Chronicle of Philanthropy's* Philanthropy 400. Findings show that organizations are mainly using the Internet as a means of providing information. Following Grunig & Hunt's models, they are using mainly one-way communication only. The author recommends that nonprofit organizations incorporate more two-way communication strategies into their websites if they want to maximize their relationships with donors. The Internet can play a strong role in relationships cultivation, but "the full potential of websites is not being reached" (Waters, 2007, p. 71).

In 2008, Sweetser & Lariscy (2008) employed a quantitative content analysis to study comments received on campaigning candidates' Facebook walls during the 2006 US House and Senate midterm election, through the lens of the dialogic communication theory of public relations. A total of 5,735 wall comments of 33 Republican and 34 Democratic candidates were analyzed.

Findings indicate that candidates rarely, if ever, reply to comments. Researchers conclude that political campaigns are not using Facebook for two-way symmetrical relationship building. "Sadly, this represents another case where campaigns integrate a dialogic interactive technology as a façade" (Sweetser & Lariscy, 2008, p. 193).

Also in the year 2000, Ha & Pratt (2000) conducted a study between Public Relations Society of America (PRSA) members which analyzed the characteristics of organizational websites and the presence of interactive features that promote symmetrical communication. The results show that few organizations were optimizing their communications on Internet:

"Despite growing interest in the potential of the Web as a public relations medium, this study shows that not many organizations employ their sites

effectively as part of their public relations program. The low use of some common public relations tools such as newsletters, FAQs, and customer case histories reflects a low interest among organizations in truly communicating with their publics in cyberspace.” (Ha & Pratt, 2000, p. 33)

They conclude that “yet, for both practitioners and other management staffs, the Web often has a low priority as a communications tool” (2000, p. 31) and warn that “public relations professionals should play a more active role in the organization's Web presence”. (Ha & Pratt, 2000, p. 33).

In 2009, Yang & Lim (2009) proposed and tested a theoretical model of Blog-Mediated Public Relations (BMPR) which considers relational trust as the central outcome of effective blog-mediated public relations. Findings of this study showed that “dialogical self in blog posts enhanced interactivity which, in turn, led to an increase in relational trust” (2009, p. 341). The research also found that blogger credibility plays a positive role in relational trust.

The same year, Waters et al. (2009, p. 102) pointed out that “solely having a profile will not in itself increase awareness or trigger an influx of participation” and recommended that organizations plan and research carefully if they want to develop social networking relationships with their stakeholders. The authors conducted a content analysis of 275 nonprofit organization profiles on Facebook to determine how they were using this social network.

Based on a literature review on how organizations used the Internet and social networking sites, the researchers created a list of 30 items expected to be present representing organizational disclosure, information dissemination, and involvement. The findings show that even though practitioners consider the Internet is a useful tool for improving the organization's image, they “were skeptical about its ability to advance the organization” (Waters et al., 2009, p. 105). The study also concludes that organizations “are not using the sites to their full potential” and “failed to take advantage of the interactive nature of social networking” (Waters et al., 2009, pp. 105–106).

In 2010, McCorkindale (2010) conducted a content analysis of 55 Facebook fan pages during two weeks to determine how the Fortune 500 companies used this social network. Overall, results show that most firms are seizing the opportunities of this social network but not to its fullest extent. The communication on Facebook pages is typically one-sided so the author concludes that companies should improve this use in terms of engagement and relationship-building strategies, and offer users incentives to encourage them to revisit the sites.

The same year, Hong, Yang, & Rim (2010) analyzed the influence of corporate social responsibility and customer–company identification on publics’ dialogic communication intentions. The authors created a model to investigate the factors that affect publics’ dialogic communications with organizations. It was applied in an online survey conducted with 416 college students of a private university in the northeast region of the United States. The results suggest that “customer–company identification leads to customers’ intentions to engage in dialogic communications with the company” (2010, p. 198).

In 2011, Park & Lee (2011) studied whether a human voice (as opposed to an organizational voice) of an organization in online communication positively affects relationships with stakeholders. 40 students examined the Twitter pages of two companies from the Fortune 500 list and two nonprofit organizations. The results suggest that, as expected, “communicating in a human voice adds a sense of personal and sociable human contact in the medium” (Park & Lee, 2011, p. 618).

According to this research, having a human presence on social media positively affects relational outcomes and dialogic communication intentions. The study is framed in the social presence theory, which postulates that “a critical aspect of a communication channel pertains to the degree to which the counterparty is perceived as being real in a mediated communication environment” (Park & Lee, 2011, p. 608). In conclusion, the research shows that using a human voice on social media is an important factor in communicating and developing good relationships between firms and their publics. The study offers a new perspective

for organizations interested in taking more advantage of interpersonal aspects of social media.

Also in 2011, Gomez Vasquez & Soto Velez (2011) conducted a content analysis of the official Facebook and Twitter profiles of the top 400 Puerto Rican companies, with the aim to discover how they use social media. The main objective of this research was to find if social media sites were mainly used as a strategic tool for corporate communication that can enhance stakeholder participation and engagement. Findings show that companies were using social media mostly for marketing purposes, for releasing general and promotional messages about products and services, especially through Facebook. Twitter was also poorly used and it is not employed in its full capacity. Puerto Rican enterprises appeared to view Facebook and Twitter just as another media channel ruled by one-way asymmetrical communication.

“Sadly, social media was not employed as a strategic tool for corporate communication failing to promote openness with stakeholders about different and relevant corporate topics and issues”, the authors pointed out (Gomez Vasquez & Soto Velez, 2011, p. 168). Firms are not applying “effective communication processes” which could create fruitful relationships with publics (Gomez Vasquez & Soto Velez, 2011, p. 171).

The same year, Briones, Kuch, Liu, & Jin (2011a) interviewed 40 American Red Cross employees who manage social media communication to explore how effectively they are using social media in public relations. The study shows that the two-way dialogue has been accomplished mainly through Twitter and Facebook. Two big barriers to using social media to build relationships were identified: the lack of resources, specifically time and staff, and the challenge of convincing board members of the importance of using social media to communicate with publics.

The findings of this study are consistent with Waters, Tindall, & Morton (2010): some journalists have started following the organization on social media and have

directly contacted the public relations professionals to generate stories, instead of the traditional method of organizations reaching out to media. So media relations processes are changing due to social networks.

Also in nonprofit field, Waters & Jamal (2011) applied the Gruning & Hunt's four models of public relations to study how nonprofit organizations were communicating on Twitter. After examining 27 nonprofit organizations Twitter accounts from Philanthropy 200 list, and coded a total of 773 tweets published in March 2010, they concluded that the organizations were more likely to use one-way models despite the dialogic potential of this microblogging site. Based on the four models, the study found that nonprofit organizations are using Twitter applying public information model and press agency model more often than two-way asymmetry and two-way symmetry models.

Focusing on Twitter and also applying Gruning & Hunt's models, Waters & Williams (2011) studied how government agencies are using this social network to communicate with their audiences through content analysis of 1800 updates published from 60 government agencies over 6 months. The authors apply the four models of public relations and conclude that Twitter's public affairs-managed accounts used the four models of public relations in varied amounts. Public information was the most widely extended model on Twitter (85.6%), followed by two-way symmetrical (42.3%), two-way asymmetrical (28.9%) and the one-way press agency model (22.4%). So it seems that government agencies primarily seek to inform and educate through a one-way communication rather than two-way symmetrical conversations.

One of the most significant findings of this research is that shows that the four models of public relations can be combined according to objectives of the organization at every time. That means that a company might apply multiple models of communication dependent on the needs and public relations practitioners must decide which model or models are the most desirable in every moment. "There are times in organized communication campaigns when one-way messages are preferred and more helpful than taking a symmetrical

approach; there are others when conversations and negotiation will yield the most gain for an organization.” (Waters & Williams, 2011, p. 359)

In 2012, Sommerfeldt, Kent & Taylor (2012) interviewed 13 activist public relations practitioners to determine their perceptions of websites as tools for information dissemination and resource mobilization. The study concluded that professionals viewed websites as passive communication tools that need to be complemented with traditional public relations practices.

Lovejoy, Waters & Saxton (2012) analyzed how 73 nonprofit organizations listed in the Nonprofit Times 100 were using Twitter to engage stakeholders. An analysis of 4655 tweets published during a month revealed that the nonprofits rarely engaged on this social network. Less than 20% of the analyzed tweets demonstrated conversation, indicating that these organizations continue using social media as a one-way communication channel.

In 2012, McAllister (2012) analyzed the practitioner perceptions of the dialogic Internet tools through a survey of 81 higher education practitioners serving in the United States. The results show that providing information is the most important function for college/university websites, while engaging and interacting with publics emerged as the most important function of new media tools. The data also suggest that the practitioners were more satisfied with the websites than with their new media strategy.

Also in 2012, Wigley & Lewis (2012) analyzed the tweets published over a three day period by four companies, two firms considered as highly engaged companies and two categorized as lesser engaged firms. Results revealed that highly engaged companies received less negative mentions in Twitter, but only if the company also practiced dialogic communication.

The same year, Schmitz (2012) carried out a content analysis of the 50 top corporate Facebook profiles with most fans following the excellence theory approach. This Master’s thesis analyzes these fanpages during two weeks. Results offer some recommendations for companies that want to improve their

Facebook strategies, such as updating the page at least twice a day, publishing post photos at least four times per week, and posting a variety of content and posts, including statuses, links, and questions.

On the other hand, DiStaso & Messner (2012) analyze the effect of Wikipedia in reputation management and Lalueza (2012) evaluates the integration of social networks in public relations agencies and classifies the latter according to the influence these tools have had in the services they offer.

In 2013, Carim & Warwick (2013) conducted a survey of 111 communications professionals employed by UK research-funding organizations, and some focus groups, to explore the implications of social media for organizations' business functions. Three principal reasons were expressed for using social media: general promotion (87%); to create a dialogue or sense of community (86%); and to reach a larger audience (81%).

The same year, Lee, Oh, & Kim (2013) carried out the first study that conceptualizes social media as a proponent of corporate social responsibility (CSR). They investigated the impact of CSR credentials on the effectiveness of social media as a stakeholder-relationship management platform through the study of 222 Fortune 500 firms with a Twitter profile. The study demonstrates that social media provides a favorable communication environment to the socially responsible firms.

The analysis reveals that a higher CSR rating is a strong indicator of an earlier adoption, a faster establishment of online presence (followers), a higher responsiveness to the firm's identity (replies and mentions), and a stronger virality of the messages (retweets). So the authors conclude that "the rise of social media carries a significant ethical implication on management (...). Being socially responsible makes more practical sense with the rise of social media" (Lee, Oh, & Kim, 2013, pp. 804–805).

In 2013, DiStaso & McCorkindale (2013) carried out a benchmark analysis of the strategic use of social media for 250 of Fortune's Most Admired US Companies.

The social media platforms analyzed were Twitter, Facebook, and YouTube because they were the most commonly used social media platforms at the time. The study analyzed 750 social media accounts (250 admired US companies for all three social media platforms). Seven variables of analysis were applied: adoption, integration, code of conduct, human voice, dialogic loop, activity and stakeholder willingness to engage.

Twitter was found to be the social network which best utilized the social media relationship components (identifying the person or people responsible for the account, applying two-way communication and a good amount of activity) and Facebook had the highest number of users willing to engage with firms.

Also in 2013, Lee, Gil de Zuniga, Johnson, & Coleman (2013) studied the dialogic potential of social media on 25 Fortune 500 companies randomly selected. The authors analyzed the publications on Facebook and Twitter accounts during one week and concluded that companies use social media to achieve symmetrical communication. The use of these two social networks differed: while Facebook content is perceived as more authentic and equitable, Twitter content is perceived as more truthful and socially responsible.

Romenti, Murtarelli, & Valentini (2013) developed a theoretical framework for crisis communication management. The model combines insights from literature on dialogue, social media and crisis communication and helps managers to make the most appropriate decision to respond in a crisis situation on Internet. The theoretical framework was tested in eight real cases of crisis experienced by international companies on social media. All the gathered content was analyzed using a rhetorical research approach.

Depending on the dialogue orientation and the organizational approach, authors propose four different strategies to face up a communication crisis: concertative dialogue strategy, transformative dialogue strategy, framing dialogue strategy and generative dialogue strategy.

In 2013, several studies focusing on the use of social media by nonprofits were carried out. Sisco & McCorkindale (2013) conducted a content analysis of the Facebook pages and Twitter accounts of the top 20 breast cancer charities during one month in order to analyse the communication strategies, transparency, and credibility. Research confirmed that most nonprofits were not taking full advantage of social media. In fact, they were employing a one-way communication strategy focusing on information dissemination.

It is also interesting to note that this study also found a strong relationship between the transparency and credibility of the organization: organizations which are more active on Twitter, obtain more interaction such as likes, gain more followers and are perceived as more transparent and credible organizations.

Nah & Saxton (2013) examined what drives organizational adoption and use of social media through a model built around four key factors – strategy, capacity, governance and environment. Based on the use of Twitter and Facebook by 100 large US nonprofit organizations of the 'NonProfit Times 100' list, the model was employed to examine the determinants of three key facets of social media utilization: (1) adoption, (2) frequency of use and (3) dialogue. The study included the analyses of not only the presence and frequency of updating messages but also the frequency of sending messages intended to foster dialogic communication.

The research concludes that organizational strategies, capacities, governance features and external pressures all play a part in social media adoption and utilization outcomes. The use of websites is proved to be a powerful predictor of social media utilization. However, size appears not represent a barrier to the employment of social media.

On the other hand, Keller (2013) analyzed three non-profit organizations' Facebook pages whose use is considered dialogic with the aim of identifying common features. A combination of ethnographic, in-depth interviews and survey research methods were used. The findings confirm that a dialogical use of social

media has a positive impact on relationships with publics and allow the organization to gain the publics commitment and trust needed to reach its goals.

In 2014, Lee & Desai (2014) carried out an online survey with 296 non-governmental groups (NGOs) from India to analyze how they communicate and build relationships with news media. The study found that an organization's dialogic orientation has a positive impact on media relations knowledge and strategy but not on the action dimension that focusses on providing information subsidies to journalists. Contrary to expectations, the larger NGOs tended to engage less in media relations. They were also less dialogic in orientation, and had weaker organization-media relationships than smaller NGOs.

The same year, Saxton & Waters (2014) studied what kind of contents generates more interaction on Facebook. A content analysis of 1,000 updates from organizations on the *Nonprofit Times 100* list indicated that users prefer dialogue over information, because dialogic messages (those in which the organization tries to generate a reaction, such as call-to-action messages) obtained more likes and comments than informational ones. However, users are more likely to share one-way informational messages with their own networks (i.e. updates focusing on fundraising or event promotion).

Kim, Kim, & Sung (2014) also analyzed what kind of contents generates more interaction on Facebook through an investigation on Fortune 100. A quantitative content analysis was used to examine a total of 1,486 corporate Facebook posts published by 41 companies during one month. Findings show that Facebook fans are more likely to like posts when companies personalize their messages. The frequencies of likes and comments are affected by how often companies responded to fans' postings and not influenced by how often companies publish new updates. Also if the company seeks specific action-oriented participation on Facebook, fans interactions increased.

In 2015, Benecke & Oksiutycz (2015) published a case study, as an example of public relations societal activism in South Africa. The work investigated the

principles and methods used by Primedia Broadcasting South Africa's LeadSA initiative to start and facilitate social dialogue and to contribute to social change. Data gathered included interviews with key decision-makers at LeadSA and the analysis of organizational documents, media releases and Internet sources.

The study shows that the LeadSA initiative is an example of the emerging role of the public relations practitioner as an agent of social change. The authors argue that public relations practitioners should investigate and create opportunities for dialogue because "change does not happen as a result of a single conversation, but conversations as a start to dialogical approach will set the scene for many more conversations and introduce a different approach to intercultural communication" (Benecke & Oksiutycz, 2015, p. 823).

Also in 2015, Shin, Pang, & Kim (2015) examined how top global organizations from the Interbrand's Best Global Brands list were using websites, Facebook, and Twitter to cultivate relationships with stakeholders. These authors followed an integrated approach to study four dimensions of organizational relationship cultivation and dialogic communication, namely, disclosure, access, information dissemination, and engagement.

Findings suggest that firms are using social media mainly for information dissemination and that two-way communication is less common. More than 60% of the Facebook wall posts and Twitter messages did not contain any engagement features, the same percentage of firms which rarely or never responded to customer wall posts on Facebook pages. So the authors conclude that these firms are not fully exploiting the dialogic potential of social media. Another interesting result of this study is that firms choose different methods of communication based on the type of product that they are promoting.

Losada-Díaz & Capriotti (2015) assessed the presence and activity on Facebook (the largest social network) of the 90 most visited art museums in Spain and worldwide. This research found that Spanish museums are making very similar use of this social network as international museums, and in some aspects better

use than international museums. Regarding the presence of museums on Facebook, there is no difference between Spanish and international museums. The most significant difference is found in relation to the degree of activity on Facebook: Spanish museums publish almost twice as many posts and updates as international ones.

Also, in regard to active listening, the Spanish museums obtain slightly better results than the international ones: about two-thirds have specific spaces in which visitors can post their posts and opinions. However, there are still opportunities for improvement in the dialogic use of these tools, so the predisposition to dialogue could be improved.

“In the comparison between international museums and Spanish museums -the authors write- Spanish institutions have a broader, diverse and richer activity than the international museums analyzed, and thus are at the forefront of Facebook's use in relation to other similar entities worldwide” (Losada-Díaz & Capriotti, 2015, p. 902).

In 2016, Capriotti, Carretón, & Castillo (2016) assessed the level of interactivity implemented on the institutional websites of the 100 most visited art museums in the world (including museums in 24 countries of Europe, America and the Asia/Pacific region). This cross-cultural study analyzed two aspects in order to assess the degree of interactivity of websites: tools used for the presentation of information and the use of resources for interaction with publics.

From these two indicators, the authors created an interactivity matrix, which allows museums to assess the interactivity level of their websites. After applying it to the sample, results showed that very few museums are placed at a very high level of interactivity (high/high levels), whilst a third of the museums are located in the worst quadrant for interactivity (low/low levels).

It means that museums still have a low level of interactivity on their websites, both in the tools used to present information and the resources available for interaction with virtual visitors. They apply mostly traditional forms of reporting (expositive

resources). However, it was also observed that they are gradually improving the interactivity of websites progressively implementing interactive and dialogic sources. The analysis by geographical area showed that there are few differences in the model of interactivity applied by museums in the three analyzed regions.

In 2016, Lim & Lee-Won (2016) conducted an online experiment with an adult sample of US Twitter users to study the persuasive effects of dialogic retweeting. Participants were randomly assigned to view either a fictitious organization's dialogic retweets or the same organization's monologic tweets of identical content. Findings reveal that an organization's retweets of user mentions addressed to the organization (which authors termed dialogic retweets) induced a higher level of social presence than the monologic tweets from the same organization. The results further demonstrate that social presence plays a key role in the mechanism through which the organization's Twitter practice exerted persuasive influence on the audience. It means that dialogic retweets from the organization increase the participants' intention to adopt the behavior promoted in the messages published on Twitter.

The same year, Alonso González (2016) analyzes how Ibex 35 firms communicate on Twitter through a content analysis. The author finds that only two firms have no presence on this social network. The study concludes that only 16% of Ibex 35 companies fully interact with their followers. Findings also show that 60% of firms still applies a vertical communicative model in which the unidirectional diffusion of the messages prevails, so they are not fully exploiting the proactive features of this social network.

Finally, in 2017 Durántez-Stolle (2017) conducts a survey to know the opinion of the Ibex 35 companies about social media and how they are facing the dialogic opportunities offered by these tools. The results reveal that PR practitioners understand the conversational nature of social networks, although, they are mainly applying the asymmetrical model communication on these channels. So the findings show the lack of consistency between the understanding of the

dialogical context and the informational purposes that prevail in most cases. However, according to the author, data derived from the survey seem to be more optimistic than those obtained in previous researches (Aced & Lalueza, 2016).

4.5. Causes of the Lack of Dialogue

As the previous literature review shows, social media have "a tremendous untapped potential" (Kent, 2013): the dialogic promise of the Web "has not yet been realized" (Kent, Taylor & McAllister-Spooner, 2009; McAllister-Spooner, 2009). Despite the great opportunities Internet brings to public relations, it still remains "underutilized by many organizations and underexamined by scholars as a tool for building organizational-public relationships" (Kent & Taylor, 1998: 322).

According to Kent (2013, p. 344), although social media technologies are supposed to connect people, in most cases they have "just the opposite effect". He states that this is due to "a lack of understanding of new technology, an implementation of new technologies simply to serve marketing and advertising interests" (Kent, 2013).

Most research shows that most organizations are not yet fully engaging their publics through a dialogic communication but still applying a one-way communication model (Agozzino, 2015; Bortree & Seltzer, 2009; Capriotti & Moreno, 2007b; Hether, 2014; Kent, 2008; Macnamara, 2010a, 2010b; Madichie & Hinson, 2013; McAllister-Spooner, 2009; Rybalko & Seltzer, 2010; Taylor et al., 2001; Tench, Moreno, Navarro, & Zerfass, 2015; Villanueva et al., 2007; Watkins & Lewis, 2014; Xifra & Huertas, 2008).

PR practitioners lagged behind colleagues in other areas (i.e. marketing) in taking full advantage of the Internet. Based on Darwin's evolution theory, that either one adapts or faces extinction, PR managers should understand the need for adjustment in the accelerated digital arena (Kitchen & Panopoulos, 2010, p. 228).

But why are companies failing to create dialogue? Bortree & Seltzer (2009) highlight that there are gaps between organizational goals, implementation of online strategy and dialogic engagement. In this line, Huang & Yang (2015) point out the "surprising contrast" that suppose the lack of implementation of dialogic communication despite its potential benefits. These authors wonder why some firms hesitate to engage in dialogic communication in an article which reports findings from a national survey among 620 senior public relations practitioners, members of the Institute for Public Relations (IPR), the Public Relations Society of America (PRSA), The Page Society, and the International Association of Business Communicators (IABC).

The study revealed that organizational characteristics are key factors that affect the execution of dialogic communication. To embrace dialogic communication, organizations need to accept certain level of risk, as dialogue can have unpredictable outcomes. That means that before recommending implementation of dialogic communication strategies, practitioners should examine the organization's culture and see if this culture is compatible with dialogue. If the organizational culture lacks tolerance for risk, practitioners need to first focus on changing the organization's perception of risk, organizational culture, and only then will it be possible to run a dialogic communication strategy.

The fear of losing control over information is among the main obstacles to embracing dialogic communication, as well as difficulties in choosing the right online tools to communicate and the lack of time to manage the digital presence properly (DiStaso et al., 2011; Lee, 2015; McAllister-Spooner, 2009; Theunissen & Wan Noordin, 2012). It is important to take into account the time-consuming nature of social media.

The lack of time and the fact that public relations practitioners "already felt overwhelmed by their workload" and perceive little incentive to make efforts to improve their digital strategy (Hill & White, 2000, p. 48) are other obstacles that are need to be faced in order to reach dialogic communication. The employment

of two-way dialogic features requires additional staff to assist with the associated services, which leads to increased cost (Kim, Nam, & Kang, 2010).

In addition to the lack of resources, specifically time and staff, another challenge to face is the difficulty of convincing board members of the importance of using social media to communicate with publics (Briones et al., 2011a).

Other challenges include adapting to the immediacy of Internet (Kent & Taylor, 2016a), determining investment decisions, establishing policies and confidentiality, and issues such as intellectual property leakages, criticism of management of the company, and embarrassing employee behavior that can damage a brand (DiStaso et al., 2011), also been a challenge.

Facing these challenges, Kent, Taylor & McAllister-Spooner (2008) assert that the development of dialogic public relations theory and practice will continue to grow in coming years:

"Dialogue will be refined by research, extended by further theorizing, and validated when organizations see how the value of incorporating a dialogic orientation into their relationships with publics. When these three scenarios align, the promise of dialogic public relations will be fulfilled" (Kent et al., 2008, p. 17).

As this comprehensive review of the literature shows, to date, most of the research on dialogic communication has focused on the dialogic potential of websites and blogs, and concludes that many organizations are not utilizing the full potential of their websites or new media tools. But relatively less study has been conducted focusing on social networks and across different social media (DiStaso & McCorkindale, 2013). This thesis contributes to add to the theoretical body of knowledge in public relations by extending Kent & Taylor's dialogic principles and creating a scale that ranks companies according to their dialogic level of online communication. This scale also offers recommendations to improve the level of interactivity and to reach the dialogue with publics.

SECOND PART

5. METHODOLOGY FRAMEWORK

With the aim of answering the research questions exposed in section 3, virtual ethnography, critical discourse analysis (CDA) and interviews with experts were carried out. This section describes the research methods applied in this thesis, how the sample of study was selected and the methods of gathering data that have been applied.

5.1. Research Methodology

Inter-method triangulation has been applied to carry out the research. Firstly, **virtual ethnography** was applied, which is the adaptation of the ethnographic methodology to the digital context (Estalella & Ardèvol, 2007). Specifically, a **non-participant observation** has been carried out. In addition, **critical discourse analysis** (CDA) has been applied in order to study the firms' discourse on social media. Further details of methodology are given in the following pages.

This research is based on ethnography, a qualitative research method in which the researcher is immersed for a limited time in the world to be studied in order to understand the relationships, activities and meanings that are forged and shaped between people who are involved in the social processes of that world (Hine, 2004). Specifically, **virtual ethnography** have been applied, which is the adaptation of the ethnographic methodology to the digital context (Estalella & Ardèvol, 2007). The ethnographic method is a way for collecting data based on observation and in-depth interviews (Estalella & Ardèvol, 2007).

The ethnographic method is closely related to a naturalistic approach to research. The researcher observes and knows a reality firsthand, while trying not to modify it. The present study is based on the technique of non-participant observation and data collection, which is part of ethnography. Hine (2004) speculates whether analyzing information published on the Web without participating can be

considered ethnography. Precisely one of the advantages of the digital environment is that it offers "some naturalistic possibilities" with regard to traditional ethnography since it allows non-participant observation without breaking ethical standards (Del Fresno, 2011).

Another common criticism of virtual ethnography is ethics. Although all the information published in a blog, and most of the content published on Facebook and on Twitter is publically accessible, some authors (Ardèvol & Estalella, 2007; Estalella & Ardèvol, 2007) consider that it does not mean we can study the interaction taking place on it without permission. By contrast, other scholars (Joseph B. Walther quoted in Estalella & Ardèvol, 2009; Teli, Pisanu, & Hakken, 2007) put the review of the public information published on the Internet at the same level to the review of a newspaper library and therefore they consider any ethical limitation should be taken into account. As the aim of this research is to study publically accessible information of corporate blogs, Facebook and Twitter, it has been considered that it is not required to ask the firms for consent to study these data.

Participant observation consists of two activities: on the one hand, systematic and controlled observation of everything that happens around the researcher, and on the other, participation in one or more activities that take place in the studied context (Guber, 2001). In this case, it was decided to apply **non-participant observation** and not participate in the group which was being investigating but merely observe from the outside. As Del Fresno (2011: 66) explains: "Non-participant observation requires the presence but not necessarily the intervention of the researcher. This is practically impossible in the offline social context but perfectly viable in the online context."

The role of absent participant observer, as Del Fresno (2011) calls it, was taken, because no presence was sought while observing the social group and studying their actions. This updated practice of ethnography requires specific research methods, "but not necessarily new" ones, for the study of online communities and "emerging cultures resulting from the different forms of social interaction in the online context" (Del Fresno, 2011). With this aim, some notes were taken in a

Field Diary while the data was collected because not only the text of the post published on social networks is important but also how it is published: what kind of language is used, if the publication contains some image or video or just text and so forth.

The **critical discourse analysis** (CDA) is based on the three-dimensional approach of discourse proposed by Fairclough (Chouliaraki & Fairclough, 2010; Fairclough, 1992, 2005; Janks, 1997). Consequently, the discourse has been studied from a textual (description), discursive (interpretation) and social (explanation) dimension. Fairclough's approach is useful because "it provides multiple points of analytic entry" and it is precisely in the interconnections between the three dimensions where "the analyst finds the interesting patterns and disjunctions that need to be described, interpreted and explained" (Janks, 1997, p. 329). For this linguist, the analysis of text is inseparable from social analysis (Manning & Weninger, 2005).

Fairclough's Critical Discourse Analysis model was complemented with traditional content analysis methodology (Krippendorff, 1990). This author (Krippendorff, 1990, p. 18) defines content analysis as a "research technique for making replicable and valid inferences from texts (or other meaningful matter) to the contexts of their use". Content analysis is much more than "simply (...) doing a word- frequency count" (Stemler, 2001, p. 139).

Focusing on the quantitative aspects which qualitative content analysis may include, Mayring (2000, p. 2) pointed out that content analysis requires a "methodological controlled analysis of texts within their context of communication, following content analytic rules and step by step models, without rash quantification".

Qualitative content analysis has been extensively used by scholars to assess the content published by organizations on Internet (Agyemang, Boateng, & Dzigbordi Dzandu, 2015; Altheide, 2015; Capriotti & González-Herrero, 2013; Capriotti & Moreno, 2007b; Esrock & Leichty, 1999, 2000; Gomez Vasquez & Soto Velez, 2011; Ha & Pratt, 2000; Ibrahim, 2015; Ibrahim, Adam, & De Heer, 2015; Jo &

Jung, 2005; Keller, 2013; Kim, Kim, & Nam, 2014; Losada-Díaz & Capriotti, 2015; Lovejoy, Waters, & Saxton, 2012; Madichie & Hinson, 2013; McAllister-Spooner & Kent, 2009; Men & Tsai, 2012; Muckensturm, 2013; Rybalko & Seltzer, 2010; Saxton & Waters, 2014; Seltzer & Mitrook, 2007; Traynor et al., 2008; Wang, 2015; Waters, Canfield, Foster, & Hardy, 2011a, 2011b; Ye & Ki, 2012). Indeed, a longitudinal study of social media research published in *Public Relations Review* from 1998-2011 shows that content analysis of social media messages represents 45% of all the studies conducted (Kent & Taylor, 2016b).

Most of these theoretical approaches to study discourse are based in the analysis of written and spoken language (Manning & Weninger, 2005), so they are useful in the study of texts published on social media, which combine the features of written and spoken language. After all, the Internet favors a conversational style of language (DiStaso & McCorkindale, 2013; Levine, Locke, Searls, & Weinberger, 2009; Park & Lee, 2011).

As “an observational research method that is used to systematically evaluate the symbolic content of all forms of recorded communication” (Kolbe & Burnett, 1991, p. 243), content analysis is very useful for the study of messages in mass communication (Lombard, Snyder-Duch, & Bracken, 2002), and also applicable on social media. Furthermore, content analysis is very “useful in dealing with large volumes of data”, as Stemler (2001, p. 145) points out.

Focusing on social media, content analysis has to face challenges and opportunities. The growing amount of content published on the Internet is a challenge, but the availability of large amounts of published content is also a great opportunity for content analysis (Lai & To, 2015; Li, Zha, Huet, & Tian, 2016).

5.2. The Sample

To assess the level of dialogic communication developed by companies, I bex 35 companies and some of 20 Fortune 500 firms with blogs, Facebook pages and

Twitter accounts were analyzed. Further details of the selected sample and how the data were collected are shown below.

5.2.1. Why these Social Networks

As explained in the previous section, this research focuses on Facebook pages, Twitter profiles and corporate blogs. These platforms are selected because they are three of the tools most commonly used by companies, according to previous studies (Aced & Lalueza, 2012; Barnes, Lescault, & Wright, 2013; DiStaso & McCorkindale, 2013; Estudio de Comunicación, 2017; Orihuela & Villanueva, 2012; Wright & Hinson, 2013). In addition, they have a long history among the consolidated social media, which allows us to make a more significant analysis.

Social media is a broader concept than social network (Fuchs, 2017b; Kaplan & Haenlein, 2010). In fact, social media includes social networks plus other social tools such as blogs and wikis. According to Boyd & Ellison (2007, p. 211):

“Social network sites as web-based services that allow individuals to (1) construct a public or semi-public profile within a bounded system, (2) articulate a list of other users with whom they share a connection, and (3) view and traverse their list of connections and those made by others within the system.”

Social networks are characterized by the potential for real-time interaction, short response times and a sense of propinquity (Kent, 2010). According to Waters, Burnett, Lamm, & Lucas (2009, p. 102), “relationships are the foundation for social networks sites”.

The simultaneous study of these three social media tools by the same companies allow to compare the corporate use across different platforms, as previous authors have done (DiStaso & McCorkindale, 2013; Kim, Kim, & Nam, 2014; Kim, Chun, Kwak, & Nam, 2014; Luca, 2011). Most PR practitioners (83%) recommend using different messages for various social media platforms, but only 62% of them actually disseminate different messages for different social media

platforms (Wright & Hinson, 2015). The present research will allow us to validate or reject this statement.

Moreover, from a scientific point of view, Facebook pages, Twitter profiles and corporate blogs have another strength: all the content published on them is public, therefore it is possible to access them and download them (thanks to programs such as OutWit Hub and QSR NVivo). This possibility facilitates the carrying out an exhaustive study of content published by firms.

Lastly, focusing on three social media: Facebook, Twitter and blogs make it possible to study a wider sample of companies and to make a deep analysis of the dialogic aspects of their use of these three platforms.

5.2.1.1. Blogs

The current study focuses on corporate blogs following Kelleher & Miller (2006: 399) concept of 'corporate blog', based on Sifry's (2004):

"Web logs that meet three criteria. They are 1) maintained by people who post in an official or semiofficial capacity at an organization, 2) endorsed explicitly or implicitly by that organization, and 3) posted by a person perceived by publics to be clearly affiliated with the organization."

The most characteristic features of blogs are that (1) articles or posts are displayed in a reverse-chronological order, (2) written in an informal tone, and (3) readers' comments are not only allowed but encouraged, so blogs are a conducive tool for two-way communication (Villanueva et al., 2007; Yang & Lim, 2009). For these reasons, blogs have emerged as a new venue for public relations in recent years (Lee, Hwang, & Lee, 2006; Navarro & Humanes, 2012; Navarro & Moreno, 2013; Navarro Ruiz, 2011; Scoble & Israel, 2006; Xifra & Huertas, 2008; Yang & Lim, 2009).

Blogs are web pages which offer many possibilities of personalization. The main customizable feature is the site's design itself, but also the use of other tools such as categories, tags, search engine or navigation menus allow to make easier the user's navigation in the content. The articles published in a blog, called posts, can include any kind of content and in any format (text, pictures, videos, infographics, audio) and provide facilities to be shared on social networks (such as buttons to share the post on Twitter or Facebook).

With the arrival of social networks, many have announced the death of blogs. However, many authors consider that blogs are still alive and remain the epicenter of a brand's digital communication strategy (Barnes & Jacobsen, 2013; Dans, 2008; Navarro & Moreno, 2013; Navarro Ruiz, 2011).

In addition, blogs have a great potential for effective two-way relationship building between organizations and their publics considering that several dialogic principles appeared more frequently in weblogs than in traditional websites (Seltzer & Mitrook, 2007). Blogs are also useful for research, for issue monitoring, environmental scanning and improving the knowledge of the publics, some tasks that public relations practitioners usually do in their work day (Seltzer & Mitrook, 2007; Xifra & Huertas, 2008).

Porter, Sweetser Trammell, Chung, & Kim (2007) considered in the early 2000s that the next step in the evolution of blog use would be engaging in two-way communication. Blogs have become "major tools for online two-way public relations" (Xifra & Huertas, 2008, p. 272). Despite this potential, some authors criticize that their utility as a public relations tool is "currently limited" (Kent, 2008). Kent (2008, p. 32) adds that "almost no critical analysis of blogging has been conducted".

5.2.1.2. Facebook

Facebook is a social network founded in 2004 by Mark Zuckerberg. Firstly, only available for Harvard students, in 2006 its use was extended to anyone with an e-mail address. In 2012, Facebook reached one million users. Although this social network started as a platform for connecting individuals, now companies also have the opportunity to create fan pages to interact with their publics (Caers et al., 2013).

Facebook has different kinds of accounts: personal profiles, fan pages and groups. Profiles are for people and fan pages are for companies and brands. For corporate communication purposes, firms can create a fan page and also a group, and they can participate in groups created by other users.

Through a fan page, firms might communicate and interact directly with their publics. All the content published in a fanpage is public so every Facebook user can read it. Users can engage in communication on Facebook via three behaviors which have different implications (Kim & Yang, 2017): they can comment on the content or interact with it through "likes" or sharing it with their contacts. And in some pages it is also possible to write on the wall: that means that the firm that has created the page allows its fans to write on their main page.

Every Facebook update can include text, pictures, videos and links. The use of hashtags (#hashtag) and user's mentions (@mention) is very common today, but were not available when this social network was launched. In fact, these features were born in Twitter and were later replicated in Facebook.

In Facebook pages, the relationship between users is not reciprocal: users can become fans of a page and it is not necessary that the firm that owns the page be a friend of these users. This is a key feature of fan pages and one of the characteristics that distinguish pages from personal profiles, where the relationship has to be reciprocal.

5.2.1.3. Twitter

Twitter is a social networking service that enables users to send and read short 140-character messages called "tweets". Due to the shortness of the messages, Twitter is also known as microblogging.

Created in 2006, this service allows users to create a profile and to follow other users. In Twitter, relationships are not reciprocal: everyone can follow everyone and read everything their user publishes. The only exception are private accounts, where tweets are protected and to read them it is necessary to send a follow request to the author, because only confirmed followers have access to the content. However, most accounts on Twitter are public and all the content published on them is also public.

Every tweet can include text, links and pictures. Users can like tweets, retweet them (which means to share the tweet published by other user with your audience) and mention other users (@username). This social network was the first one to create hashtags (#hashtag). This function is used to index keywords or topics on Twitter and allows people to easily follow topics they are interested in. It is also possible to tag people on photos, typing their username. Users receive a notification when they are mentioned and/ or tagged in a tweet, so this might be the starting point of a conversation.

Twitter offers companies great opportunities to interact with their publics so it is an interesting tool for public relations professionals (Xifra & Grau, 2010). One of the most common uses of Twitter by brands is to provide customer service. Many companies also share corporate information on Twitter and some of them create accounts specifically addressed to a key stakeholder, such as journalists or shareholders.

According to a 2015 study (Barnes, Lescault, Ava, & Holmes, 2015), 78% of the companies on the 2015 Fortune 500 list maintain an active Twitter account; this number was higher than the number of the 2015 Fortune 500 companies being active on Facebook (74%).

According to Waters & Williams (2011, p. 353), Twitter has become “the leading online social media outlet” for public relations.

5.2.2. The Selected Sample

Business rankings are a useful tool to know which are the top companies of an economy and can serve as the starting point in selecting the sample of a study. In this research, two lists were consulted to decide the sample of study: The Spanish Ibox 35 and the US Fortune 500.

The selective index Ibox 35 is the main reference for the Spanish Stock Exchange nationally and internationally. It is calculated by Bolsas y Mercados Españoles (BME) and comprises the 35 Spanish companies with most liquidity that trade in the four Spanish stock markets (Madrid, Barcelona, Bilbao and Valencia).

The Fortune 500 is an annual list compiled and published by *Fortune* magazine that ranks the top 500 United States companies by total revenues for their respective fiscal years. The ranking includes publicly and privately held companies for which revenues are publicly available.

The selected sample for this study includes all the Ibox 35 companies (according to the Bolsa de Madrid as of September 1, 2014) that have a blog and/or a Facebook page and/or a Twitter profile and a selection of 20 Fortune 500 firms with blog and/or a Facebook page and/or a Twitter profile. Table 1 provides a complete listing of the Ibox 35 firms and the 20 Fortune 500 companies selected for this research.

Table 1. The sample of study

Ibex 35 companies according to the Bolsa de Madrid as of September 1, 2014	Selection of 20 Fortune 500 firms (September 2014)
Abengoa	Wal-Mart Stores
Abertis	Exxon Mobil
Acciona	Chevron
ACS	General Electric
Amadeus	Valero Energy
ArcelorMittal	AT&T
Banco Popular	Fannie Mae
Banco Sabadell	McKesson
Banco Santander	Verizon Communications
Bankia	UnitedHealth Group
Bankinter	J.P. Morgan Chase & Co.
BBVA	Bank of America Corp.
BME	Express Scripts Holding
Caixabank	Wells Fargo
Dia	Archer Daniels Midland
Enagas	Prudential Financial
Fcc	Marathon Petroleum
Ferrovial	American International Group
Gamesa	ConocoPhillips
Gas natural	Pfizer
Grífol	
IAG	
Iberdrola	
Inditex	
Indra	
Jazztel	
Mapfre	
Mediaset	
OHL	
R.E.C.	
Repsol	
Sacyr	
Técnicas reunidas	
Telefónica	
Viscofan	

Source: prepared by the author from Bolsa de Madrid and Fortune 500 list

At first, in order to identify the social media profiles of these companies, their websites were visited. Following this, three major Internet search engines (Google, Yahoo! and Bing), the Twitter's search tool and the Facebook's search tool were used subsequently to search for their social profiles because some companies do not include a link to all of their social media profiles on their websites. These Internet search engines have been used previously in similar studies (Gomez Vasquez & Soto Velez, 2011; Madichie & Hinson, 2013; Waters & Tindall, 2010).

After doing these initial searching, it was found that 4 companies on the Ibex 35 have no blog and are using neither Facebook nor Twitter: ACS, ArcelorMittal, OHL and Viscofan. Of the remaining 31 companies that are using these tools, a number of social media profiles were identified. Of these, it was decided to study a maximum 2 blogs for each company, 2 Facebook pages and 4 kinds of Twitter profiles (where they exist): the company's corporate account, customer service profile, account targeted to press and the profile of one of its products. The reason for making this selection is to avoid dispersion, since it has been considered that the increase of analyzed channels would not increase the relevance of the results obtained. Having applied these criteria, 21 blogs and 77 social profiles were identified and broken down as follows:

- 21 blogs from 17 Ibex 35 companies (48.6% of Ibex 35 companies have at least one blog)
- 33 Facebook pages from 26 Ibex 35 companies (74.3% of Ibex 35 companies have at least one Facebook page)
- 44 Twitter profiles from 30 Ibex 35 companies (85,7% of Ibex 35 companies have at least one Twitter profile)

In order to select the sample of 20 Fortune 500 American firms to be studied, the 50 first companies in this ranking were checked. From this initial group, those firms that belong to industries represented on the Ibex 35 were prioritized, with the aim of facilitating the comparison between findings of both rankings in the later stages of the research. All the 20 companies selected have a blog and/or Facebook page and/or Twitter profile. Following the same criteria applied to the

lbex 35 companies, 10 blogs and 50 social profiles were identified and distributed as follows:

- 10 blogs from 8 Fortune 500 companies (40% of Fortune 20 companies have at least one blog)
- 18 Facebook pages from 17 Fortune 500 companies (85% of Fortune 20 companies have at least one Facebook page)
- 32 Twitter profiles from 19 Fortune 500 companies (95% of Fortune 20 companies have at least one Twitter profile)

After the first download of data from Facebook, some incidents were detected:

- Marathon Petroleum Facebook page has not been updated since June 7, 2013.
- Formula Santander had not been updated since October 3, 2013.
- Nothing has been published on "la Caixa" Facebook page since its creation.

Given that it was decided to study only active fanpages – understanding that active pages are those that have been updated in the last month –, these Facebook pages were discarded from the sample.

After the first download of data from Twitter, some incidents were detected:

- Tweets from the account @abertispress are protected. This is an "Official Abertis Group Twitter account for Press and Media exclusively", according to the profile description.
- @Grifols_Press is an inactive account. There is just one tweet published in November 5, 2012: "To know about the company, please visit our website <http://www.grifols.com>".
- Tweets from the account @ATTCustomerCare are protected. At the profile description it is explained: "We've moved to @ATTCares, but we're still here to help".

Given that it was decided to study only public and active profiles – those that have been updated during the past fortnight – these Twitter accounts were discarded from the sample.

After the first download of data from blogs, some incidents were detected:

- Acciona's blog (<http://sostenibilidad-acciona.com>) had not been updated since April 15, 2014.
- YCAR Mapfre's blog (<http://www.blogycar.es>) had not been updated since August 5, 2014.
- Better Health Mckesson's blog (<http://betterhealth.mckesson.com/>) had not been updated since September, 2013.
- Pfizer's blog
(http://www.pfizer.com/responsibility/global_health/global_health_fellows) had not been updated since May, 2014.

Given that it was decided to study only active blogs – those that have been updated during the past month – these blogs were discarded from the sample.

In addition, some technical incidents were detected:

- A problem with Seguros Mapfre's Facebook page blocks NVivo capture plugin.
- This plugin is not working with Lkxa's Facebook page and Mediaset España's Facebook page. An error message appears every time you run the plugin on these fanpages.

Although alternatives were sought to address this incident (for example, other tools were tested), finally it was not possible to solve this technical problem. For these reasons, these profiles were also removed from the sample.

Table 2 provides a complete listing of the blogs, Facebook pages and Twitter profiles analyzed. Discarded profiles are crossed out.

Table 2 Listing of the blogs, Facebook pages and Twitter profiles analyzed

Company	Blog(s)	Facebook page(s)	Twitter profile(s)
Ibex 35			
Abengoa	http://www.laenergiadelcambio.com/	https://www.facebook.com/Abengoa.Intl	https://twitter.com/Abengoa
Abertis	-	-	https://twitter.com/infoautopista https://twitter.com/AbertisTelecom https://twitter.com/abertispress
Acciona	http://sostenibilidad-acciona.com/ http://blogrrhh.acciona.es/	https://www.facebook.com/acciona	https://twitter.com/acciona
ACS	-	-	-
Amadeus	http://www.elblogdelexperto.com/ http://www.amadeus.com/blog	https://www.facebook.com/amadeusESP	https://twitter.com/amadeusESP
ArcelorMittal	-	-	-
Banco Popular	http://www.blogbancopopular.es/	https://www.facebook.com/grupobancopopular	https://twitter.com/GrupoBPopular https://twitter.com/popularresponde
Banco Sabadell	http://blog.bancosabadell.com/	https://www.facebook.com/bancosabadell	https://twitter.com/bancosabadell https://twitter.com/Bspress

Banco Santander	http://www.blogfundacionbancosantander.com/	https://www.facebook.com/bancosantander https://www.facebook.com/fundacionbancosantander https://www.facebook.com/FormulaSantander	https://twitter.com/bancosantander https://twitter.com/santander_es
Bankia	-	https://www.facebook.com/bankia.es	https://twitter.com/bankia https://twitter.com/pressbankia
Bankinter	http://blog.bankinter.com/	https://www.facebook.com/bankinter https://www.facebook.com/FundacionBankinter	https://twitter.com/Bankinter
BBVA	http://www.blogbbva.es/ http://www.bbvasocialmedia.com/blog/	https://www.facebook.com/BBVAespana https://www.facebook.com/bluebbva	https://twitter.com/bbva_esp https://twitter.com/bbvaresponde https://twitter.com/blue_bbva
BME	-	-	https://twitter.com/GrupoBME
Caixabank	http://www.blog.lacaixa.es/	https://www.facebook.com/lacaixa https://www.facebook.com/LKXA	https://twitter.com/infocaixa https://twitter.com/lacaixaresponde https://twitter.com/lkxa
Dia	http://www.dia.es/blog.html	https://www.facebook.com/DIAEspana	https://twitter.com/dia_esp
Enagas	-	https://www.facebook.com/EnagasOficial	https://twitter.com/enagas
Fcc	-		https://twitter.com/fcc_group
Ferrovial	http://blog.ferrovial.com/es/	https://www.facebook.com/ferrovial	https://twitter.com/ferrovial_es
Gamesa		https://www.facebook.com/gamesaofficial	https://twitter.com/Gamesa_Official

Gas Natural	http://cine.gasnaturalfenosa.es/	https://www.facebook.com/GasNaturalFenosa.Espana.Clientes https://www.facebook.com/GasNaturalFenosa	https://twitter.com/GNFclientes_es https://twitter.com/GNFprensa_es
Grífols	-	https://www.facebook.com/FundacioGrifols?ref=ts	https://twitter.com/Grifols_Press
IAG	-	-	-
Iberdrola	http://www.blog.iberdrola.com/?p=4972	https://www.facebook.com/Iberdrola	https://twitter.com/Iberdrola https://twitter.com/Tulberdrola
Inditex	-	-	
Indra	http://www.indracompany.com/sostenibilidad-e-innovacion/neo/blog/all/	https://www.facebook.com/indracompany	https://twitter.com/indracompany
Jazztel	http://www.anexom.es/	https://www.facebook.com/Jazztel	https://twitter.com/jazztel_es
Mapfre	http://www.blogycar.es/	https://www.facebook.com/Segurosmapfre https://www.facebook.com/YCARpagina?ref=ts	https://twitter.com/MAPFRE_Atiende https://twitter.com/PrensaMAPFRE https://twitter.com/ycar_es
Mediaset	-	https://www.facebook.com/mediasetesp?ref=ts	https://twitter.com/mediasetcom
OHL	-	-	-
R.E.C.	-	https://www.facebook.com/RedElectricaREE	https://twitter.com/RedElectricaREE
Repsol	http://blogs.repsol.com/innovacion/ http://blogs.repsol.com/teletrabajo/	https://www.facebook.com/guiarepsol https://www.facebook.com/BoxRepsol	https://twitter.com/GuiaRepsol https://twitter.com/box_repsol
Sacyr	-	https://www.facebook.com/Sacyr.Empresa	https://twitter.com/Sacyr_noticias

Técnicas reunidas	-	-	https://twitter.com/TRSA_rhh
Telefónica	-	https://www.facebook.com/movistar.es	https://twitter.com/movistar_es
Viscofan	-	-	-
Fortune 500			
Wal-Mart Stores	http://blog.walmart.com/	https://www.facebook.com/walmart?povid=P1171-C1093.2766-L104	https://twitter.com/walmarthub https://twitter.com/WalmartNewsroom
Exxon Mobil	http://www.exxonmobilperspectives.com	-	https://twitter.com/exxonmobil
Chevron	-	https://www.facebook.com/Chevron	https://twitter.com/Chevron
General Electric	http://txchnologist.com/	https://www.facebook.com/GE	https://twitter.com/generalelectric
Valero Energy	-	https://www.facebook.com/valeroenergy	
AT&T	http://www.attpublicpolicy.com/ http://blogs.att.net/consumerblog	https://www.facebook.com/ATT https://www.facebook.com/ATTSmallBiz	https://twitter.com/ATT https://twitter.com/ATTCustomerCare https://twitter.com/ATTSmallBiz/
Fannie Mae	-	https://www.facebook.com/fanniemae	https://twitter.com/FannieMae https://twitter.com/FannieMaeB2B
McKesson	http://betterhealth.mckesson.com/ http://www.mckessonhomecaretalk.com/	https://www.facebook.com/McKessonCorporation	https://twitter.com/McKesson

Verizon Communications	http://forums.verizon.com/t5/Verizon-at-Home/bg-p/ResidentialBlog	https://www.facebook.com/VerizonFiOS	https://twitter.com/Verizon https://twitter.com/verizonwireless
UnitedHealth Group	-	https://www.facebook.com/UHGGives	https://twitter.com/UHGGives https://twitter.com/myUHC
J.P. Morgan Chase & Co.	-	https://www.facebook.com/jpmorgancommunity	https://twitter.com/jpmorgan
Bank of America Corp.	-	https://www.facebook.com/BankofAmerica	https://twitter.com/bankofamerica https://twitter.com/BofA_Help https://twitter.com/BofA_News
Express Scripts Holding	-	https://www.facebook.com/ExpressScripts	https://twitter.com/ExpressScripts https://twitter.com/ExpressRxHelp
Wells Fargo	http://blogs.wellsfargo.com/news/	https://www.facebook.com/wellsfargo	https://twitter.com/WellsFargo https://twitter.com/Ask_WellsFargo
Archer Daniels Midland	-	-	https://twitter.com/ADMupdates https://twitter.com/ADMGrain

Prudential Financial	-	https://www.facebook.com/PrudentialBYC?rf=103763179663008	https://twitter.com/PrudentialNews https://twitter.com/PrudentialBYC
Marathon Petroleum	-	https://www.facebook.com/pages/Marathon-Petroleum-Corporation-Fanpage/216650885088859	https://twitter.com/MarathonPetroCo
American International Group	-	-	https://twitter.com/AIGinsurance
ConocoPhillips	-	https://www.facebook.com/conocophillips	https://twitter.com/conocophillips
Pfizer	http://www.pfizer.com/responsibility/global_health/global_health_follows	https://www.facebook.com/Pfizer	https://twitter.com/pfizer https://twitter.com/pfizer_news

Source: Cristina Aced

5.2.3. When and How Data Was Gathered

Data from the selected blogs, Facebook pages and Twitter accounts was gathered during six months, from September 1, 2014 to February 28, 2015. This period of time of study is longer than the period analyzed in previous studies. Much research conducts a content analysis of the content published by companies on social networks for one week (Wirtz & Ngondo, 2013), two weeks (Madichie & Hinson, 2013), one month (Adams & McCorkindale, 2013; Hether, 2014; Keller, 2013; Kim, Kim, & Sung, 2014; McAllister-Spooner & Kent, 2009). This long period of study helps to avoid one of the main problems of research conducted on websites and social media, which is that the results might represent “only a snapshot of what is present at that one time” (Waters, 2007, p. 72).

To collect the data, some trials were made with different tools that allowed the extraction of data from social networks from August 19-31, 2014. Specifically, the selected tools were: [R](#) (with TwitteR and RFacebook packages), [Discovertext](#), [NodeXL](#), [OutWit Hub](#) and [QSR NVivo 10](#). It was necessary to gather the content published by the selected companies on their blogs, Twitter and Facebook accounts (posts, tweets, status) with their date information and all the feedback and interaction received: number of comments, retweets (RT), mentions, likes, shares and so on.

After carrying out some trials, it was decided to use OutWit Hub Pro to scrape the data from blogs and the premium version of QSR NVivo 10 to download the information from Twitter and Facebook.

OutWit Hub is a scraping tool that requires creating a custom scraper to each blog. So a scraper for each blog was designed in order to collect this data: source URL, title, author, date, complete text, category and tags of every post. With this customized tool, data from blogs was automatically gathered every week. In addition, every week other information was collected about every post by hand: (1) features related to multimedia content: if the post includes photo, number of photos, videos, number of videos, multimedia content and kind of multimedia content (infographic, podcast, embedded content); (2) formatting features: use of

bold text, links, paragraphs, bullets, highlights, other (i.e. intern titles, emoticons, etc.); (3) social options, such as if the blog allows for sharing the posts by e-mail or on social networks, and if it offers the option to like the content on social networks.

Just some exceptions were applied:

- Comments on General Electric's blog could not be downloaded because they were published using the service DISQUS, so content was not stored on the blog itself and it was not possible to scrape this external content using OutWit Hub.
- It was not possible to register the number of photos, videos, etc. published in each post of Bankinter's blog and General Electric's blog, due to the high number of posts published every week. This information was just gathered some random weeks.

On the other hand, in two cases it was necessary to fix the blog scraper during the process of data gathering: in the Dia's blog scraper and the Mapfre's blog scraper. It seems that some changes were made in the code of these blogs and for this reason the scraper stopped working. After the readjustments of November 29, 2014, scrapers ran properly again and all the posts and metadata were collected without problems until the end of February, 2015.

QSR NVivo 10 is a qualitative data analysis software that offers tools to apply different methods research, such as discourse analysis. This software has a browser extension called NCapture to capture the content of Facebook pages and Twitter accounts. With both tools it is possible to export data in Excel. Data from Facebook and Twitter was gathered every week or fortnightly, depending on the frequency of updating. In fact, high frequency of updating by some companies made it necessary to reconsider the gathering process.

For instance, the high level of updating by companies such as AT&T, Express Scripts and Jazztel made it difficult to gather the data from Twitter and Facebook.

In fact, some Facebook posts published in December 2014 for the former two companies and in January 2015 for the latter were not collected. After detecting this incident, data from these companies was collected weekly.

The data collected automatically from Facebook page was: identification number of the publication, user who makes the update (company that owns the page can publish a status message and answer the comments; fans can write on the wall, if allowed by the firm, or leave a comment), text of the publication, image, link, link's title, description's title, video, likes, date, hour and comments. The data collected automatically from Twitter accounts was: identification number of the tweet, username, tweet, date, hour, type of tweet (if it is a tweet or a retweet), number of retweets, hashtags and mentions.

At the beginning of every month, the data from each Facebook page and each Twitter account collected weekly with NCapture was joined together. First, the information was exported in Excel. Second, the data was checked and refined: for instance, duplicate content was deleted. In this way, at the beginning of March 2015, all the information published by the sample on Facebook and Twitter was separately compiled in Excel files.

At the same time the data was being gathered, a non-participant observation was carried and all the observations were collected in a Field Diary (See Appendix 1). Qualitative notes about the frequency of updating, the kind of contents published, the interaction between companies and users, the kind of replies offered by the company to the users, the authorship of the content, among others, were taken during these six months.

In addition, screenshots of the blog's homepages, Facebook pages and Twitter profiles were done and stored to have a register in case in the future it was necessary to recover any data.

5.3. Critical Discourse Analysis (CDA): Coding Process and Readjustments

With the aim of answering the research questions, this thesis aims to analyze the level of dialogic communication established by Spanish and American companies by means of their blogs, Facebook pages and Twitter profiles applying five Kent & Taylor's (1998) principles.

Kent & Taylor's framework was created to be applied on websites. To adapt this model to social networks, a dialogic conceptual tool was created. This tool will allow companies to assess their use of social media. This tool is based on Kent & Taylor's (1998) framework and the subsequent adaptations of their model to social networks. Previous research regarding the dialogic potential of websites and blogs applied content analysis to assess the presence or absence of dialogic features (Capriotti & Pardo, 2012; Kent & Taylor, 1998; Kim, Park, & Wertz, 2010). In line with these previous studies, a content analysis of the data gathered during six months was carried out. This analysis makes it possible to identify key features of Facebook pages, Twitter profiles and corporate blogs which were interesting to study in order to assess their dialogical level.

The starting point of the discourse analysis was the previous work made on the course of the doctoral program "Advanced Qualitative Methods in Knowledge Society Research". Following this work, the three-dimensional approach of discourse proposed by Fairclough (in Martín Rojo, 2011) was applied. Consequently, the discourse was studied from a textual, discursive and social point of view.

Understanding discourse as a textual practice and following the codes created in this course, critical discourse analysis in this research was initially planned to focus on three areas: (1) general topics covered in tweets and posts; (2) style of communication and (3) type of language.

This is the list of items expected to be present:

General topics. 7 categories were created:

- products
- industry
- customer service
- sponsor
- corporate
- human resources
- others (if the content does not fit in any other previous code)

Only one code is applied to each content.

Style of communication. Based on the style of communication, two broad categories were found:

- **formal:** companies address readers in Spanish as "usted" (the formal way to address someone)¹
- **informal** communication: firms are using the informal "tú" in order to address readers.

¹ In Spanish there are two forms of addressing someone: "usted" is the formal one, and "tú" is the informal one. Both literally mean "you" in English. "Usted" is a more respectful way of talking to someone and is common when you do not know the other person, when speaking to an older person, or to show respect (for instance, when talking with an authority). "Tú" demonstrates more closeness to the other person. It should be noted that it is increasingly common to use "tú" instead of "usted" in most contexts. However, the use of "usted" and "tú" changes from region to region within each country, and can differ in Spain and in Latin America, for instance.

These categories are mutually exclusive.

Type of language. Two different types of language has been distinguished:

- **technical language:** when companies use industry jargon
- **colloquial language:** when firms use common vocabulary

The contents were coded according to the **language used:**

- Spanish
- Catalan
- English
- Other

These categories are mutually exclusive.

From a discursive point of view, it was planned to analyze the presence of deictics, words and phrases that cannot be fully understood without additional contextual information, such as pronouns referring to person, place, time, and so on.

Finally, all this data was analyzed from a social perspective to understand how firms are using social media with communication objectives and if the way they use these new media bring the companies closer or further from their publics.

With these codes in mind, an initial analysis of two Twitter profiles was made. 877 Abengoa and 63 Abertis Telecom tweets were reviewed and coded. This trial showed that some codes were not clear and generated some doubts. For instance, codes about style of communication. "Formal style" is applied to tweets that use the form "usted" to address readers and "informal style" to those that use the informal "tú" in order to address readers. But in English, the use of "usted" does not exist, so this distinction makes no sense.

Other code that generated doubts was "type of language". It was considered that language is technical when companies use industry jargon and that it is colloquial when firms use common vocabulary. Following this methodology, all tweets

published by Abertis Teleco were encoded in "colloquial language". Having seen this, it seems that to apply this code makes little sense.

Another code that appears not to provide relevant information to the research is "deictics". Use of some space pronouns, such as "here" is detected, but in the digital context it usually refers to a link, not to a place. For example:

*We are involved in Georgetown University's 'Global Career Conference and Expo'. **Here** is a report on the event: <http://t.co/b5S0nWyrEy>*

After coding this trial sampling, it was concluded that these codes do not provide relevant information for the research so it was decided to erase these codes. However, at the same time, another type of expressions whose analysis might be interesting for the study were detected: the use of Call to Action (CTA), so this new code was added to the list. Some examples of the use of CTA (bold text is added to highlight CTA):

*#RedsGoGreen puede llevarte a Old Trafford para que disfrutes del @ManUtd en directo **¿Te lo vas a perder?** <http://t.co/6G0Nm7PXLR>*

*#RedsGoGreen could take you to Old Trafford to watch @ManUtd play at home. **Don't miss out!** <http://t.co/jm5477bgWw>*

*A las 12.30h presentación resultados a inversores @Abertis. **Puedes seguirlo en** <http://t.co/xPHE5AGHsr> #ResultadosAbertis2014*

*RT @SmartCityexpo: Did you know that @AbertisTelecom is in charge of #BarcelonaWiFi? **Find out more at #SmartCityExpo***

Moreover, after seeing that Abengoa and Abertis publish tweets in Spanish and in English, a question arose: tweets in English are published for Spanish companies at specific times of the day? This question shows that time of publication might be interesting for this research, so it was decided to add a new code, "time", with three variables: morning (6-13 h), afternoon (13-20 h) and night (from 20 to 6 hours).

Other code also added was "emoticons", after discovering tweets like this one:

*RT @TSTsistemas: Second day at the @SmartCityexpo is over. Our @sigfox sensors at @AbertisTelecom booth keep reporting well :)
<http://t.co/...>*

To sum up, this is the final list of codes that were applied:

- Elements of language:
 - CTA
 - Emoticons
 - Hashtags
 - Links
 - Mentions
 - Reply
 - RT
- Language
 - Spanish
 - Catalan
 - English
 - Other
- Time
 - Morning (6-13 h)
 - Afternoon (13-20 h)
 - Night (20-6 h)

Note: as the data was gathered using Central European Time from Spain (Greenwich Mean Time +1 hours), a readjustment was done for data from North American firms to make the analysis using their real time.
- Topics
 - Corporate information + HR
 - Product/ Services / Customer service
 - Activities & Sponsors
 - Industry

Before doing the codification of all the sample, all the messages published on Twitter, Facebook and blogs were counted to know the dimension of the population of study:

- Total updates published by Ibex 35 companies between September 1, 2014, and February, 28, 2015: 96,822 (56,564 on Twitter, 37,789 on Facebook and 2,469 on blogs).
- Total updates published by Fortune 500 companies between September 1, 2014, and February, 28, 2015: 259.153 (18,332 on Twitter, 240,341 on Facebook and 480 on blogs).

After seeing these numbers, in March 2015 it was concluded that the total population to be analyzed was too extensive to analyze it properly, so it was decided to reduce it. At first, it was decided to analyze 9 tweets (n= 600), 12 Facebook posts (n=540) and 20 posts (n=560) of each company, randomly selected with the tool Random.org, as done in previous researches (Luca, 2011; Muckensturm, 2013). However, after discussing this system to reduce the size of the sample with the director of the thesis, it was decided that these criteria might be neither representative nor significant.

So finally it was decided to analyze a percentage of updates of each company: 3% of tweets, 3% of Facebook updates and 6% of posts. In this way, the number of analyzed updates is proportional to the volume of company publications on this social network: the more they have published, the more will be analyzed. As a proportional system, it was assumed that the results would be more significant and representative than with the previous system proposed for reducing the size of the sample.

Following these percentages, this is the sample finally analyzed:

- 3% of the tweets, representing a total of 2,243 tweets (n = 22,43): 1695 of Ibex 35 and 548 of Fortune 500.
- 3% of the posts published on Facebook, representing a total of 8,340 posts (n = 8,340): 1131 of Ibex 35 and 7209 of Fortune 500.

- 6% of the posts published on blogs, representing a total of 177 posts (n = 177): 148 posts of Ibex 35 and 29 of Fortune 500.

However, in some cases (i.e. some Facebook pages of Fortune 500 companies, such as AT&T and Walmart) the number of updates to be analyzed is still too large: more than 3,000 publications. Taking this into account, it was decided to apply a corrective measure: a minimum of 10 updates and a maximum of 100 updates would be analyzed for each company's profile. That means, for instance, that if the 3% of a company's publications on Twitter is 8, 10 tweets were analyzed. On the other hand, if the 3% of its publications on Facebook is 3,000, just 100 posts have been analyzed. Applying this rule, the final sample to study is:

- 2,142 tweets (n = 2,142): 1,544 of Ibex 35 and 598 of Fortune 500.
- 1,880 posts (n = 1,880): 915 of Ibex 35 and 965 of Fortune 500.
- 340 posts (n = 340): 259 posts of Ibex 35 and 81 of Fortune 500.

As explained previously, the tool Random.org was used to define randomly the publications to study, as previous research made (DiStaso & McCorkindale, 2013; Luca, 2011; Muckensturm, 2013; Rybalko & Seltzer, 2010; Taylor, Kent & White, 2001; Waters, Burnett, Lamm & Lucas, 2009). The complete lists with number of tweets, Facebook posts and blog posts which have been analyzed is available in the Field diary (pages 30-109).

The sample studied in this research is longer than which analyzed in previous studies. For instance, Watkins & Lewis (2014) conducted a content analysis of 990 tweets; Adams & McCorkindale (2013) studied 605 tweets; Waters, Burnett, Lamm & Lucas (2009) studied 275 Facebook pages, Capriotti & Pardo (2012) analyzed 120 websites; Hether (2014) studied 97 tweets and Facebook posts; Capriotti & Moreno (2007) coded 35 websites and Madichie & Hinson (2013) analyzed 11 websites.

The codification of the sample was made using QSR NVivo 10. Before starting the codification process, all the Excel files with the contents published by the

sample on blogs, Facebook and Twitter were imported to this software. The codification of contents was carried out between March 27 and May 18, 2015. The analysis of results was carried between May 20 and June 24, 2015.

5.4. Designing the Dialogic Conceptual Tool

With the aim of answering the research questions, this thesis analyzes the level of dialogic communication reached by Spanish and American companies by means of their blogs, Facebook pages and Twitter profiles applying the five Kent & Taylor's (1998) principles, which are (for further details about the dialogic principles, see section 4.2. *The Dialogic Communication Theory*):

- Ease of interface
- Conservation of visitors
- Generation of return visits
- Providing useful information to a variety of publics
- Maintaining a dialogic loop

Taylor et al. (2001) applied this framework to examine the mediated communication of activist organizations with the objective of understanding how these groups use their websites to build relationships with publics. With this aim, authors operationalized five principles of dialogic relationship building deductively from Kent & Taylor's principles (1998) into a 32-item questionnaire, including some insights from a previous study (Esrock & Leichty, 1998). This is the questionnaire these authors created:

Ease of Interface

- Site map
- Major links to rest of site
- Search engine box
- Low reliance on graphics

Usefulness of Information to Media Publics

- Press releases
- Speeches
- Downloadable graphics
- Audio/Visual capacity
- Clearly stated positions on policy issues
- Identifies member base

Usefulness of Information: Volunteer Publics

- Statement of philosophy/mission
- Details of how to become affiliated
- How to contribute money
- Links to political leaders
- Logo of organization is prominent

Conservation of Visitors

- Important info available on 1st page
- Short loading time (less than 4 seconds)
- Posting of last updated time and date

Return Visits

- Explicit statement invites user to return
- News forums (regularly scheduled)
- FAQ's or Q&A's
- Bookmark Now
- Links to other Web sites
- Calendar of events
- Downloadable information
- Things that can be requested by mail/e-mail
- Posting news stories within last 30 days

Dialogic Loop

- Opportunity for user-response
- Opportunity to vote on issues
- Survey to voice opinion on issues
- Offers regular information through e-mail

The study analyzes 100 activist organization websites. Authors reviewed each website using the 32 dichotomic questions on the survey instrument. They evaluated the performance features of each home page visited, and then evaluated the relevant content features of each website for answers to the survey questions. The value for each item was 1 point (if the feature was present) or 0 points (if the feature was absent).

After the publishing this study, many other researches (Capriotti & Pardo, 2012; Kim, Park, & Wertz, 2010) have applied Kent & Taylor's 1998 principles to assess the level of dialogic communication in websites, following this 32-item questionnaire. More recently, other authors have adapted the framework to social networks, such as Facebook (Bortree & Seltzer, 2009; Brightman, 2012; Hether, 2014; Kim, Kim, & Nam, 2014; Kim, Chun, Kwak, & Nam, 2014; Luca, 2011; Men & Tsai, 2012; Muckensturm, 2013; Soon & Soh, 2014; Waters, Canfield, Foster, & Hardy, 2011), Twitter (Adams & McCorkindale, 2013; Altheide, 2015; Beverly, 2013; Chun, 2013; Kim et al., 2014; Kim et al., 2014; Luca, 2011; Nykolaiszyn, 2013; Rybalko & Seltzer, 2010; Zhong & Lu, 2013) and Pinterest (Agozzino, 2015). (See section 4.3. *The Application of Kent & Taylor's Framework to Social Media* for further information).

Bortree & Seltzer (2009) were the first to develop a questionnaire based on the dialogic communication literature (Kent & Taylor, 1998; Taylor, Kent, & White, 2001) to the social networks context, specifically Facebook. The five items measuring Taylor, Kent, & White (2001) dialogic strategies (ease of interface, usefulness of information, conservation of visitors, generation of return visits, and dialogic loop) were modified for application to Facebook pages. With this aim, new items were added: "links to organization homepage," "number of

advertisements on a site” (as a negative factor), “use of applications,” “ease of donations,” “join now option,” “offers of regular information through email,” “profile sharing,” and “content sharing.” And other items were eliminated or modified: “site map,” “major links to rest of site,” “search engine box,” “short loading time,” “post of last updated time and date,” “news forums” (though posting of news stories was retained), “bookmark now,” and “important information available on first page” (modified to examine the usefulness of information on the profile). Furthermore, a new strategy, called “organization engagement”, was added that included one item, “organization comments in dialogic spaces” (i.e., wall and discussion boards). All the categories were dichotomously formulated, so it could be coded as present or absent.

Based on Kent & Taylor's (1998) framework and the subsequent adaptations of their model to social networks, this thesis develops a new dialogic conceptual tool which allows companies to assess their use of social media. This tool consists on a questionnaire of dichotomous items organized in three dimensions: Presence, Contents and Interactivity, as they are considered the basis of a good social media strategy. The questionnaire takes into account five Kent & Taylor's dialogic principles.

Having done the non-participant observation during the data collecting process, and carried out the first content analysis, on September 2015, a preliminary version of the questionnaire was created. 49 variables and 24 sub-variables have been established as follows:

PRESENCE

>> Digital presence

Corporate blog

Facebook page

Twitter profile

Language options on blog

More than one language is used on Facebook updates

More than one language is used on Twitter updates

>> Ease of interface

Categories on blog

Search engine on blog

Menu links on blog

CONTENT

>> Sort of content

Content format shared on blog:

Text

Audio

Video

Graphic

Topics covered on blog:

Corporate information

Product / services

Activities

Industry's news

Content formats shared on Facebook:

Text

Audio

Video

Graphic

Topics covered on Facebook:

Corporate information

Product / services

Activities

Industry's news

Content format shared on Twitter:

Text

Audio

Video

Graphic

Topics covered on Twitter:

Corporate information

Product / services

Activities

Industry's news

Links to external websites (to add value) on blog

>> Usefulness of information

Updated information (to be defined) on blog

Downloadable media files on blog

"About me" section on blog

News stories posted on blog

Contact information on blog

Calendar of events on blog

Downloadable publications on blog

Posts archive on blog

Presence of updated information (to be defined) on Facebook

Company's information on Facebook

News stories posted on Facebook

Contact information on Facebook

Calendar of events on Facebook

Presence of updated information (to be defined) on Twitter

Company's information on Twitter

News stories posted on Twitter

INTERACTIVITY

>> Ways of interaction

Response to comments received on blog

Direct links to social networks profiles on blog

Opportunities to "like" items on blog

Opportunities to share blog posts on social media

Response to comments received on Facebook

Response to mentions received on Twitter

>> Dialogic loop

Opportunity to comment on blog

Opportunity to vote the blog posts

Fill out survey instruments on blog

Contact data: phone, e-mail or request form on blog

RSS subscription to the blog

E-mail subscription to the blog

>> Conservation of visitors

Date of blog's last update

Accessibility of important information on homepage blog (i.e. most commented posts)

>> Return visits

Calls to Action (CTA) on blog posts

CTA on Facebook posts

CTA on tweets

All these dichotomous variables were created to check the presence or absence of each dialogic principle. So all the items can be coded as yes/no for the inclusion/exclusion of the item and after doing this a score will be obtained (yes = 1, no = 0), following the same system as applied in previous research (Madichie & Hinson, 2013; McCorkindale & Morgoch, 2013; Taylor et al., 2001).

After carrying out the second Critical Discourse Analysis out, the first proposition with 49 variables and 24 sub-variables was refined during November-December 2015. Some items were discarded and other were added, as explained below.

- The variable "Topics covered" has been eliminated because some accounts can be targeted to one public: customer service, journalists,

shareholders... and in these cases to cover only one topic is not negative but desirable.

- "News stories posted" is the same than "updated information", so the first one has been eliminated.
- Some variables make sense on webpages but not on blogs, so they have been eliminated: "Downloadable media files", "calendar events", "date of blog's last update"
- The concept "updated information" has been defined for blog, Facebook and Twitter.
- Some variables have been added because it is considered that they have a positive influence on the dialogic level:
 - Use of hashtags on Twitter
 - Different content published on Twitter, Facebook and blog (at least on 2 of these platforms)
 - Answers to comments are tailored
 - RT are published
 - Links to external websites (to add value) on Facebook posts
 - Links to external websites (to add value) on tweets
- Some variables have been deleted because it is considered that they do not imply a higher dialogic level:
 - Opportunities to "like" items on blog
 - Opportunity to vote the blog posts
 - Fill out survey instruments on blog

So the December 2015 version of the questionnaire had 45 variables and 12 sub-variables (*the refined questionnaire is available in Appendix 3*).

All these dichotomous variables were created to check the presence or absence of each dialogic principle. Every variable is formulated in a way that the presence is positive and the absence is negative. So all the items can be coded as yes/no for the inclusion/exclusion of the item and after doing this a score will be obtained (yes = 1, no = 0), following the same system as applied in previous research

(McCorkindale & Morgoch, 2013; Madichie & Hinson, 2013; Taylor, Kent & White, 2001). The maximum score of this questionnaire is 52. The final scores have been converted to a percentage [final score = (questionnaire's punctuation * 100)/ 52]. The higher the percentage, the more dialogic is the firm.

During December 2015, the refined version of the dialogic conceptual tool was applied to a selected sample of two IEX 35 companies (Bankinter and Enagas) and two Fortune 500 companies (Wal-Mart and Fannie Mae). This application allowed to test the dialogic conceptual tool and to detect some gaps.

Some changes were made after the first application of the dialogic tool to make easier the application of the questionnaire, based on these ideas:

- The order of some variables have changed. For instance: "Links to external websites (to add value) on blog posts" is put after the variables of "content format shared on blog". In this way, it is easier to apply the questionnaire.
- To make it easier to apply the questionnaire, the variables will be ordered by platform: all the variables of blog will be put together, and the same with Facebook and Twitter. It is not important (for the person who applies the questionnaire) to know in which category the variable is included. For instance: the person who applies the questionnaire does not need to know that "corporate blog" is included in the category "Presence". However, for research purposes it is important to obtain aggregated data to connect the result of the questionnaire with the Polyscale. For instance: two firms might obtain a score of 40% on the questionnaire and one of them is doing a very good work on content but a poor work on interaction, and the other is doing a good work on interaction and a poor work on content. So the recommendations will not be the same for both of them. To resolve this need, the questionnaire might be done with an Excel or with any other similar tool.

With the results of the application of the questionnaire in December 2015, a new refined version of the questionnaire was created in January 2016, with 45

variables and 12 sub-variables (See *Appendix 3*). This version of the questionnaire was tested with four hypothetical firms: one with blog, Facebook page and Twitter profile; one with no blog but Facebook page and Twitter profile; one with no Facebook page but blog and Twitter profile, and one with no Twitter profile but blog and Facebook page. Results showed that it seems that companies that have blog, Facebook and Twitter obtain a higher score than those that are just using two of these social media. It makes sense: more presence means a higher possibility of reaching dialogue.

The questionnaire is connected with a scale that ranks companies depending on their use of social media. This scale is called Poliscale and was outlined at the end of the research project of the Master's Degree in Information and Knowledge Society from the Open University of Catalonia². An early draft of this scale was presented at the Conference on Social e-xperience which took place in Barcelona (Aced & Lalueza, 2012), organized by the Open University of Catalonia, the Pompeu Fabra University and the University of Waikato.

The Poliscale is a five-point scale inspired by Greek culture. In this typology, organizations are placed in the Necropolis (if they have no presence on social media or their presence is not significant), the Thermal Baths (if they are using social media without a clear goal or strategy), the Tavern (if they have a social media presence and interact with their audiences, but neglect content), the Bibliotheca/Library (if they use social media and take care of content, but forget to interact with their audiences) or the Agora (where we find the companies that are making an optimal use of social media because they are concerned about generating valuable content and interacting with their audiences). A summary of each dimension of the Poliscale is offered in Table 3.

² This work was awarded the second prize in the University Excellence Award 2016, awarded by the Asociación de Investigadores en Relaciones Públicas (AIRP) in Universidad CEU Cardenal Herrera (Valencia) during the XI International Congress of Research in Public Relations (April 27-29 2016).

Table 3. *Poliscale: a scale of companies according to the use of social media*

CATEGORY	DESCRIPTION
NECROPOLIS	In terms of social media, these companies are dead. They have no presence or their presence is not significant, and therefore they do not exist.
THERMAL BATHS	These companies are using social media without a clear goal and strategy. They believe that merely being on social platforms is good enough to obtain results. They neglect content and interaction.
TAVERN	Companies that are placed here have social media presence and interact with their audiences, but neglect the content.
BIBLIOTHECA (LIBRARY)	These companies use social media and take care of content, but forget to interact with their audiences.
AGORA	This is the place to converse and exchange knowledge. Here we find the companies that are using social media, and are concerned about generating valuable content and which interact with their audiences.

Source: Cristina Aced

These categories are in line with the institutional website phases that Capriotti & Pardo (2012) propose. These authors identify three major phases of analysis based on the type of content management and management of the interaction by the organizations with their publics using their corporate web platform: monologic communication (very similar to Thermal Baths), expanded monologic (similar to Tavern) and dialogic communication (similar to Bibliotheca) (see section 4.3. *The*

Application of Kent & Taylor's Framework to Social Media for further information about institutional website phases proposed by these authors).

Companies are placed in one of the categories of the Poliscale depending on the score they obtain in the questionnaire. To calculate the score of the questionnaire, it has to be taken into account that all the variables are dichotomous, as previously explained, so the presence is equal to 1 and the absence is equal to 0. The sum of all these punctuations are the final score of the questionnaire. In addition to the final score, three partial scores are calculated in connection with the three dimensions of the questionnaire: presence, content and interaction. Depending on these scores, the firm is placed in one or another position of the Poliscale, as explains in Table 6:

Table 4. Questionnaire scores and Poliscale

	NECROPOLIS	THERMAL BATHS	TAVERN	BIBLIOTHECA LIBRARY	AGORA
PRESENCE (9 items) +=5 to 9 - =0 to 4	-	+	+	+	+
CONTENT (28 items) +=15 to 28 - =0 to 14	-	-	-	+	+
INTERAC- TIVITY (17 items) +=9 to 17 - =0 to 8	-	-	+	-	+

+ is equivalent to more than 50%

- is equivalent to less than 51%

Source: Cristina Aced

In January 2016, the refined version of the questionnaire was applied to the complete sample of companies. To make it easier to capture the responses, a Google form was created with the questionnaire (the form is available at: <http://bit.ly/1OXtyZD>). In the response's sheet, some formulas were added to calculate the final score of the questionnaire and the position where the firm is placed in the Poliscale. Once the formulas were added in to the Google spreadsheet, some tests were made to check the questionnaire:

- one form was filled out imagining that the firm has no blog, and it does a good use of Facebook and Twitter (all the answers are "yes")
- one form was filled out imagining that the firm has no Facebook page, and it does a good use of blog and Twitter (all the answers are "yes")
- one form was filled out imagining that the firm has no Twitter, and it does a good use of Facebook and blog (all the answers are "yes")

The results showed that:

- If the firm has no blog but it is using Facebook and Twitter well (all the answers are "yes"), the final score is 29 (53.70%). It passes the test on Content but fails on Presence and Interactivity, and it has no place in the Poliscale --> that means that something it is not working properly: all the firms are supposed to have a place in the Poliscale.
- If the firm has no Facebook but it is using the blog and Twitter well (all the answers are "yes"), the final score is 40 (74.07%). It passes the test on Presence, Content and Interactivity, and it is placed in the Agora.
- If the firm has no Twitter but it is using Facebook and the blog well (all the answers are "yes"), the final score is 40 (74.07%). It passes the test on Presence, Content and Interactivity, and it is placed in the Agora.

After seeing these findings, it was decided to calculate the score of each dimension out of one. Thus the maximum score of each dimension is always one, regardless of the number of items it contains. Taking into account this change, the connection between the dimensions of the questionnaire and the levels of the Poliscale are calculated as shown in Table 7.

Table 5. Questionnaire scores and Poliscale - final version

	NECROPOLIS	THERMAL BATHS	TAVERN	BIBLIOTHECA LIBRARY	AGORA
PRESENCE	- <0.51	+ >0.50	+ >0.50	+ >0.50	+ >0.50
CONTENT	- <0.51	- <0.51	- <0.51	+ >0.50	+ >0.50
INTERACTIVITY	- <0.51	- <0.51	+ >0.50	- <0.51	+ >0.50

Source: Cristina Aced

On February 2016, the first application of the questionnaire to all the sample was done. After applying the test to 10 Ibex 35 companies, two questions of Facebook and Twitter were changed:

- The question: "The company responds to the comments received on the Facebook page" is very similar to "A personalized response is given to comments received", and it has detected that most firms do not answer the comments. No questions in connection with "likes" are included in the questionnaire, so "A personalized response is given to comments received" has been changed by "Published content obtains 'likes' from followers". As the original question, this question is related to the interactivity dimension.
- The question "The company responds to the mentions received on Twitter" is very similar to "A personalized response is given to mentions received" and it has detected that most firms do not answer the mentions. No questions in connection with "likes" are included in the questionnaire, so

"A personalized response is given to mentions received" has been changed by "Tweets obtain 'likes' from the followers". As the original question, this question is related to interactivity dimension.

The application of the questionnaire to all the sample shows that:

- No company is placed neither on Agora nor on Bibliotheca.
- From 22 Ibex 35 firms:
 - no one is placed on Agora
 - no one is placed on Bibliotheca
 - 9 are placed on Tavern
 - 4 are placed on Thermal Baths
 - 9 are placed on Necropolis
- From 15 Fortune 500 firms:
 - no one is placed on Agora
 - no one is placed on Bibliotheca
 - 4 are placed on Tavern
 - 1 are placed on Thermal Baths
 - 10 are placed on Necropolis

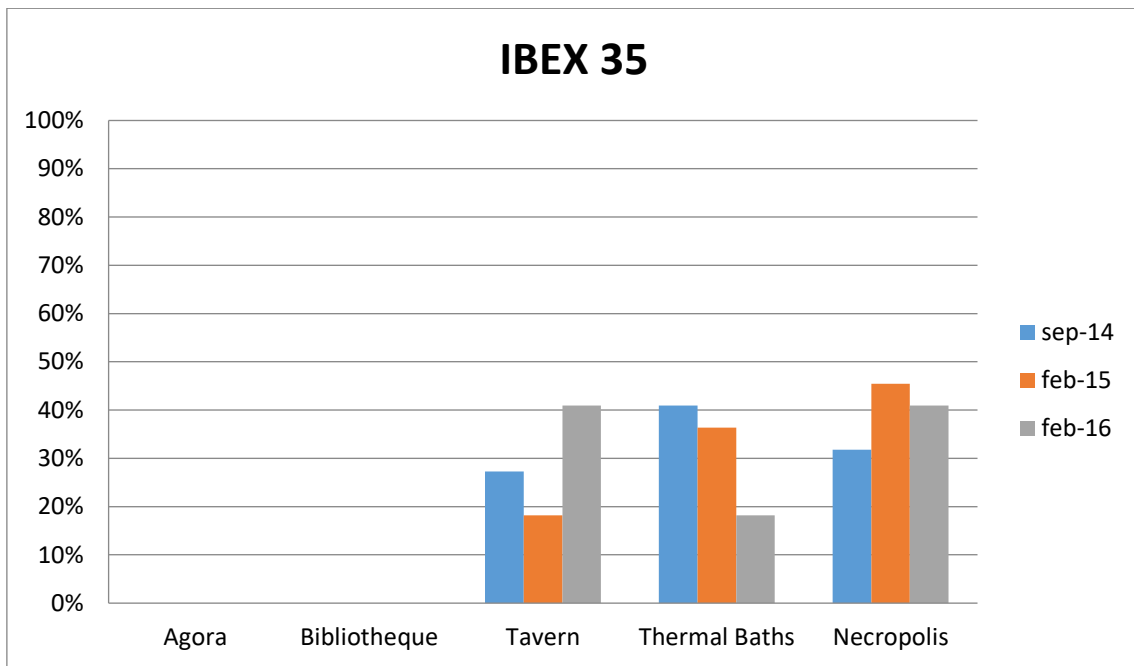
Since no company was placed neither on the Bibliotheca/ Library nor on the Agora, it was decided to apply the tool to the data previously collected to compare the evolution over time. Specifically, the questionnaire was applied to September 2014 data and February 2015 data, which are first and last month's sample collected respectively. Table 6 sums up the results of this application:

Table 6. Results of the first application of the questionnaire to the sample

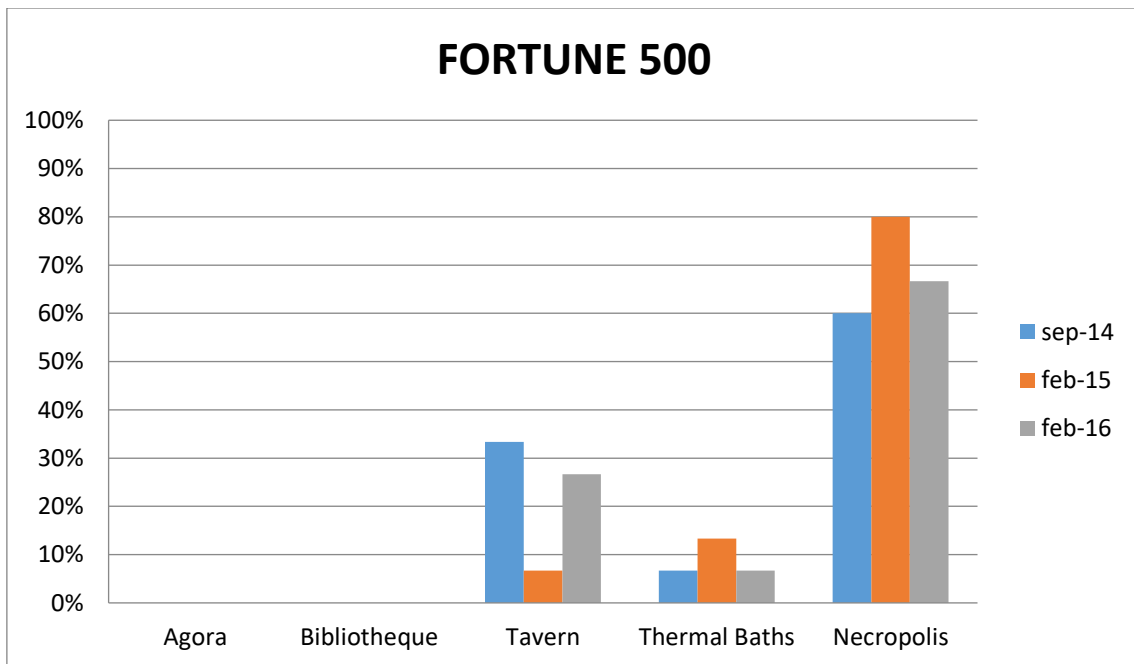
	September 2014		February 2015		February 2016	
	Ibex 35	Fortune 500	Ibex 35	Fortune 500	Ibex 35	Fortune 500
Agora	Total of firms: 0	0	0	0	0	0
	Perc.: 0%	0%	0%	0%	0%	0%
Bibliotheca Library	0	0	0	0	0	0
	0%	0%	0%	0%	0%	0%
Tavern	6	5	4	1	9	4
	27.27%	33.33%	18.18%	6.67%	40.91%	26.67%
Thermal Baths	9	1	8	2	4	1
	40.91%	6.67%	36.36%	13.33%	18.18%	6.67%
Necropolis	7	9	10	12	9	10
	31.81%	60%	45.45%	80%	40.91%	66.67%

Source: Cristina Aced

The following charts summarize the results of the questionnaire application:



Source: Cristina Aced



Source: Cristina Aced

After applying the questionnaire to the sample in three different moments, no company was placed either on the Bibliotheca/ Library or on the Agora. The fact

that there were two empty categories in the scale invited us to rethink the scale. One option would have been to readjust the score of each category. However, after discussing this topic with the thesis director, Prof. Ferran Lalueza, it was decided not make changes before hearing the experts' suggestions after carrying out the interviews.

As explained in section 5.1. *Research methodology*, 11 experts on social media and PR were interviewed in March-April 2016, as other investigations also did (Benecke & Oksitycz, 2015; Briones, Kuch, Liu, & Jin, 2011; Keller, 2013; Lee, 2014; Pettigrew & Reber, 2011; Waters & Williams, 2011). Six top public relations scholars who have published papers on dialogic communication and five PR & social media consultants were asked about the questionnaire and the Polyscale.

This is the list of experts who were interviewed:

- **Maureen Taylor**, Professor and Director of the School of Advertising and Public Relations, University of Tennessee, Knoxville. Co-author of the first framework to assess dialogic communication on websites in 1998.
- **Michael L. Kent**, Professor, School of Advertising & Public Relations, University of Tennessee Knoxville. Co-author of the first framework to assess dialogic communication on websites in 1998.
- **Tina McCorkindale**, President and CEO of the Institute for Public Relations (IPR) and professor of PR at West Virginia University.
- **Trent Seltzer**, Associate Professor and Chair, Department of Public Relations, College of Media & Communication, Texas Tech University.
- **Richard D. Waters**, Associate Professor, School of Management, University of San Francisco.
- **Paul Capriotti**, Professor, Public Relations and Corporate Communications, Universidad Rovira i Virgili, Tarragona.
- **José Manuel Velasco**, Communication Consultant, former President of Dircom and Chair Elect for the Global Alliance for Public Relations and Communication Management
- **Iván Pino**, Online Communications Director at LLORENTE & CUENCA

- **Carlos Molina**, Content Director at Best Relations
- **Vilma Núñez**, Communication Consultant and PhD on Advertising and Public Relations
- **Natalia Sara**, Communication Consultant

Experts' suggestions were useful to refine the dialogic conceptual tool and the *Poliscale*. Overall, the feedback from the experts on the project was positive. Iván Pino considered "the questionnaire is sufficient, necessary and useful. And I couldn't agree more with the analogy of the polis". Carlos Molina said: "The scale might be useful for companies not only to assess and improve their use of social media, but also for comparing themselves to other companies. Most companies like to see how they work in relation to the rest". José Manuel Velasco pointed: "I congratulate you on the methodology and nomenclature. I think they answer to the needs of assessment and comparison companies have".

Despite the fact that the scholars who created the dialogic framework to study websites (Maureen Taylor and Michael L. Kent) consider that previous research has shown social media are not dialogic and therefore there is no need to do another study of this topic, the other interviewed researchers who have tried to apply Kent & Taylor's model to the study of social media believe that further research is needed on this topic.

"I don't believe that another study of dialogue on corporate social media is going to tell us anything new. Great tools but no real dialogue," explained Prof. Taylor. "Don't be disappointed when you discover they are not dialogic", she added. Prof. Michael Kent pointed out that "our thinking about dialogue has evolved over the last two decades. Most organizational use of social media does not actually consist of dialogic exchanges. The reasons are varied: (1) most professionals have never been trained in dialogue, so how could they use it effectively; (2) most communication professionals have no interest in engaging stakeholders and publics in conversations since it slows them down and might actually result in them not being able to do what they want; (3) social media are not conducive to "dialogue" especially the one's based on short posts." However, the other interviewed experts focused on the possibility of dialogue social media offer:

these tools have potential to be dialogic but finally it depends on the use PR professionals make of them. So analyzing the use of social media that companies make might give us useful clues to increase dialogue between firms and their audiences.

"The principles – or at least the operationalization of the principles– were originally done for the Web 1.0 website, and I'll say that scholars, including myself, have not done a great job of updating them to reflect Web 2.0 (social media) and Web 3.0 (cultivation and a truly connected social network)", Prof. Richard D. Waters wrote.

Prof. Trent Seltzer considered that "the variables proposed to study the blogs are appropriate: It incorporates the Kent & Taylor framework, but expands on it somewhat by including interactivity concepts and segmenting multimedia content". He added that: "the Polyscale would be a useful practitioner tool for categorizing a company's social media use, especially when using it to describe current and desired positions to management."

Prof. Maureen Taylor said that Polyscale is "a very nice description about how people are using social media". Prof. Tina McCorkindale wrote: "I love, love, love this."

The experts' main suggestions are summarized below (complete interviews are available at *Appendix 4*):

- To merge "Conservation of visitors" and "Return visits" in the questionnaire, Prof. Maureen Taylor and Prof. Richard D. Waters suggest.
- To create a scale to analyze the level of interactivity: it is not the same to reply to comments in hours rather than in weeks, or to have 2 comments or 200, says Prof. Taylor.
- To create a scale of updating frequency, Natalia Sara proposes.
- To expand on the 'responsiveness' items. Also, some recognition of the content and tone of the comments and responses would help, Prof. Trent

Seltzer tells. Prof. Tina McCorkindale also highlights the importance to dig in to positive or negative comments.

- In regard to methods of interaction and the dialogic loop, Prof. Waters suggests that some of the interaction might be moved to the dialogic loop section. "Currently, your dialogic loop variables are only focused on the methods that are used to create a dialogic loop, and again those are centered fully on blogs rather than the other social media platforms. The true measure of dialogue is the presence (or lack thereof) of conversation. (...) If there's a way to separate the actual conversation from the methods of creating the dialogic loop and the other forms of interactivity that show engagement without conversations (liking, sharing, retweeting), then I would encourage you to do that."
- It is not necessary to maintain the five principles that included Kent & Taylor in their model: their framework was created in 1998 to apply on websites, suggests Prof. Paul Capriotti. For instance, maybe it is not necessary to include "Ease of interface" when talking about social networks. Prof. Taylor agrees with him. However, Prof. Richard D. Waters considers that it is a challenge to adapt ease of interface to social networks but "I would encourage you to think of how you might relate this construct to Facebook, Twitter, and YouTube as well. This has been one of the big challenges of applying the dialogic principles to the social web." Ease of interface also includes scrolling, clickability, readability, etc. for Prof. Tina McCorkindale.
- For usefulness of information, "you probably should dive in a little more. What specific contact information would be useful do you think? Chat functions? Email address? Phone?" suggests Prof. McCorkindale.
- To add transparency and authorship: "Do they tell you who's tweeting on behalf of the organization?", says Prof. McCorkindale. This suggestion is also proposed by Prof. Waters, Carlos Molina, Natalia Sara
- "I'm not sure "Call to action" updates really get at Kent & Taylor's "return visits" construct", Prof. Waters says.

- To analyze if the language is customized for each social network. José Manuel Velasco proposes.
- For the blog, to add these items:
 - some items on structure of the contents (by Carlos Molina)
 - if the blog has blogroll (by Carlos Molina)
 - if there is a tagcloud (by José Manuel Velasco)
 - if there is an "about us" section (by José Manuel Velasco)
 - if related posts are suggested at the end of each post (by Carlos Molina)
 - if the posts include text in bold and/or italics (by Carlos Molina)
 - if the posts take into account the SEO techniques (by José Manuel Velasco)
 - if guest posts are published (by Vilma Núñez)
- For Facebook pages, to add these variables:
 - if the page is verified (by Vilma Núñez)
 - if notes and events are published (by Carlos Molina)
 - the average response time to messages (by Carlos Molina and Vilma Núñez)
 - if the posts take into account the SEO techniques (by José Manuel Velasco)
 - if posts include hashtags (by Natalia Sara)
 - if posts are tagged (by Natalia Sara)
- For Twitter accounts, to add these items:
 - if the account is verified (by Vilma Núñez)
 - if the section "Biography" has updated information (by Carlos Molina)
 - if the cover photo is customized (by Carlos Molina)
 - if polls are published (by Carlos Molina and Vilma Núñez)
 - if people is tagged into the photos (by Carlos Molina)
- A possibility to take into account: to separate the questionnaire into three parts, one for blogs, one for Twitter and one for Facebook. Analyzing each

social network separately would make it easy add more social networks to the questionnaire in the future, proposes Prof. Capriotti.

- About the Polyscale:
 - to add a dimension of listening, although "it is not easy to analyze it", says Iván Pino
 - to add the dimension of structure (in connection with presence) and sentiment
 - "the dimension of presence is a condition rather than a category", says Prof. Capriotti, and suggests to create a new category called "Presence" to analyze aspects such as profile information.
 - if the dimension "Presence" is not mandatory to be placed on the Polyscale, and then the mark could be positive or negative, then they appear new dimensions on the Polyscale: Agora, Bibliotheca/Library and Tavern could be normal or plus, as it is shown in Table 7.

Table 7. New Polyscale with 8 dimensions

	PRESENCE	CONTENT	INTERACTIVITY
AGORA +	+	+	+
AGORA -	-	+	+
BIBLIOTHECA +	+	+	-
BIBLIOTHECA -	-	+	-
TAVERN +	+	-	+
TAVERN -	-	-	+
THERMAL BATHS	+	-	-
NECROPOLIS	-	-	-

Source: Cristina Aced

Based on these comments and suggestions some changes were made on the questionnaire:

- subgroups imported from the original Kent & Taylor framework are deleted ("ease of interface", "usefulness of information", "dialogic loop", "conservation of visitors", "return visits")
- The items in connection with ease of interface are not eliminated, despite some experts suggestions and previous studies (Agozzino, 2015; Bortree

& Seltzer, 2009; Hether, 2014; Kim et al., 2014; Linvill et al., 2012; Muckensturm, 2013; Rybalko & Seltzer, 2010; Watkins, 2016; Watkins & Lewis, 2014). Really, social networks also include the idea of ease of interface. In fact, it is an implicit feature of these tools. Some customizable features of social networks are: profile picture, cover image or corporate information included in the biography. As Muckensturm (2013, p. 30) explained, “this principle is inherently present in every Facebook page”, and that is precisely why it has not been eliminated from this research. It is not necessary to eliminate this principle but to adapt it to the new context of social networks and with this aim, the items: profile picture, cover image or corporate information included in the biography have been added to the questionnaire. Other authors such as Lee (2014) also maintain this feature in the study of social networks.

- The use of Call to Action (CTA) on blogs, Facebook and Twitter is considered a first step to get interaction, despite the comments of some experts and following previous works (Kim, Chun, Kwak, & Nam, 2014; Muckensturm, 2013).
- Some items are added to the study of blogs:
 - Tagcloud on blog
 - Updated information on blog:
 - published during last week (0-7 days) (1 point)
 - published during last two weeks (8-14 days) (0.5 points)
 - published during last month (15-30 days) (0.25 points)
 - the blog has not been updated more than a month (0 points)
 - Contact information on blog (e-mail, phone, ...)
 - Guest posts are published on blog
 - Author is identified on blog posts (with name, initials and/ or position)
 - Comments received on blog are answered:
 - in hours (1 point)
 - in less than a week (0.5 points)
 - in more than a week (0.25 points)

- comments are not answered (0 points)
- some items are added to the study of Twitter:
 - Presence of updated information on Twitter:
 - published during last 24 hours (1 point)
 - published during last 3 days (0-3 days) (0.5 points)
 - published during last week (4-7 days) (0.25 points)
 - the Twitter profile has not been updated more than a week (0 points)
 - Company's information on Twitter bio
 - Use of hashtags on Twitter
 - Author is identified on Twitter (with name, initials and/ or position)
 - Custom profile picture on Twitter
 - Custom header photo on Twitter
 - Mentions received on Twitter are answered:
 - in hours (1 point)
 - in less than a week (0.5 points)
 - in more than a week (0.25 points)
 - mentions are not answered (0 points)
- some items are added to the study of Facebook:
 - Custom tabs on Facebook page
 - Presence of updated information on Facebook:
 - published during last 3 days (0-3 days) (1 point)
 - published during last week (4-7 days) (0.5 points)
 - published during last two weeks (8-14 days) (0.25 points)
 - the Facebook page has not been updated more than two weeks (0 points)
 - Contact information on Facebook (e-mail, phone, ...)
 - Use of hashtags on Facebook
 - People is tagged on Facebook content
 - Author is identified on Facebook (with name, initials and/ or position)
 - Custom page's profile picture on Facebook

- Custom cover photo on Facebook
- Comments received on Facebook are answered:
 - in hours (1 point)
 - in less than a week (0.5 points)
 - in more than a week (0.25 points)
 - comments are not answered (0 points)
- Similar content published on Twitter, Facebook and blog (at least on 2 of these platforms) (i.e. same topic is covered but using different words in any social media)

On May 2016, a refined version of the questionnaire was created, with 61 variables and 39 sub-variables (questionnaire is available at Appendix 3). All the items can be coded as yes/no for the inclusion/exclusion of the item (yes = 1, no = 0), except for items related to the frequency of updating and the response time, so a score is obtained after applying the questionnaire. This new version of the questionnaire was applied to all the sample in May 2016, with data gathered in September 2014, February 2015 and February 2016. Table 8 summarizes the items of each dimension that includes this version of the questionnaire.

Table 8. Items of each dimension included in the May 2016 version of the questionnaire

	Blog	Facebook	Twitter
Presence	8	5	4
Content	12	11	10
Interactivity	7	7	7
TOTAL ITEMS	27	23	21

Source: Cristina Aced

Table 9. Questionnaire scores and Polyscale – May 2016 version

	PRESENCE	CONTENT	INTERACTIVITY
AGORA +	+ >0.50	+ >0.50	+ >0.50
AGORA -	- <0.51	+ >0.50	+ >0.50
BIBLIOTHECA +	+ >0.50	+ >0.50	- <0.51
BIBLIOTHECA -	- <0.51	+ >0.50	- <0.51
TAVERN +	+ >0.50	- <0.51	+ >0.50
TAVERN -	- <0.51	- <0.51	+ >0.50
THERMAL BATHS	+ >0.50	- <0.51	- <0.51
NECROPOLIS	- <0.51	- <0.51	- <0.51

Source: Cristina Aced

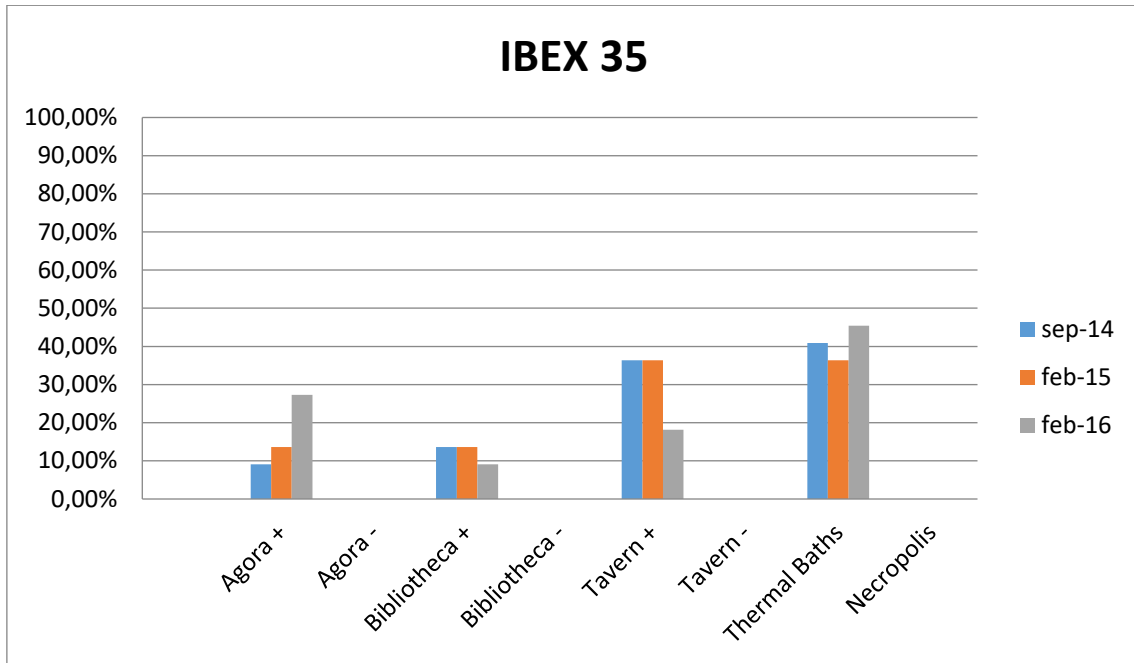
Table 10 summarizes the results of this second application.

Table 10. Results of the second application of the questionnaire to the sample

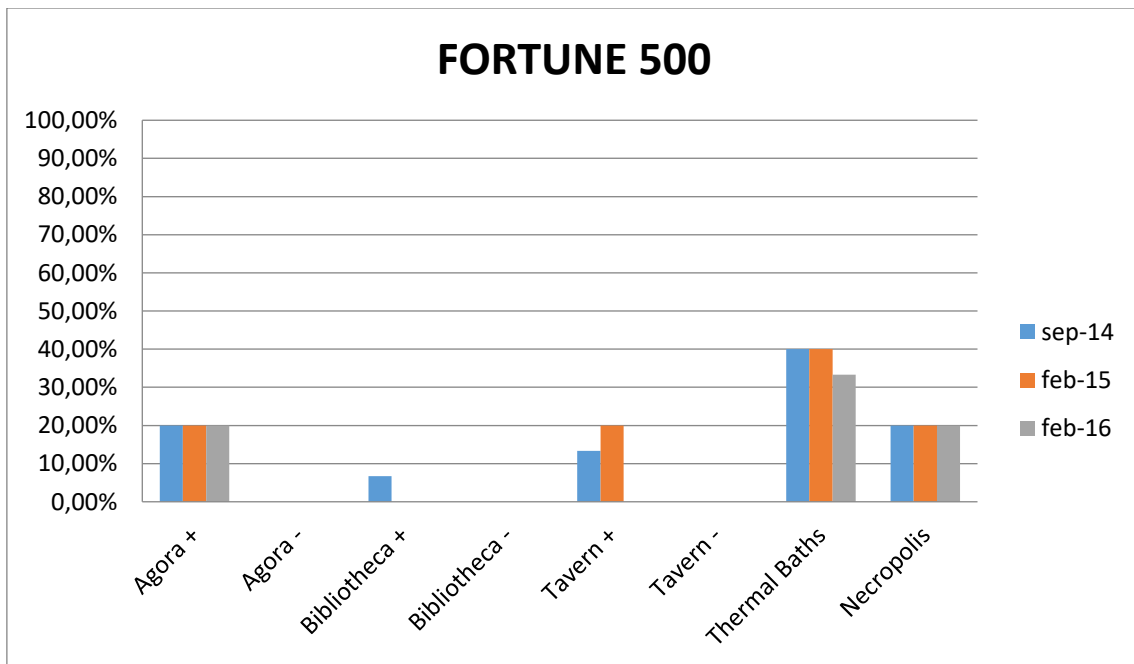
	Ibex 35			Fortune 500		
	SET 2014	FEB 2015	FEB 2016	SET 2014	FEB 2015	FEB 2016
AGORA +	2 (9.09%)	3 (13.64%)	6 (27.27%)	3 (20%)	3 (20%)	3 (20%)
AGORA -	0	0	0	0	0	0
BIBLIOTHECA +	3 (13.64%)	3 (13.64%)	2 (9.09%)	1 (6.67%)	0	0
BIBLIOTHECA -	0	0	0	0	0	0
TAVERN +	8 (36.37%)	8 (36.37%)	4 (18.18%)	2 (13.33%)	3 (20%)	4
TAVERN -	0	0	0	0	0	0
THERMAL BATHS	9 (40.91%)	8 (36.37%)	10 (45.45%)	6 (40%)	6 (40%)	5 (33.33%)
NECROPOLIS	0	0	0	3 (20%)	3 (20%)	3 (20%)
TOTAL	22	22	22	15	15	15

Source: Cristina Aced

The following charts summarize the results of the questionnaire application:



Source: Cristina Aced



Source: Cristina Aced

Results showed that no company was placed in the new categories created (Agora -, Bibliotheca -, Tavern -) nor in Ibox 35 neither in Fortune 500. No

company of the Ibex 35 was placed in the Necropolis. Seeing these results, a test was made increasing the presence score in 0,6 (only in the dimension of Presence, not for Content or Interactivity). That means:

	PRESENCE	CONTENT	INTERACTIVITY
AGORA +	+ >0.6	+ >0.5	+ >0.5
AGORA -	- <0.61	+ >0.50	+ >0.50
BIBLIOTHECA +	+ >0.60	+ >0.50	- <0.51
BIBLIOTHECA -	- <0.61	+ >0.50	- <0.51
TAVERN +	+ >0.60	- <0.51	+ >0.50
TAVERN -	- <0.61	- <0.51	+ >0.50
THERMAL BATHS	+ >0.60	- <0.51	- <0.51
NECROPOLIS	- <0.61	- <0.51	- <0.51

Source: Cristina Aced

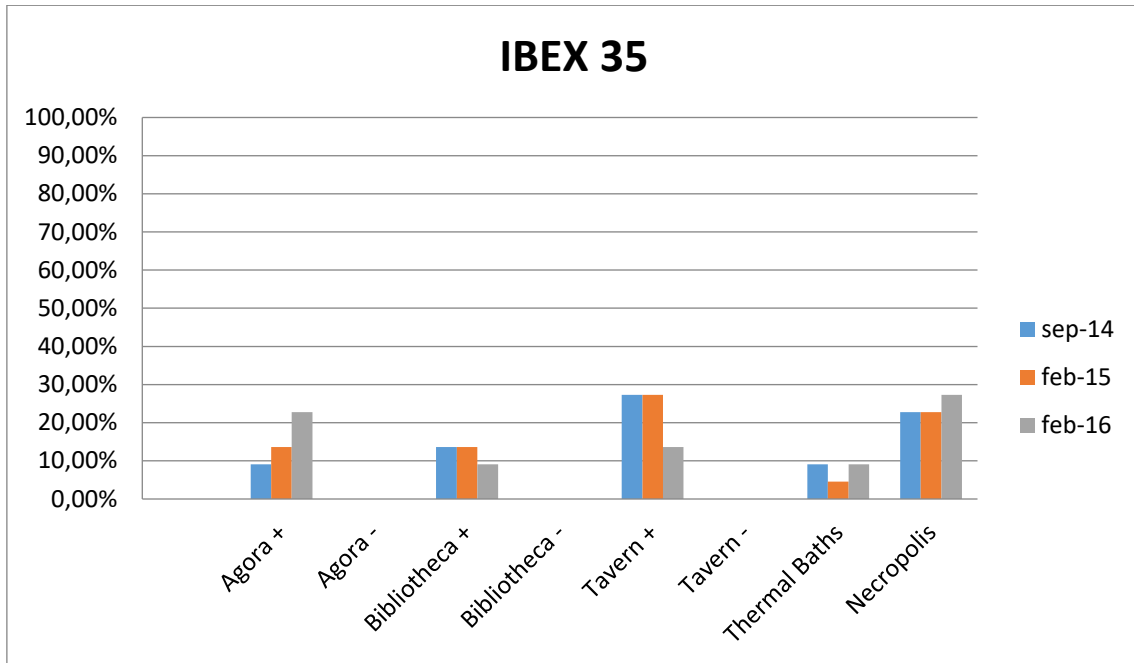
Table 11 shows the results obtained applying this change:

Table 11. Results of the second application of the questionnaire to the sample (applying presence of 0.6)

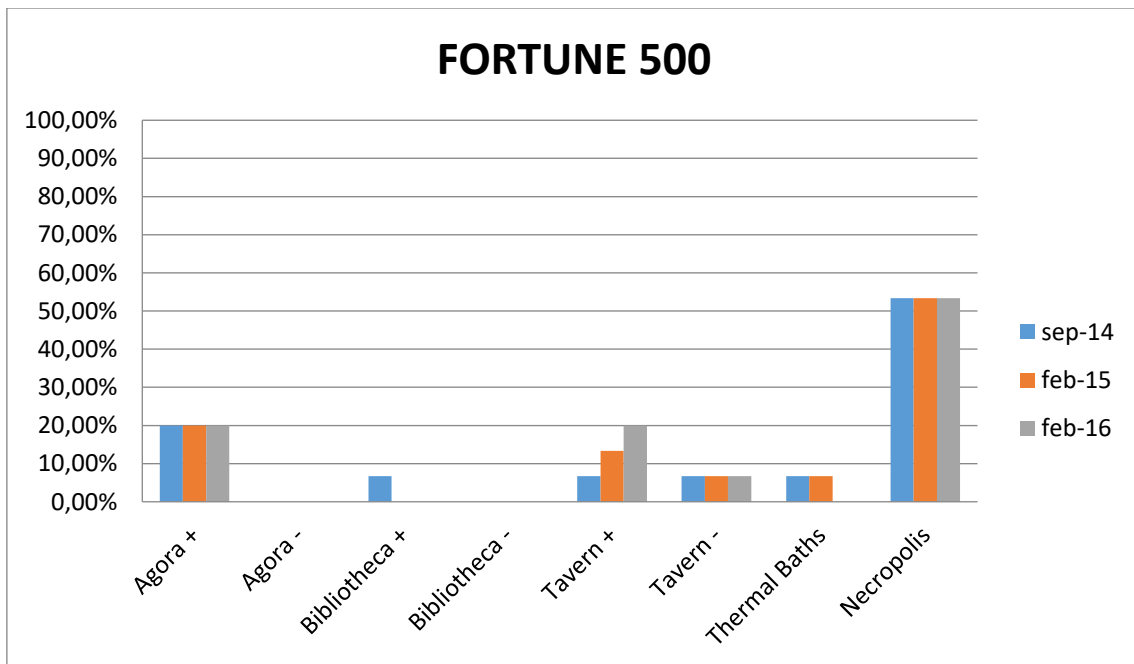
	Ibex 35			Fortune 500		
	SET 2014	FEB 2015	FEB 2016	SET 2014	FEB 2015	FEB 2016
AGORA +	2 (9.09%)	3 (13.64%)	5 (22.73%)	3 (20%)	3 (20%)	3 (20%)
AGORA -	0	0	0	0	0	0
BIBLIOTHECA +	3 (13.64%)	3 (13.64%)	2 (9.09%)	1 (6.67%)	0	0
BIBLIOTHECA -	0	0	0	0	0	0
TAVERN +	6 (27.27%)	6 (27.27%)	3 (13.64%)	1 (6.67%)	2 (13.33%)	3 (20%)
TAVERN -	0	0	0	1 (6.67%)	1 (6.67%)	1 (6.67%)
THERMAL BATHS	2 (9.09%)	1 (4.55%)	2 (9.09%)	1 (6.67%)	1 (6.67%)	0
NECROPOLIS	5 (22.73%)	5 (22.73%)	6 (27.27%)	8 (53.33%)	8 (53.33%)	8 (53.33%)
TOTAL	22	22	22	15	15	15

Source: Cristina Aced

The following charts summarize the results of the questionnaire application:



Source: Cristina Aced



Source: Cristina Aced

With this change, the new categories created (Agora -, Bibliotheca -, Tavern -) were still empty both in Ibox 35 and in Fortune 500. However, there was a large

increase in the number of companies placed on Necropolis. It seemed that making this change in the score of Presence made no sense: new dimensions were empty and the results obtained seemed to be distorted.

As explained at the section 5.1. *Research Methodology*, between June 12, 2016 and July 7, 2016, this version of the dialogic conceptual tool was tested on a sample of twenty-five subjects, who were asked to use the tool to assess the social media use of two companies of the sample of study: Sacyr and Wells Fargo. Sacyr had no blog, but one Facebook page (<https://www.facebook.com/Sacyr.Empresa>) and one Twitter profile (https://twitter.com/Sacyr_noticias). Wells Fargo had one blog (<http://blogs.wellsfargo.com/news/>), one Facebook page (<https://www.facebook.com/wellsfargo>) and one Twitter profile (<https://twitter.com/WellsFargo>). The aim of this application was to check the accuracy of the tool and the reliability of the questions when the questionnaire is applied by different people.

The sample of people who acted as observers were composed of Internet users with different levels of digitalization. All of them will have a characteristic in common: to have a degree or postgraduate studies in Communications (public relations, advertising, journalism, audiovisual communication). These tests allow us to evaluate the reliability of the dialogic conceptual tool and give useful information in order to refine unclear variables and to improve the tool and the Polyscale for the future (for instance, if it made sense or not to create new categories: Agora -, Bibliotheca -, Tavern-).

All the data was recorded in a Google Form. According to the results obtained, it seemed that it could be useful to maintain the categories split into two (+ and -). However, seeing the disparity of results obtained for Sacyr, a thorough analysis of the answers was done (see section 8. *Results of the Application of the Dialogic Conceptual Tool* for further information). This analysis showed that the questions that generated more divergence of results were those related to Content, especially in the questions about content's format and if the publications contain links to external websites. In line with these data, it was decided to make some

readjustements and specify in the questionnaire how many publications have to be checked before answering the questions.

Following these indications, a new version of the questionnaire was prepared in September, 2016. Then, fifteen subjects were asked to apply the questionnaire to the same two companies as in June-July 2016: Sacyr and Wells Fargo. All the subjects had a degree or postgraduate studies in Communication (public relations, advertising, journalism, audiovisual communication). Ten answers were received between September 26 and October 5, 2016 through a Google Form. In this case, disparity of results was reduced to a large extent, almost disappearing (see section 8. *Results of the Application of the Dialogic Conceptual Tool* for further information).

No company is ranked in the negative dimensions (Agora -, Bibliotheca -, Tavern-), so it was decided not to split the dimensions in two and maintain only the positive dimensions. Thus the scale remains as a five-point scale: Agora, Bibliotheca, Tavern, Thermal Baths and Necropolis.

After these refinements, the final version of the questionnaire was defined in September 2016. The final version has 61 variables and 39 sub-variables, as follows:

PRESENCE

P1 Corporate blog

P2 Facebook page

P3 Twitter profile

Blog

P4 Language options on blog

P5 Categories on blog

P6 Search engine on blog

P7 Menu on blog

P8 Posts archive on blog

P9 Tagcloud on blog

Facebook

P10 More than one language is used on Facebook updates (at least 2 posts are written in a different language)

P11 Custom tabs on Facebook page

P12 Custom page's profile picture on Facebook

P13 Custom cover photo on Facebook

Twitter

P14 More than one language is used on Twitter updates (at least 2 tweets are written in a different language)

P15 Custom profile picture on Twitter

P16 Custom header photo on Twitter

CONTENT

Blog

Content format shared on blog (at least in 1 post):

C1 Text

C2 Audio

C3 Video

C4 Photo

C5 Infographic

C6 Updated information on blog:

- published during last week (0-7 days)
- published during last two weeks (8-14 days)
- published during last month (15-30 days)
- the blog has not been updated more than a month

C7 "About me" section on blog

C8 Contact information on blog (e-mail, phone, ...)

C9 Downloadable content on blog

C10 Guest posts are published on blog (at least one post is written by a guest author)

C11 Author is identified on blog posts (with any of these data: name, initials, position, etc.)

C12 Links to external websites (to add value) on blog posts (at least in 2 posts)

C13 Featured content on homepage blog (i.e. most commented posts, most read posts, etc.)

Facebook

Content formats shared on Facebook: (at least in 1 post):

C14 Text

C15 Audio

C16 Video

C17 Photo

C18 Infographic

C19 Presence of updated information on Facebook:

- published during last 3 days (0-3 days)
- published during last week (4-7 days)
- published during last two weeks (8-14 days)
- the Facebook page has not been updated more than two weeks

C20 Company's data on Facebook information section

C21 Contact information on Facebook (e-mail, phone, ...)

C22 Use of hashtags on Facebook (at least in 2 posts)

C23 Author is identified on Facebook (with any of these data: name, initials, position, etc.)

C24 Links to external websites (to add value) on Facebook posts (at least in 2 posts)

C25 People is tagged on Facebook content (at least in 2 posts)

Twitter

Content format shared on Twitter (at least in 1 tweet):

C26 Text

C27 Audio

C28 Video

C29 Photo

C30 Infographic

C31 Presence of updated information on Twitter:

- published during last 24 hours
- published during last 3 days (0-3 days)
- published during last week (4-7 days)
- the Twitter profile has not been updated more than a week

C32 Company's information on Twitter bio

C33 Author is identified on Twitter (with any of these data: name, initials, position, etc.)

C34 Use of hashtags on tweets (at least in 2 tweets)

C35 Links to external websites (to add value) on tweets (at least in 2 tweets)

C36 People is tagged on tweets (at least in 2 tweets)

C37 Different content published on Twitter, Facebook and blog (at least on 2 of these platforms, content is not the same or at least it has been substantially adapted)

C38 Similar content published on Twitter, Facebook and blog (at least on 2 of these platforms, content published is identical or hardly adapted, i.e. same topic is covered using the same or very similar words)

INTERACTIVITY

Blog

I1 Comments received on blog are answered:

- in hours
- in less than a week
- in more than a week
- comments are not answered

I2 Answers to blog comments are tailored (at least in 2 comments)

I3 Direct links to social networks profiles on blog

I4 Facilities to share blog posts on social media

I5 Opportunity to comment on blog

I6 Contact data: phone, e-mail or request form on blog

I7 Call to Action (CTA) on blog posts (at least on 1 post)

Facebook

I8 The firm allows users to write in its fanpage wall

I9 Comments received on Facebook are answered:

- in hours
- in less than a week
- in more than a week
- comments are not answered

I10 Answers to Facebook comments are tailored (at least in 2 comments)

I11 Facebook posts are liked (at least on 2 posts have obtained one like)

I12 Facebook posts are shared (at least on 2 posts have been shared)

I13 CTA on Facebook posts (at least on 1 post)

Twitter

I14 Mentions received on Twitter are answered:

- in hours
- in less than a week
- in more than a week
- mentions are not answered

I15 Answers to Twitter mentions are tailored (at least in 2 comments)

I16 RT are published (at least on 2 tweets are RT)

I17 Tweets are RT (at least on 2 tweets have been RT)

I18 Tweets are liked (at least on 2 tweets have obtained one like)

I19 CTA on tweets (at least on 1 tweet)

Before answering the questionnaire, users were asked to visit the blog, Facebook page and Twitter account of the company under study.

- On the blog, check 3 posts published during last month.
- On the Facebook page, check the updates published during last two weeks.
- On the Twitter account, check the tweets published during last week.

This questionnaire allows companies to self-assess their use of social media. In order to complete the questionnaire, it is only necessary to visit the company website and its social media profiles. Likewise, it allows companies to evaluate how other firms are using social media, thus enabling them to compare their results with competitors.

Results of the non participant observation, the Critical Discourse Analysis (CDA) and the applications of the questionnaire are discussed in the next section.

THIRD PART

6. RESULTS OF NON PARTICIPANT OBSERVATION

As explained in section 5.2. *The Sample*, data from the selected blogs, Facebook pages and Twitter accounts was gathered over six months, from September 1, 2014 to February 28, 2015, and at the same time that this data was being gathered, a non-participant observation was carried out. All the observations were collected in a Field Diary (See *Appendix 1*). This section summarizes the main ideas of the non participant observation.

In connection with the frequency of updating, there are two cases that were surprising: Bankinter's blog (from Ibex 35 companies) and General Electric's blog (from Fortune 500 companies). In the blog of General Electric, the number of posts published monthly was higher than 30; in the blog of Bankinter, it was nearly 200. In the case of General Electric, some posts generated many social activity and were reblogged and liked by the community (but not commented), but in the case of Bankinter the feedback obtained is almost non-existent. So one question emerged: Does it make sense to maintain this rhythm of publication if the activity does not generate any kind of interaction?

The high frequency of updating of these two blogs contrasts with the low number of publications of other blogs such as Fundación Banco Santander's blog, which had not published any article during five months: two posts published in November 2014 were the first ones since June 17, 2014. The case of Marathon Petroleum is also remarkable: this company started to tweet on November 13, 2014, so there are no tweets before this date, and it had no publications on Facebook after June 7, 2013. It seems that this firm is not very concerned about its digital presence despite this lack of attention possibly having negative consequences to its reputation (Ayish, 2005; DiStaso & Messner, 2012; Lefebvre, 2009; Li, Berens, & de Maertelaere, 2013).

It is also interesting to point out that in December 2014 a general drop in the number of blog updates was observed. This effect might be related to Christmas.

This fall is also detected in the social activity generated by posts. For instance, the number of "likes" and sharing of Dia's blog posts were considerably reduced in December. Other examples: blogs from Acciona, Amadeus, BBVA and Mapfre did not publish anything during the end of December and the beginning of January.

On Twitter and Facebook, the high level of updating by companies such as AT&T, Express Scripts and Jazztel made it difficult to gather the data, as explained in section 5.2.3. *When and How Data was Gathered*. Due to this, some content published in Facebook during December and January was not collected. This missing data is one of the limitations of this research, as explained in section 9.3. *Limitations of this Research*.

Related to the kind of content shared on social media, it is noted that Amadeus' blog posts are shared by many users on LinkedIn, especially when the post offers tips to improve the use of Amadeus, software used for professional travel agents to manage reservations for their clients. On the other hand, in Dia's blog, the recipes are the most shared content on social networks, especially on Facebook.

One interesting topic for this research, which focuses on the dialogic level of companies on social media, is the interaction between companies and users on social media. First impressions of the non-participant observation showed that most Fortune 500 companies usually answer the comments and questions published by users on their Facebook fanpages while this level of replying is very low in the case of Ibex 35 firms. A deeper analysis of the data proved this idea and showed that only two Fortune 500 companies (11.8%) are not answering user comments (J.P. Morgan and UHG Gives) while seven Ibex 35 firms (25%) are not replying the comments (Abengoa, Bankinter Fundación Innovación, Enagás, Gamesa, Mapfre Ycar, Sacyr and Víctor Grífols and Lucas).

In connection with the authorship of the person who replies on behalf of the company, after analyzing the gathered data the results showed that:

- Nine Fortune 500 companies (52.9%) do not sign their Facebook answers: ConocoPhillips, Chevron, Fannie Mae, GE, McKesson, Pfizer, Prudential (it receives many comments but also answers few of them were answered), Valero Energy and Walmart.
- Verizon FiOs is the only Fortune 500 company where the corporate replies are signed with the initials of the person who writes them.
- AT&T is the only case in which the professionals usually sign the answers with their name and position.
- In three Fortune 500 companies (17.6%), the person in charge of replying Facebook comments sign them with their name: Bank of America, AT&T Small Business and Wells Fargo.
- Nineteen Ibex 35 companies (67.8%) do not sign their Facebook answers: Acciona, Amadeus, Banco Popular, Banco Santander, Fundación Banco Santander, Bankia, Bankinter, BBVA, Blue BBVA, DIA, Ferrovial, Gas Natural, Gas Natural Fenosa Clientes, Iberdrola, Indra (only two answers published), Jazztel, Red Eléctrica de España (only two answers published) and Box Repsol (only two answers published).
- No Ibex 35 company signs the Facebook answers nor with the initials neither with the name and position of the person who replies.
- In two Ibex 35 companies (7.1%), the professionals in charge of replying comments sign them with their name: Banco Sabadell and Movistar.
- Guia Repsol signs the answers as "Equipo de Medios Sociales de Guía Repsol".

Some examples are provided below.

For instance, in the fanpage of AT&T on Facebook, the member of the social media team who answers the comments does it with his/her name and position:

Hi April, We definitely want to look into this for you. Please feel free to email us your account details. You may send this email to ATTCustomerCare@att.com w/ (ref#500E0HCn5s-April) in the subject field. Shawn C, Social Media Manager

9/01/2015 04:32

Hello. Just checking to see how things are going and if you had chance to check out the options we discussed. - Mike E, Social Media Manager

19/01/2015 23:03

Hi Dorothy,

I'm sorry for any confusion. It sounds like you're looking for a way to block any calls you receive from "private" numbers. Is that correct? If so, you may be able to find an app that can help you if you have a smartphone. Please visit the app store on your device. If you have any further questions, please email us the email address provided and add 500E0FOau2-Dorot in subject field. Thanks! -AliciaS, Social Media Manager

30/10/2014 03:35

In the fanpage of Verizon FiOs, people in charge of customer service sometimes sign their messages with their initials:

Are you getting an error message when trying to play them? Try unplugging the power cord to the box and plugging it back in and try again. Thanks. ^CJH

14/10/2014 15:03

Arthur, we'd love to help address these issues but this page is solely for FIOS and DSL issues. We would encourage you to reach out to our wireless counterparts at www.facebook.com/verizon

^EGS01/11/2014 17:12

And sometimes they sign just with their name:

Gina Conly - We appreciate the input! You can submit any ideas/requests to our Ideas Forum here <http://vz.to/cvqh21> Thanks! - Mark

05/09/2014 4:49

Jamie,

We are working with your husband on Twitter about this issue.

Matt

24/11/2014 1:37

On the other hand, custom answers are also highly valued by the community. For instance, in the page of Jazztel on Facebook, many fans complain about the replies they received when they detect that the firm copies and pastes the same text to answer all the users. *"At least you could change just a little your messages,"* some users write on the wall of this company fanpage.

In this sense, it should be pointed out that the level of custom answers on Ibex 35 companies in social media is lower than on Fortune 500 ones, but the replies of Ibex 35 are more customized than Fortune 500 ones.

Another example of a company that copies the same message to answer all the comments is Express Scripts, as these examples show:

Hi Sam, We're sorry about your experience and want to help. Please email your member ID and phone number to ExpressRxHelp@express-scripts.com. Thank you.

08/01/2015 18:31

Hi Gary, We're sorry about your experience and want to help. Please email your ID number and contact info to ExpressRxHelp@express-scripts.com so we can assist. Thank you.

31/01/2015 15:30

Hi Cindy, We're sorry about your experience and want to help you get the medication you need. Please email your member ID and phone number to ExpressRxHelp@express-scripts.com so we can look into this and make it right. Thank you.

20/01/2015 19:07

Hi Julie, We're sorry about your experience and want to help. Please email your member ID & contact info to ExpressRxHelp@express-scripts.com. Thank you.

29/09/2014 14:38

Hi Jennifer, We're sorry about your experience and want to help. We can provide insight to your plan design as well as information about the appeal process. Please email your member ID and contact info to ExpressRxHelp@express-scripts.com. Thank you.

03/02/2015 15:35

In some cases, Express Scripts clarifies that its answers are not automatic messages:

Hi Jordy, We're sorry you are dissatisfied. This is not an automatic message and we would very much like to help. Please consider sending your member ID and phone number to ExpressRxHelp@express-scripts.com. We will respond to your email and confirm we received it so you know it is being read and handled. Thank you.

05/01/2015 23:05

Jordy, We assure you it is not an automatic response. We would truly like to help. Please reconsider sending an e-mail with the information so we can assist. Thanks

10/01/2015 3:33

Other firms that copy the same message time after time are exposed below:

AT&T Small Business

Hello, Sorry you were not able to provide your feedback about the agent and her assistance. We can help you! Please send an email to bizhelp@att.com and include your name, contact info and account information. Also, in the subject line please include the reference info: ref:_00DE0czFk._500E0IYh35:ref Thank you Lisa

27/02/2015 17:27

Hello, Sorry you were not able to provide your feedback about the agent and her assistance. We can help you! Please send an email to bizhelp@att.com and include your name, contact info and account information. Also, in the subject line please include the reference info: ref:_00DE0czFk._500E0IYh35:ref Thank you Lisa

27/02/2015 17:22

Hi Walter! We don't have any news to share at this time, but stay tuned here for the latest: <http://about.att.com/category/wireless> Thank you!

15/02/2015 23:05

Hi Jason! We don't have any news to share at this time, but stay tuned here for the latest: <http://about.att.com/category/wireless> Thank you!

14/02/2015 23:15

Chevron

Hi Chinenye - Thanks for your interest in Chevron. You can search for available jobs on our website and also apply directly online at <http://spr.ly/61810bjL>. All the best to you!

22/02/2015 18:20

Hi Chimenem - Thanks for your interest in Chevron. You can search for available jobs on our website and also apply directly online at <http://spr.ly/61830V5U>. All the best to you!

20/02/2015 18:22

Hi Mario - Thanks for your interest in Chevron. You can search for available jobs on our website and also apply directly online at <http://spr.ly/61810VgR>. All the best to you!

20/02/2015 18:24

Hi James - Thanks for your interest in a job at Chevron. The Chevron Careers Website is at: <http://spr.ly/61880I0K>. Please check the site to see if we have any current openings that match your experience and skills, and for information about how to apply. If your location isn't listed, then there are no openings there at this time. But do check back as the site is updated regularly. All the best to you!

24/02/2015 19:19

Hi Rey - Thanks for your interest in a job at Chevron. We publish all current job openings on the Chevron Careers Website at: <http://spr.ly/61860ieE>. Please check the site to see if we have any current openings that match your experience and skills. The site is updated regularly. If there's a job listed that you are interested in, click on its link and it will bring up an on-line application form and you can paste your resume at the end of the form. All the best to you!

24/02/2015 3:31

Fannie Mae

Hi Mindy, thank you for reaching out. Can you send us a private message with a good contact phone number for you? We would like to have one of

our representatives contact you to get more information regarding this transaction. Thank you.

27/01/2015 17:25

Hi Anthony, thank you for reaching out. You can bring this to the attention of our Resource Center by calling 1-800-7FANNIE (1-800-732-6643) or by email at resource_center@fanniema.com. Our representatives are available 8 a.m.-8 p.m. Eastern Standard Time, Monday-Friday. Thanks again.

15/01/2015 21:53

Hi Stacy, thank you for reaching out. You can contact our Resource Center to discuss. The Resource Center can be reached at 1-800-7FANNIE (1-800-732-6643) or by email at resource_center@fanniema.com. Our representatives are available 8 a.m.-8 p.m. Eastern Standard Time, Monday-Friday. Thank you.

05/01/2015 22:10

DIA

Hola Maria, muchas gracias por tu interés. Para poder informar de tu sugerencia, ¿podrías decirnos cuál es tu tienda DIA? Muchas gracias y un saludo.

24/02/2015 10:05

Hola Mariló, te agradecemos el comentario. Para poder dejar constancia, ¿podrías decirnos cuál es tu tienda DIA? Muchas gracias y un saludo.

28/01/2015 10:00

Hola Nieves, muchas gracias por tu comentario. Para poder dejar constancia, ¿podrías decirnos cuál es tu tienda DIA? Muchas gracias y un saludo.

12/01/2015 11:36

Hola Rosario, muchas gracias por tu comentario. Para poder informar de lo que nos dices, ¿podrías decirnos cuál es tu tienda DIA? Muchas gracias y un saludo.

23/12/2014 10:12

In connection with the authorship of publications on Twitter, it should be noted that only Ask Wells Fargo signs the tweets with the initials of the person who answers:

You're welcome! RT @Enrico056: @WellsFargo It is a pleasure to bank with an institution that understands your financial needs. Thanks... ^PC

27/02/2015 18:19

That's awesome! RT @Mfreke: @Ask_WellsFargo thanks...you guys are becoming my favorite bank...love the social media interaction :) ^LW

20/02/2015 22:27

We love this tweet, Adara! You made our day. RT @AdaraNey: I absolutely LOVE the @WellsFargo philosophy of doing good. So authentic. ^GG

14/10/2014 19:58

Thanks for the shoutout! RT @Phammy117: @WellsFargo has some of the best customer service I've ever seen. ^JW

29/09/2014 16:51

No Ibex 35 company signs their tweets.

Finally, it was noted that the comments of users on Fortune 500 Facebook pages were more respectful than those published on Ibex 35 Facebook pages. Although most comments are complaints, they are written in a more respectful tone and in a more correct language than in the Ibex 35 fanpages, where it is very common to find insults, spelling mistakes, and capital letters (that in the digital code are synonymous with shouting). Some examples are provided below:

Banco Popular

Enric Vila Calvo
Como me volvais a LLAMAR quemo la oficina !!!!
26/01/2015 16:52

Banco Sabadell

Carlos Perales Pascual
Lamentable el servicio de este banco, para cobrar comisiones rapido rapido, pero para atender a un cliente que se le ha tragado la tarjeta hasta el lunes nada.
LAMENTABLE NO TENE UN SERVICIO TECNICO DE GUARDIA PARA UN POSIBLE CASO DE QUE HAN FORZADO UN CAJERO
31/01/2015 11:53

Ahmed Sedahi

Me han cancelado la cuenta sin motivo la cuenta es operativa con movimientos y dinero en la cuenta me lo han cancelado por la cara que asco me siento discriminado por la directora del banco sabadell de la oficina av palma de mallorca torremolinos malaga que poca vergüenza tiene y ella no queria darme nengun motivo por el tema de la cancelación quiero una respuesta

27/01/2015 16:35

Banco Santander

Lour Des

Malísima la atención en el banco de Santa Rosa La Pampa, yo no sé si son así de ineficientes en las demás sucursales. Dejan muchísimo que desear, muy sinverguenzas yo no entiendo POR QUÉ TE DICEN UNA COSA Y NO ES ASÍ!!!! INEPTOS ESO ES LO QUE SON!

10/01/2015 00:49

Bankia

David Cuesta Cabrera

Muy pesada y aburrida la rueda de prensa: Bankia tiene mucho bla, bla, bla... y... bla, bla, bla... y bla, bla, bla... y ninguna solución para los clientes estafados... \$\$\$\$\$\$\$\$\$\$\$\$\$\$\$\$\$\$...

02/03/2015 01:3

Amparo Benedicto Aguilar

Qué bien, así nos podrá pagar de una puñetera vez lo que nos debe a los despedidos desde hace casi dos años. QUÉ VERGÜENZA.

02/03/2015 19:24

DIA

Rocío Piñeiro Álvarez

Los compré una vez de queso, y ¡NUNCA MÁS!. El olor a queso duró en casa todo el día. Esta marca de queso para mi gusto, horribles

03/03/2015 20:40

Esther Judith Borbujo

VERGONZOSO. HOY HACE UNA SEMANA QUE OS RECLAMÉ QUE DESBLOQUEARIS DE MI CUENTA EL DINERO DE UNA COMPRA QUE YA PAGUÉ. OS HE RECLAMADO ESTO POR MAIL Y POR AQUÍ A DIARIO0000000000 Y SIGO SIN MI DINERO Y SIN QUE NADIE SE DIGNE A LLAMARME NI A DARME SOLUCIÓN Y CONTINUO IGUAL. NO HAY ADJETIVOS PARA CALIFICAR VUESTRO NEFASTO SERVICIO AL CLIENTE. ME SIENTO IGNORADA Y QUE OS REÍS DEL CLIENTE. PIENSO HABLAR MAL DE VOSOTROS A TODO EL QUE SE CRUCE POR MI CAMINO Y NO OS VUELVO A COMPRAR NI UN CHICLE.

12/12/2014 09:15

Estudio Leopoldo

Acabo de comprar en el Dia de ecija, os envio la foto con la leche como viene y el ticket de compra. Venia en el coche oliendo mal y llego a casa y ¡¡SORPRESA¡¡. NO FALLA, ES QUE CADA VEZ QUE VOY AL SUPERMECADO DIA FLIPO. Teneis mucho marketing y lo que querais, pero los super son CUTRES DE COJONES

22/10/2014 20:44

Gas Natural

Karoll Fernandez

Aver si ya me resuelven !!!!! nisiquiera contestan que poca madre pero no fuera que no pague uno por que ahi si lo cortan de inmediatoya basta de seguirme cobrando servicios que yo no autorice!!!!!!!!!!!!!!!!!!!!

9/12/2014 00:20

Gas Natural Fenosa -Clientes

Mari Paz Mafalda

Mi familia sigue sin que le solucione el problema, a qué esperanjjjjjjjjjj

28/01/2015 13:10

Jazztel

Antonio Natura

*COMO VUELVA A RECIBIR OTRA LLAMADA...CANCELO TODOS LOS CONTRATOS Y NO QUIERO SUS SMARFONES NI SUS OFERTAS AHORA QUE SE ACABA MI PERMANENCIA... ESO LO NECESITABA ANTES, CUANDO USTEDES ME DECIAN QUE NO ERA POSIBLE O QUE EN ESTOS MOMENTOS TODOS SUS OPERADORES ESTAN OCUPADOS... TOCANDO LOS COJ**** UN SABADO, 10 LLAMADAS...*

28/02/2015 19:16

Valentina Teodora Bosoc

Claro, son muy "educados"! Sólo piden disculpas SIN SOLUCIONAR NADAAAAAAAAAAAAAAAAAAAAA, pero, los que pagamos somos nosotros, Seniores de Jazztel...

04/02/2015 09:21

Teresa Martín Jiménez

ESTA ES LA UNICA RESPUESTA QUE SABEIS DAR???????

De verdad que no podeis decirme DONDE ELIJO TABLET como regalo del plan amigo??? No sera que es una estrategia para tenernos de comerciales convenciendo a vuestros amigos y ahpra esperais que nadie

pueda elegir tablet y hacer a todos el descuento que no os cuesta nada????

Ultima vez que lo pregunto sino expondre todi ante consumo junto con copia de las condiciones donde se ve claramente que no se especifica un sitio donde dar laeleccion.

"buenas tardes Teresa. Siempre, y por seguridad de nuestros clientes, necesitamos confirmar los datos del titular para poder verificar, en este caso, tu promoción del plan amigo, de manera que podamos informarte correctamente. Necesitamos, como indicamos, nombre y NIF. Nos lo puedes hacer llegar por mensaje privado. Gracias.

07/10/2014

Movistar

Roberto Peregrin

DESPUES DE 3 SEMANAS SIN CONTESTAR A UNA RECLAMACION POR COBROS INDEBIDOS, LES DEVUELVO EL RECIBO Y SE APRESURAN A AMENAZARME CON CORTAR LA LINEA!! SEÑORES DE MOVISTAR, HAGAN SU TRABAJO Y NO SEAN TAN DESCARADOS. 3 MALDITAS SEMANAS LLEVO ESPERANDO QUE RESUELVAN UNA RECLAMACION POR FACTURACION FRAUDULENTA POR PARTE DE MOVISTAR. RECLAMACION: 20151500001765.

04/03/2015 16:44

José López Sánchez

mejor quedate con una empresa española y manda los extranjeros a la M ,AL FINAL SON TODOS IGUALES

24/09/2014 20:03

Some complains on Fortune 500 fanpages:

AT&T

Diana Mendoza

thats a lie, my wifi and landline is out, everyone who lives in my town has no services. & it will be working in 24-48 hours? thats to long? i have online homework to do.

07/03/2015 06:37

Gwyn Wilf

i have been a customer for decades and am still waiting for DSL service in stanly county. nc! it is in the counties around us and there is no competition to Windstream.. is there some deal you guys have? I can save money by ditching you and bundleing all my services with them.. so give me a reason not to.

06/03/2015

Fish Wu

It's sad this has happened. Im also going to leave AT&T after this. The fact that Apple has been selling the same models with stock on hand and no explanation from AT&T in inexcusable

25/11/2014 18:40

Chris White

I cancelled my wireless account and AT&T just went ahead and charged my credit card yesterday for money without any permission from me. No one seems to care either.

05/12/2014 23:51

Bank of America

Daisy Hougan

On hold for 53 plus minutes (and still waiting). An hour or more of my life that I will never get back. And yet if I were to be late with a credit card payment....can I charge you all money for the amount of time I'm waiting on the phone?

28/02/2015 23:54

Ashleigh Nicole Godwin

I've talked to your team members multiple times and they are not helpful in any way. I went with your bank because it was convenient and you have ATMs everywhere for easy withdrawals, but your customer service department has proven to be the absolute worst imaginable. You have forever lost a customer.

03/09/2014 22:09

Express Scripts

Miranda Keith

Got close to a resolution but couldn't get back to the only rep (of three) that could help. Tried emailing, but got a 24 hour delayed notice of undelivered message; another week without birth control. Not to mention the office time I'll be making up for the length of the call - my punishment for having hope, I suppose.

25/02/2015 03:03

Lynne Williams

I find that insulting. You "didn't want to help" when the 1st Rx was denied. You "didn't want to help" when the 2nd Rx was denied. Waiting to hear what the 3rd Rx will bring.

15/01/2015 20:13

Verizon FiOS

Ashish Pillai

Finally ended up talking to the customer care again and reopening the ticket. Not sure whether my issue will be fixed

28/02/2015 22:27

Jennifer Lynn

Why was my post from yesterday deleted about this same thing? No response from Verizon either! Shocking!

28/02/2015 17:07

Walmart

Sally Young

Rethink your marketing strategy this turns me and other PETA people off...bad taste in posts

04/10/2014 00:10

Pam Flowers

Their fruits and veggies are awful. We always buy a watermelon to have to munch on. The last one we bought was rotten. The onions are rotten,

the salad bag of mixed greens are always brown and wilted unless you grab them when being stocked.

14/09/2014 02:42

Wells Fargo

Jeff Brewer

Wow, your customer service continues to be atrocious. You clearly don't understand decorum and civility. I can't believe I have to point out that your response doesn't address the issue, doesn't apologize, and misses the entire point. Your typical avenues of addressing this have failed. To refer me to a website is insulting.

23/02/2015 03:46

Valerie DuBois Nicholson

Who, exactly, do I talk to about getting my stolen money back? Money was also stolen by Wells Fargo from my son's account. Should I contact the Attorney General for another federal lawsuit against Wells Fargo?

02/09/2014 19:25

In some cases, people in charge of customer service encourage users to contact them:

Verizon FiOS' fanpage

Reach out to us if you need anything. We're here 24/7

23/02/2015 14:20:

7. RESULTS OF CRITICAL DISCOURSE ANALYSIS (CDA)

Once the data coding with NVivo was finished, analysis of results was done between May and June, 2015. First, NVivo reports were designed to find out the percentages for each category analyzed. For example, in the category of time, how many companies publish tweets in the morning? And in the afternoon? And at night? After extracting and exporting all this data to Excel, the analysis of the results was done. Tables with a summary of each analyzed category (languages, time, topics and elements of language) are available in Appendix 2.³

7.1. CDA on Blogs

Main results of the Critical Discourse Analysis (CDA) on Twitter are summarized in Table 1 and explained below.

Regarding **the topics covered** on blogs, three quarters of Fortune 500 companies and 60% of Ibex 35 firms publish posts about the industry to which they belong. Six out of ten firms of both groups talk about their products and services on their blogs. Corporate information is more usual in Fortune 500's blogs (75%) than in Ibex 35 ones (40%). The less common topic covered on blogs

³ Main results of Critical Discourse Analysis were presented at the XI Congreso Internacional de Investigación en Relaciones Públicas which took place in April 27-29, 2016, in Universidad CEU Cardenal Herrera (Valencia). The communication was co-authored with prof. Ferran Lalueza and titled: "¿Qué contenidos publican las empresas en los medios sociales? Análisis crítico del discurso de las compañías del Ibex 35 y del Fortune 500 en blogs corporativos, Facebook y Twitter". A revised version of this paper was published in the peer-review journal *Revista Internacional de Relaciones Públicas*, Vol 6, No 11 (2016) in July 2016.

are activities that companies organized or promoted: 60% of Ibex 35 talk about this, while only 37.5% of Fortune 500 do it.

A quarter of Ibex 35 companies publish posts about all the analyzed topics: corporate information, product & services, industry, activities & sponsors, but no Fortune 500 firm covers all the topics on their blogs. 30% of Spanish blogs cover three of these four topics and only 5% of American blogs do it. In conclusion, it is observed that Ibex 35 firms publish posts about more diverse topics than Fortune 500 ones.

In connection with **the kind of content**, the use of audiovisual content is very widespread in blogs: 93.19% of Ibex 35 and 70.92% of Fortune 500 companies publish photos and videos in their posts. The use of multimedia content is less common: 8.43% of the American blogs under study include infographics and/or podcasts in their posts and only 1.4% of the Spanish ones include this kind of content on blogs.

About **frequency of updating**, we see that is the same in both groups: six out of ten Ibex 35 and Fortune 500 companies publish at least 4 posts per month, that means an average of one post per week.

Regarding **the language of posting**, all Fortune 500 blogs are written only in English, and most of Ibex 35 companies write their posts in Spanish. Only one Spanish blog publishes content in English: Amadeus. No blogs under study publish posts in other languages aside from Spanish or English.

Focusing **interaction and social options**, we see that nearly all the blogs (100% of Fortune 500 and 95% of Ibex 35 ones) facilitate sharing their posts on social networks (they include buttons to share content on social networks in all the posts). In addition, seven out of ten Fortune 500 blogs and three out of ten Ibex 35 ones allow for their posts to be shared by e-mail.

40% of Ibex 35 companies and 38% of Fortune 500 companies allow users to "like" their posts on social networks (they include buttons to like the content on social networks in all the posts).

All analyzed blogs accept comments. However, only half of Fortune 500 blogs (55.56%) and 40% of Ibex 35 blogs have received any comment during the time under study (6 months). That means that 44.44% of Fortune 500 blogs and 60% of Ibex 35 blogs have not received comments in 6 months.

The average number of received comments is 11 comments per month in Fortune 500 and 3 comments per month in Ibex 35, although one American blog and one Spanish blog concentrates most comments: Amadeus and Wells Fargo have received 68% of all the comments of this period of time.

In connection with the authorship of the person who writes the blog posts, all the Fortune 500 companies and half of Ibex 35 firms show the authorship of their blog posts.

In seven out of ten Fortune 500 blogs, posts are signed with the name and position of the author. This information is only provided in three out of ten Ibex 35 blogs.

In 30% of Ibex 35 blogs, posts are signed by company executives. In 5%, the marketing executive is publishing content; in 10%, the PR executive is updating the blog; and in only 5%, CEO is signing some posts. In 63% of Fortune 500 blogs, posts are signed by company executives. In 13%, the person in charge of marketing is publishing content; in 13%, the PR executive is updating the blog; and no CEO is signing posts. The participation of company executives on blogs is more common in Fortune 500 companies than in Ibex 35 firms, although in Ibex 35 blogs some posts are signed by the CEO's company, while not a single Fortune 500 blog of the sample has posts signed by the CEO.

Three quarters of Fortune 500 blogs and 40% of Ibex 35 blogs are updated by several bloggers. So the use of collective blogs is very widespread both in Spanish and American firms, although it is more common in the last ones. Only 13% of American blogs have guest posts, and the percentage drops to reach 5% in the Spanish blogs.

Table 12. Summary of results on blogs

	IBEX 35	FORTUNE 500
Contents published (each publication might cover more than one topic at the same time)		
They publish contents about corporate information	40%	75%
They publish contents about products and services	60%	62.5%
They publish contents about industry	60%	75%
They publish contents about their activities	60%	37.5%
They publish contents about all 4 topics	25%	0%
They publish contents about 3 of these topics	30%	5%
Kind of content		
Audiovisual (fotos and/or vídeos)	93.19%	70.92%
Multimedia (infographics and/ or podcasts)	1.4%	8.43%
Language in which content is published		
English	5%	100%
Spanish	95%	0%
Other languages	0%	0%
Interaction		

Option to share posts by email	30%	75%
Option to share posts on social networks	95%	100%
Comments are accepted	100%	100%
Blogs that have received comments	40%	55.56%
Authorship		
Post's author is identified	50%	100%
Post is signed by a company's executive	30%	63%
Marketing executive	5%	13%
PR executive	10%	13%
CEO	5%	0%

Source: Cristina Aced

7.2. CDA on Facebook

Main results of the Critical Discourse Analysis (CDA) on Facebook are summarized in Table 2 and explained below.

As for **topics covered on Facebook**, we see that all the Fortune 500 firms and 96.43% of Ibex 35 companies talk about their products and services, or offer customer service on this social network. The next most covered topics by both groups on Facebook are activities (71.43% of Ibex 35 and 64.71% of Fortune 500), followed by corporate information (58.82% of Fortune 500 and half of Ibex 35 firms cover this topic). Industry is the least common topic on Facebook: only three out of ten Ibex 35 companies and two out of ten Fortune 500 publish posts in connection with this topic on this social network.

Only 5.88% of Fortune 500 and 3.57% of Ibex 35 companies publish posts about all the analyzed topics: corporate information, product & services, industry,

activities & sponsors. Nearly half of Fortune 500 firms (47.06%) and three out of ten Ibex 35 companies (28.57%) cover three of these topics on Facebook. In conclusion, Fortune 500 fanpages publish more assorted content than Ibex 35 fanpages.

Regarding **the kind of content**, the use of audiovisual content is more common in the Spanish companies' fanpages than in the American ones: 85.71% of Ibex 35 firms include videos and/ or images in their updates, while 58.82% of Fortune 500 companies do it. None of the analyzed companies publish neither infographics nor podcasts on Facebook.

Focusing on **time of publication** on Facebook, both Ibex 35 companies and Fortune 500 firms prefer to do it in the afternoon (between 13h and 20h, local time). All the firms update their fanpage in this slot. All Fortune 500 firms and nearly all Ibex 35 companies (96.43%) publish content on Facebook at night and all Spanish companies and eight out of ten American firms do it in the morning.

Analyzing how Facebook posts are distributed during the day, it is observed that most Fortune 500 posts are published at night (56.27%) and most of Ibex 35 ones, in the afternoon (44.48%). This is consistent with data discussed in preceding paragraph.

On the other hand, three out of ten Spanish updates are published in the morning (6-13h, local time) and three out of ten of Fortune 500 ones in the afternoon. Nearly a quarter of the Spanish posts (24.59%) are published at night and only 11.09% of the American ones are published in the morning.

14.29% of Ibex 35 firms and 7.14% of Fortune 500 firms are publishing most of Facebook posts (70% or more) in a unique time slot, mainly in the afternoon, in line with data on time of publication. 29.41% of Fortune 500 firms and 10.71% of Ibex 35 firms are publishing Facebook posts in a balanced way (minimum 40% in two time slots) in the morning, afternoon and night.

It should be highlighted that these time slots refer to the company local time, but there is a possibility that Spanish firms are using their Facebook pages to reach

Latin American users and that US companies are using their fanpages to reach audiences from the other coast, with different time zones.

About **frequency of updating**, 32.14% of Ibex 35 companies publish less than a post per day on Facebook, 21.43% publish more than 10 posts per day and 46.43% publish more than 1 post but less than 10 posts per day. Only one Fortune 500 firm (5.83%) publish less than a post per day on Facebook, 47.06% publish less than 10 posts per day, 29.42% publish more than 10 posts but less than 98 posts per day and 23.53% of Fortune 500 firms publish more than 99 posts per day. So 4 out of 10 Ibex 35 firms update their Facebook page more than 1 post but less than 10 posts per day, and 4 out of 10 Fortune 500 companies publish less than 10 posts per day on Facebook.

If focusing on **the language of Facebook's posts**, all the Fortune 500 companies publish content in English and all the Ibex 35 firms publish content in Spanish. It is worth highlighting that four out of ten Ibex 35 companies publish posts in English on their fanpage and two out of ten Fortune 500 firms publish posts in Spanish. 7.14% of Ibex 35 companies are publishing their posts in a balanced way in more than one language (minimum 40% of posts are in two different languages), mainly in Spanish, Catalan and English. Following this criterion, no Fortune 500 company is publishing their posts in a balanced way in more than one language.

Two out of ten companies of both groups are publishing content on Facebook in other languages different from English and Spanish. Only 8 Ibex 35 (28.57%) firms publish contents in Catalan on their fanpage and only 6 Ibex 35 (21.42%) firms publish posts in other languages different from Spanish, English and Catalan. Specifically: in German and Italian. Only 4 Fortune 500 (23.52%) firms publish contents in other languages different from Spanish, English and Catalan. Specifically: in Portuguese and French.

Regarding **the use of typical elements** of this social network, hashtags and links are very widely used: nearly all the firms include links in their posts (96.43% of

Ibex 35 and 94.12% of Fortune 500 firms). 76.47% of Fortune 500 firms use hashtags on Facebook and 64.29% of Ibex 35 companies do it.

Less common is the use of Call to Action (CTA, such as “find out here”, “Check it out!”, “Read more”) in the Facebook’s updates, especially in Fortune 500: only 3 out of ten American firms use them while 64.29% of Spanish companies include CTA in their posts.

Some examples of CTA in tweets of Ibex 35 and Fortune 500 companies are provided below (CTA are highlighted in bold):

Acciona

*¿Quieres ver el mayor complejo #eólico de América Latina? **Descubre las Oaxacas en #México** <http://accionasa.com/CUgQg>*

Banco Sabadell

*¿Qué puedes hacer con la banca a distancia? **Te lo explicamos aquí:** <http://sab.to/JIPEtP>*

Gas Natural

*"¿Quieres saber si tienes un perfil 100% eficiente en tu hogar? Usa nuestro asesor energético y descubre recomendaciones y mejoras que te harán ahorrar. **¡Realiza ahora tu test!** ► <http://bit.ly/AsesorHogar>"*

Pfizer

*#GetOld: What do you really know about metastatic breast cancer? **Find out here:** <http://on.getold.com/1syuNn0> #FOGO*

Chevron

*The Chevron STEM ZONE is at the AT&T Pebble Beach National Pro-Am in Pebble Beach from Thursday to Sunday to show kids the science behind golf. **Check it out!** spr.ly/6015LsB7*

AT&T

*Introducing unlimited calling to Mexico when you add World Connect Value package for \$5 per month to your postpaid wireless plan. **See more details:** <http://soc.att.com/1CwsiDw>*

In connection with **ways of interaction**, more than half of companies reply to the mentions on Facebook: 64.71% of Fortune 500 firms and 57.14% of Ibex 35 ones. However, the number of firms that include a mention in their posts is lower: only 5.88% of Fortune 500 fanpages and 10.71% of Ibex 35 ones.

The average of likes on Fortune 500 companies is 22.67% per month. The average of likes on Ibex 35 companies is 40.11% per month. So we can say that Ibex 35 firms obtain a higher average of likes than Fortune 500 firms: nearly double. What kind of posts are generating most likes on Facebook? On Ibex 35, publications about corporate and products are those that have obtained most likes. Users especially like publications that contain links and videos. On Fortune 500, publications about products are those that have obtained more likes. Also publications about sponsored and corporate activities receive many likes. Users especially like publications that contain photos and links.

In both groups, posts with links and videos generate more interaction on Facebook than those without these elements. And publications about customer service or industry are not the most “liked” ones, both on Ibex 35 and Fortune 500 fanpages.

Abengoa is the firm of Ibex 35 that has obtained most likes on its content on Facebook: 95% of its publications has obtained at least one like. UHG Gives is the firm of Fortune 500 that has obtained most likes on its content on Facebook: 82.62% of its updates has obtained at least one like.

On the other hand, Banco Sabadell is the firm of Ibex 35 that has obtained least likes on its content on Facebook: just 0.07% of its publications has obtained at least one like. ATT is the firm of Fortune 500 that has obtained least likes on Facebook: only 1.87% of its publications has obtained at least one like.

Some examples of most "liked" content of Fortune 500 companies are provided below (number of obtained retweets appear in brackets)

AT&T

It's official. AT&T's Network now has the nation's Strongest LTE Signal.(80097 likes)

Introducing Rollover DataSM. The data you don't use this month rolls over to next month. Learn more at <http://soc.att.com/RolloverData2> (61864 likes)

Express Scripts

Members of our Accredo team had a blast volunteering at the Pulmonary Hypertension Run for Phun to support PH research and awareness! (24 likes)

JP Morgan

Life as an Analyst at J.P. Morgan in New York - By Eric

I studied Economics at college and was a varsity athlete. I wanted a job that had the same competitiveness and team environment as being an athlete. After graduating, I joined the J.P. Morgan Analyst Program within the Risk division of the Corporate & Investment Bank.

As a summer Analyst, I got a taste of what the company had to offer. Now, as a full-time Analyst I look forward to leveraging all that the firm has to offer on and off the desk, including giving back to local communities and recruiting at my university.

Want to be an Analyst here too? <http://www.jpmorgan.com/careers> (222 likes)

McKesson Corporation

"I come from a family of business owners. I was taught to be the 'best' at whatever I chose to do in my career, so I am prepared to work hard consistently."—Kera Wright, vice president of finance and the new national chair of McKesson's employee resource group for African-Americans. (553 likes)

Pfizer

Today marks a great accomplishment in the field of neuroscience. Three scientists, Edvard Moser and May-Britt Moser, and John O'Keefe, have been awarded the Nobel Prize in Physiology or Medicine for their pioneering work on discovering the brain's 'GPS system.' "In a field where the next big discovery is often believed to be many years out, the trio successfully identified how the brain recognizes our position and is able to navigate from place to place," says Michael Ehlers, M.D., Ph.D., Senior Vice President and Chief Scientific Officer of Pfizer's Neuroscience Research Unit. "As just one example, their findings are helping to explain why Alzheimer's patients have difficulty recognizing their surroundings. The future will see a convergence of our expanding understanding of brain circuits with new breakthrough medicines, with work such as that of the Mosers and O'Keefe paving the way for a wave of advances in complex brain disorders." (268 likes)

Verizon FiOS

FiOS bundles you up tighter than Randy from A Christmas Story in a snowstorm. And no, you won't be able to put your arms down. But that's because you'll be super excited, not because layered clothing will be restricting your movement. <http://vz.to/1qIKnNW> (7857 likes)

Walmart

Layaway is back! Make easy payments over time with no interest for electronics, toys, jewelry and more. For details, visit www.walmart.com/layaway. (15766 likes)

Some examples of most "liked" content of Ibex 35 companies. Number of retweets obtained appear in brackets:

Abengoa

*Good news! Abengoa is the first global sustainable technology partner of Manchester United! Discover what "Reds Go Green" is about!
<http://bit.ly/1u67wsS> (32 likes)*

Acciona

Nuestro primer contrato de gestión de agua en Perú consistirá en el mantenimiento de redes en Lima y los sistemas de agua potable y alcantarillado en la Gerencia de Servicios Sur <http://acciona.sa/l4EhR> (10014 likes)

Banco Santander

¡Qué sorpresa le dimos a FernandoAlonsoOficial con este #FlashmobAlonso en Nueva York! Pensaba que acudía a un evento normal y se topó con unos asistentes un tanto... peculiares. Seguro que en el #GPEEUU también le vemos brillar así. ¡Vamos, Nano! (865 likes)

DIA

¿Quieres mandar una felicitación de Navidad muy especial? Entra en www.cocinatumensajedenavidad.es, elige tu texto (dulce, salado o picante) y escribe el mensaje más original a tus amigos. Podrás enviarlo a través de Facebook, Twitter o email. ¡Dale sabor a tus felicitaciones y podrás ganar uno de los tres cheques de 100€ en compras DIA que repartimos! (9040 likes)

No tienes que esperar a que lleguen los Reyes para disfrutar de nuestro Roscón. Date un capricho y no dejes escapar esta delicia para endulzarte la espera. Ya puedes encontrarlo en nuestras tiendas. (4495 likes)

Table 13. Summary of results on Facebook

	IBEX 35	FORTUNE 500
Contents published (each publication might cover more than one topic at the same time)		
They publish contents about corporate information	50%	58.82%
They publish contents about products and services	96.43%	100%
They publish contents about industry	35.71%	23.53%
They publish contents about their activities	71.43%	64.71%
They publish contents about all 4 topics	3.57%	5.88%
They publish contents about 3 of these topics	28.57%	47.06%
Kind of content		
Audiovisual (fotos and/or vídeos)	85.71%	58.82%
Multimedia (infographics and/ or podcasts)	0%	0%
Language in which content is published		
English	42.86%	100%
Spanish	100%	23.53%
Other languages	21.43%	23.53%
About time of publication		

>> Firms that publish contents in this slot:		
Morning (6-13h, local time)	100%	82.35%
Afternoon (13-20 h, local time)	100%	100%
Night (20-6 h, local time)	96.43%	100%
>> The total of published messages is distributed in this way throughout the day:		
Morning (6-13h, local time)	30.93%	11.09%
Afternoon (13-20 h, local time)	44.48%	32.64%
Night (20-6 h, local time)	24.59%	56.27%
Interaction		
They answer the mentions	57.14%	64.71%
They include mentions in posts	10.71%	5.88%
Average of “Likes” obtained	40.11%	22.67%
They include hashtags in posts	64.29%	76.47%
They include links in posts	96.43%	94.12%
They include CTA in posts	64.29%	29.41%

Source: Cristina Aced

7.3. CDA on Twitter

Main results of the Critical Discourse Analysis (CDA) on Twitter are summarized in Table 3 and explained below.

In regard to **topics covered on Twitter**, 94.74% of Ibex 35 companies and 82.76% of Fortune 500 firms talk about their products and services, or offer customer service on this social network. Eight out of ten Ibex 35 and Fortune 500 firms include corporate information on their tweets. 82.76% of Fortune 500 and 55.26% of Ibex 35 firms publish tweets in connection with the industry they belong. Finally, 81.58% of Ibex 35 companies and 72.41% of Fortune 500 firms talk about their activities on Twitter.

55.17% of Fortune 500 firms 36.84% of Ibex 35 companies publish tweets about all the analyzed topics: corporate information, product & services, industry, activities & sponsors. Six out of ten of Ibex 35 companies and Fortune 500 companies are covering 3 of the analyzed topics in their tweets. So Fortune 500 firms are publishing tweets about more topics than Ibex 35.

36.84% of Ibex 35 companies talk about their products and services, or offer customer service in most of their tweets (60% or more) and 21.05% include corporate information in most of their tweets (60% or more). On the other hand, 17.24% of Fortune 500 companies talk about their products and services, or offer customer service, in most of their tweets (60% or more), and 10.34% publish most tweets (60% or more) in connection with the industry to which they belong.

In connection with **time of publication**, all the Ibex 35 and Fortune 500 firms under study update Twitter in the afternoon (13-20 h, local time). Most of Ibex 35 companies (97.37%) also publish tweets in the morning and most of Fortune 500 (96.55%) do it in the night (20-6 h, local time), while only 17.24% of Fortune 500 firms publish tweets in the morning and 68.42% of Ibex 35 companies at night (20-6 h, local time).

Analyzing how tweets are distributed during the day, nearly half of them are published in the afternoon, both in Ibex 35 (47.44%) and Fortune 500 companies

(54.85%). Four out of ten tweets are published in the morning for Ibex 35 firms and at night by Fortune 500 ones (43.48%). And the less common slot to update Twitter is at night for Ibex 35 firms and in the morning for Fortune 500 companies. So the preferred time to update Twitter is in the afternoon.

Some remarkable results regarding time of publication of Ibex 35 are that Bankia prensa always publishes in Twitter in the afternoon, Jazztel publishes 9 out of 10 tweets in the afternoon, Banco Sabadell Prensa and FCC publish 8 out of 10 tweets in the morning, and Sacyr publishes 7 out of 10 tweets in the afternoon. Focusing on Fortune 500, Prudential News always updates Twitter in the afternoon; ADM Grain, Prudential and Wells Fargo Ask publish 8 out of 10 tweets in the afternoon, and Chevron publishes 7 out of 10 tweets at night.

27.58% of Fortune 500 firms are publishing most of their tweets (70% or more) in a unique time slot, mainly in the afternoon, and 18.42% of Ibex 35 firms are also publishing most of their tweets (70% or more) in the afternoon.

As has been pointed out in the previous section, *CDA on Facebook*, it should be highlighted that these time slots refer to the company local time, but Spanish firms might be using their Twitter account to reach Latin American users and US companies might be reaching audiences from the other coast of the country, in both cases with different time zones.

Regarding **the frequency of updating**, it is observed that 13.16% of Ibex 35 companies publish less than 1 tweet per day; 15,79% publish more than one tweet and less than 4 tweets per day, 52.63% publish more than 4 tweets daily and 18.42%, more than 17 tweets per day. In the case of Fortune 500 firms, 10.35% publish just one tweet per day, 17.24% less than 1 tweet per day, 55,17% more than one tweet and less than 4 tweets per day and 24.14% more than 4 tweets daily. Only 3.45% of Fortune 500 firms publish more than 14 tweets per day.

In conclusion, 1 out of 10 firms does not update its Twitter account at least once a day. Half of Ibex 35 companies and 24.14% of Fortune 500 firms publish more

than 4 tweets daily. Half of Fortune 500 firms publish more than one tweet and less than 4 tweets per day. 18.42% of Ibex 35 companies publish more than 17 tweets per day. So data shows that frequency of updating is higher in Spanish companies than in American ones.

In connection with this subject, Fortune 500 companies have published an average of 630 tweets in six months (105 tweets per month) and 21.67% of these tweets are RT. Ibex 35 firms have published an average of 1,488 tweets in six months (248 tweets per month) and 9.94% of these tweets are RT.

Focusing on **the language of tweets**, all the Fortune 500 firms write them in English. All the Ibex 35 companies publish tweets in Spanish, some 28.95% sometimes publish in English and 21.05% in other languages such as Catalan or German. Some 11 Ibex 35 companies (31.42%) publish some of their tweets in English. It is worth to highlight that three Spanish firms publish half of their tweets in English and half of them in Spanish: Abengoa, FCC and Gamesa. Just 4 Ibex 35 (11.42%) firms publish tweets in Catalan. One of this companies (GNF) is using Catalan in 36% of the tweets published in the account addressed to journalists. Just 5 Ibex 35 (14.28%) firms publish tweets in other languages different from Spanish, English and Catalan. Specifically: in German and Portuguese.

Regarding **the use of typical elements** of this social network, nearly all the companies include hashtags and links in their tweets (100% of the Spanish companies and 9 out 10 of the US firms). All the Ibex 35 companies include hashtags and/ or links in some of their tweets. In the other hand, Express Scripts Ask includes neither hashtags nor links in any of its tweets, and ADM Grain does not use hashtags in tweets.

On Fortune 500, 56.64% of tweets include hashtags. On Ibex 35, 55.37% of tweets include hashtags. So the average number of tweets that include hashtags is very similar on Fortune 500 and Ibex 35: half of tweets published include hashtags.

Analyzing **ways of interaction**, two out of ten companies in the Ibex 35 and Fortune 500 respond to mentions. Instead, the use of mentions in tweets is widespread: nine out of ten companies of both indexes include mentions in tweets.

What is the average of tweets that include mentions on Fortune 500 firms? And on Ibex 35 firms? On Fortune 500, 56.49% of tweets include mentions. On Ibex 35, 48.86% of tweets include mentions. The average of Fortune 500 companies that include mentions on their tweets is slightly higher than Ibex 35 firms.

Seven out of ten of the companies include Call to Action (CTA) in Twitter in both business rankings, such as “don’t miss out!”, “visit this website”, “read more”, “learn how” (more examples are available below). It is worth highlighting that Abertis Telecom and GNF clients include CTA in half of its tweets; Abengoa includes CTA in 34.62% of their tweets, and that 21.05% of the Ibex 35 analyzed companies do not include CTA in any of their tweets. In Fortune 500 firms, we find that Conoco Philips includes CTA in 60% of its tweets, AIG includes CTA in 54.55% of its tweets and 27.59% of the companies analyzed do not include CTA in any of their tweets.

Some examples of CTA in tweets of Ibex 35 and Fortune 500 companies are provided below (CTA are highlighted in bold):

Abengoa

*#RedsGoGreen could take you to Old Trafford to watch @ManUtd play at home. **Don't miss out!** <http://t.co/jm5477bgWw>*

Abertis Telecom

*A las 12.30h presentación resultados a inversores @Abertis. **Puedes seguirlo en** <http://t.co/xPHE5AGHsr> #ResultadosAbertis2014*

Dia

*Este ordenador puede ser tuyo si eres un aventurero. **Coge tu llave y abre el Cofre del Tesoro.** <http://t.co/qOQzQn0e4i> <http://t.co/CqzbdREILG>*

AIG

*Want to avoid chaos during holiday travel? Avoiding the weekend before a major holiday helps. **Read More** #AIGTravelTips <http://t.co/7kzwtgqE6i>*

Conoco Philips

*#Energy is bigger than one person or group, company or government. **Learn how there's power in cooperation:**<http://t.co/SXv2wrIKFH>*

Walmart

*Our cashiers in Mckinney, Texas are ready for #BlackFriday. **Are you?** <http://t.co/JQxPVCpmby>*

Analyzing the distribution of third parties content (i.e. the use of retweets), in Fortune 500, 82.76% of published tweets are retweets, while 71.05% of Ibex 35 are retweets. 26.32% of Ibex 35 firms and 17.24% of Fortune 500 firms have not made any RT.

Content published by Fortune 500 companies which is most retweeted by other users is those referring to corporate information or products and services, while in the Ibex 35 tweets which obtain a wider dissemination are those on corporate information, and on activities and sponsorships.

What kind of content obtains most RT? On Fortune 500, tweets on corporate information and about products, services, and/ or customer service are those which are most RT. ATT, Chevron, Exxon Mobil and General Electric are the Fortune 500 firms that obtain more RT of their content.

On Ixex 35, tweets on corporate information and activities & sponsors are those which are most retweeted. Mediaset, Repsol- Guía Repsol, Repsol- Box Repsol and Movistar are the Fortune 500 firms that obtain more RT of their content.

Some examples of most retweeted content of Fortune 500 companies are provided below (number of retweets obtained appear in brackets):

Prudential

An elevator full of people... all facing the wrong way. Watch below to see how real people react. #JustCantResist <https://t.co/ixWhJUsnyG> (1633 RT)

Pfizer

Pfizer Foundation Provides \$2M In Grants To Support 'Last-Mile' Vaccine Coverage In Africa <http://t.co/e4eqj3skN3> <http://t.co/7iGqNkFAG2> (60 RT)

JP Morgan

The capital of Colorado is truly an inspiring city. Here's #WhatMakesDenver special: <http://t.co/n3X0ljNmle> <http://t.co/L2rbj8cDGA> (299 RT)

Bank of America

The world agrees -- there's a link between health and economic growth. Take our #WEF15 poll: <http://t.co/Eclm8oxoeX> <http://t.co/KRj7ucdLrP> (854 RT)

AT&T

Introducing #RolloverData. The data you don't use this month rolls over to next month. Visit <http://t.co/WWnOP8Zakj> <http://t.co/QXieTbVCSi> (4049 RT)

Verizon Wireless

iPhone 6 is coming to America's largest 4GLTE Network. Pre-order it now.
<http://t.co/bmsaEvH9R2> <http://t.co/zTOy9Mai9d> (1217 RT)

Verizon

RT @jackgilinsky: Want a chance to meet us at the Verizon Destination Store Jan 10-11? Stay tuned for ways to win by following @HOUdestinat...(3854 RT)

Walmart Newsroom

RT @marissamayer: So happy for @Walmart associates and proud of @Walmart mgmt. A great leadership decision by Doug McMillon.
<http://t.co/S...> (215 RT)

Walmart

RT @MarketWatch: Wal-Mart will sell the iPhone 6 for \$179:
<http://t.co/hHOB4JmeYw> <http://t.co/M8rF0un0D4> (103 RT)

RT @IAmSteveHarvey: Inspiring day! Marjorie, I & our 2 youngest played Santa at a few @Walmart stores. Surprised their layaway customers! h... (92 RT)

Wells Fargo Ask

We are really sorry that some of you experienced issues with our ATMs or using your Debit cards. Those issues have now been fixed. (21 RT)

Wells Fargo

Watch our new commercial now to see how @LandonDonovan's retirement plan is working out! <https://t.co/nF8FgzN03K> (257 RT)

Some examples of most RT content of Ibex 35 companies are provided below (number of retweets obtained appear in brackets):

Abengoa

We're celebrating National #Bioenergy Day by making 25M gallons of #cellulosic #ethanol: <http://t.co/bpH0T3td4j> <http://t.co/YT2D06lmMS> (36 RT)

Acciona

Ya está operando la desaladora de Copiapó (#Atacama, #Chile). En este vídeo contamos el proceso de construcción: <http://t.co/snBYCqsfoV> (78 RT)

Banco Sabadell

. @RafaelNadal, hoy con @BancoSabadell #Madrid: "El 1 de diciembre a entrenar. Luego, Abu Dhaby y Qatar". #rafanadal <http://t.co/7smfH7UF5M> (33 RT)

El traslado de la sede de @BancoSabadell ni se ha planteado ni es una posibilidad que en estos momentos se contemple. (1/2). (37 RT)

Banco Santander

Banco Santander lamenta comunicar el fallecimiento de su Presidente, Emilio Botín. (790 RT)

Bankia

Bankia, Valencia CF y Meriton firman los contratos para la refinanciación de la deuda del club <http://t.co/vSsf8moFux> (693 RT)

Bankinter

"España es una economía estancada y con riesgo de recaída", según @josecdiez <http://t.co/ANw0sPF4ml> <http://t.co/kODNeAotPo> (68 RT)

Ver el cara a cara de los economistas @dlacalle y @josecdiez (video)
<http://t.co/ANw0sPF4ml> <http://t.co/Xiljts3ak> (45 RT)

BBVA

Sorteamos 1#iPadmini entre todos nuestros followers, ¡participa! haz RT
y síguenos: <http://t.co/fluL8396pg> (677 RT)

Sorteamos una camiseta de #AndresNiesta firmada de su puño y letra
entre todos nuestros followers, ¡participa! <http://t.co/RnoZZss4yt> (262 RT)

La Caixa

Abrimos la convocatoria de los Premios @Emprendedor_XXI!
Apúntate hasta el 10 de abril <http://t.co/xvCnC4NqBP> (579 RT)

LKXA

¡Atención, fans de @_MaluOficial_! Este domingo emitiremos en
#streaming su #concierto en Barcelona de la #GiraLKXA (399 RT)

Mediaset

Mediaset España ha decidido que 'Los Chunguitos abandonen la casa de
GH VIP. Esta noche, con @jordiglez en plató. (2076 RT)

How many RT has each company published? Which companies have published more original content? Three Fortune 500 companies (10.34%) publish more RT than original content on Twitter: more than 65% of their tweets are RT. Ten Fortune 500 companies (34.48%) publish mainly original content: at least 9 out of 10 tweets are original content. 24 Fortune 500 companies (82.76%) publish mainly original content: at least half of their tweets are original content.

UnitedHealthcare and Chevron are the Fortune 500 companies which have published more original content on Twitter: 99% of their tweets are original content. ADM Grain, Prudential and Walmart are the Fortune 500 companies which publish more RT than original content on Twitter.

No Ibex 35 company publishes more RT than original content on Twitter: only in two cases are more than 45% of the tweets RT. 22 Ibex 35 companies (57.89%) publish mainly original content: at least 9 out of 10 tweets are original content. Three accounts (Banco Santander, Bankia and Bankia press) have not published any RT: all their tweets are original content.

In conclusion, it could be stated that Ibex 35 firms publish more original content on Twitter than Fortune 500 companies.

Table 14. Summary of results on Twitter

	IBEX 35	FORTUNE 500
Contents published by firms (each publication might cover more than one topic at the same time)		
They publish contents about corporate information	84.21%	82.76%
They publish contents about products and services	94.74%	82.76%
They publish contents about industry	55.26%	82.76%
They publish contents about their activities	81.58%	72.41%
They publish contents about all 4 topics	36.84%	55.17%
They publish contents about 3 of these topics	68.42%	65.52%
Language in which content is published		
English	28,95%	100%
Spanish	100%	0%

Other languages	21.05%	0%
About time of publication		
>> Firms which publish contents in this slot:		
Morning (6-13h, local time)	97.37%	17.24%
Afternoon (13-20 h, local time)	100%	100%
Night (20-6 h, local time)	68.42%	96.55%
>> The total of published messages is distributed in this way throughout the day:		
Morning (6-13h, local time)	43.38%	1.67%
Afternoon (13-20 h, local time)	47.44%	54.85%
Night (20-6 h, local time)	9.17%	43.48%
Interaction		
They answer the mentions	28.95%	20.69%
They include mentions in tweets	97.37%	96.55%
They include hashtags in tweets	100%	93.10%
They include links in tweets	100%	96.55%
They include CTA in tweets	78.95%	72.41%
They publish RT	71.05%	82.76%
They answer to other tweets	28.95%	20.69%

Source: Cristina Aced

7.4. Multiplatform redundancy

In order to know if companies are publishing the same content on the different social media under study, content published in blog, Facebook and Twitter during one week was randomly selected: the first week of February, 2015 (from Monday 2 to Sunday 8) of all the company's sample. All the content published by firms in these dates was collected in an Excel spreadsheet and subsequently analyzed. Results of this analysis are discussed in the following pages, with some examples.

Fortune 500

Only AT&T, Bank of America, Conoco Philips, Chevron, Express Scripts, Exxon, Fannie Mae, General Electric, JP Morgan, McKesson, Pfizer, Prudential, UHG Gives, Verizon and Walmart have published content at least in two social media during this period of time.

AT&T, Bank of America, Express Scripts, Exxon, Fannie Mae, JP Morgan, Prudential, Verizon and Walmart do not share exactly the same content on two of their social media (blog and/or Facebook page and/or Twitter profile).

Conoco Philips has published one duplicated message on Facebook and Twitter, the same day and at the same hour 05/02/2015 17:55 h. The rest of the content is different.

Facebook: Every team member can and should be a safety leader. Tell us: what do you do to help make the workplace a safe space?
<http://bit.ly/1I9PFKk>

Twitter: Every team member should be a safety leader. Tell us: how do you help make work a safe space? <http://t.co/cJcLc9DkcC>

Chevron has published some messages on Facebook and Twitter. In fact, three out of four messages of Facebook are published on Twitter:

Facebook: We're teaming up with the National Science Teachers Association to provide school administrators with the training and resources they need to provide quality, hands-on STEM education across the country. <http://spr.ly/6182LGGm>

Twitter: We're teaming up w/ @NSTA to provide school administrators w/ new resources for quality #STEM education. #NSTA15 <http://t.co/tPE1WqoGzE> (2 times)

Facebook: Pioneering aviators Charles Lindbergh, Amelia Earhart and Lincoln "Loop the Loop" Beachey all relied on Standard Oil products. #TBT

Twitter: Pioneering aviators like Charles Lindbergh and Amelia Earhart relied on Standard Oil products. #TBT <http://t.co/d8zGCbKXn4>

Facebook: We deploy our groundbreaking technology thousands of feet underwater. See how we do it: <http://spr.ly/6184I4RG>

Twitter: We deploy our groundbreaking technology thousands of feet underwater. See how we do it: <http://t.co/qwwKhyMpVw> (3 times)

GE has published sometimes the same messages on Facebook and Twitter, but not on its blog. In most cases, the content is published before on Facebook and some minutes later on Twitter. Some examples:

Facebook: There aren't any vocals backing this brilliant track. Here's to celebrating music in everything, even machines. <http://invent.ge/1KkoE4B> (08/02/2015 21:17:15)

Twitter: There aren't any vocals backing this brilliant track. Here's to celebrating music in everything, even machines. <http://t.co/hGY3VOOI30> (08/02/2015 21:18:21)

Facebook: Edison's phonograph was a result of working on the telegraph & telephone at the same time. (07/02/2015 0:05:38)

Twitter: Edison's phonograph was a result of working on the telegraph & telephone at the same time. <http://t.co/PNJ2J6OEXb> (07/02/2015 0:04:13)

Facebook: The greatest asset that an inventor can have is curiosity. (05/02/2015 17:22:17)

Twitter: The greatest asset that an inventor can have is curiosity. <http://t.co/wM9Wagr2lj> (04/02/2015 20:31:16)

Facebook: What do you think smartphones will be like in 2050, according to 2015 tech? (04/02/2015 20:59:14)

Twitter: What do you think #smartphones will be like in 2050, according to 2015 #tech? <http://t.co/u6ein86DYo> (05/02/2015 23:12:20)

McKesson does not share the same content on its blog and Facebook and Twitter, but this firm sometimes shares the same content on Facebook and Twitter. In this case, contents are published before on Twitter and afterwards on Facebook. Some examples:

Facebook: Happy National #WearRedDay. American Heart Association shares Women's Heart Disease Prevention Checklist. #GoRedForWomen <http://bit.ly/1zWUldk> (06/02/2015 19:48:35)

Twitter: Happy National #WearRedDay. Show us your red today. #GoRedForWomen @American_Heart <http://t.co/Nrl2WS1Tpj> <http://t.co/Sa0d4ymHNu> (06/02/2015 19:13:26)

Facebook: McKesson Reports Fiscal 2015 Third-Quarter Results <http://bit.ly/1lbzcpa> (05/02/2015 22:25:55)

Twitter: McKesson Reports Fiscal 2015 Third-Quarter Results <http://t.co/OzBMYGgmzN> <http://t.co/UAJfp09jLL> (05/02/2015 22:20:07)

Pfizer sometimes publishes different content on Facebook and Twitter, and it sometimes publishes similar messages but not exactly the same. Some examples:

Facebook: What is #bipolar disorder? Learn to recognize the signs and symptoms of this mental illness that affects 5 million Americans and that left untreated can get worse over time. <http://on.pfizer.com/1xAuYMv> (07/02/2015 15:54:02)

Twitter: What is #bipolar disorder? Learn to recognize signs & symptoms of this mental illness that affects 5 mil Americans <http://t.co/zZtEyTue5M> (07/02/2015 14:58:00)

Facebook: #TBT to a 2014 Pfizer NY HQ site visit by the Girl Scouts of Greater NY (05/02/2015 21:51:01)

Twitter: #TBT to 2014 NY HQ site visit by the Girl Scouts of Greater NY <http://t.co/QcaGvXZjrg> (05/02/2015 20:55:00)

Facebook: Pfizer colleagues discuss the potential of #precisionmedicine and how this personalized approach may provide patients with more targeted, effective possible treatments <http://on.pfizer.com/1xq2bKu> (05/02/2015 17:17:02)

Twitter: WATCH: Pfizer colleagues discuss potential of #precisionmedicine & how this approach could help patients <http://t.co/kecHhjmLOS> #PFEScience (05/02/2015 15:45:00)

Facebook: On @TheDoctors, Pfizer's Freda Lewis-Hall, MD, explains how #vaccines help protect your community <http://on.pfizer.com/1bybPRo> (04/02/2015 20:30:42)

Twitter: On @TheDoctors, Pfizer's Freda Lewis-Hall, MD, explains how #vaccines help protect your community <http://t.co/CSEYiswt0i> (04/02/2015 20:31:32)

Facebook: Today is #WorldCancerDay and we have provided \$500K to UICC www.UICC.org to fund an international grants program called Seeding Progress and Resources for the Cancer Community (SPARC): Metastatic Breast Cancer Challenge with the goal of encouraging sustainable change in addressing the needs of people living with metastatic #breastcancer. Learn more about the program here: www.uicc.org/programmes/geti/sparc/sparc-metastatic-breast-cancer-challenge. Together we are showing that cancer is #NotBeyondUs (04/02/2015 14:29:40)

Twitter: On #WorldCancerDay @Pfizer announces \$500K to @UICC for grants program to support change in metastatic #breastcancer <http://t.co/oKFSE9CuZc> (04/02/2015 14:25:24)

Facebook: Learn about #metastatic #breastcancer & need for treatment advances (03/02/2015 23:14:02)

Twitter: Learn about #metastatic #breastcancer & need for treatment advances <http://t.co/gWJJobN1098> (03/02/2015 22:53:26)

Facebook: Hear from PFE CEO Read about today's #FDA approval in #metastatic #breastcancer <http://on.pfizer.com/1x9GcHH> (03/02/2015 23:11:40)

Twitter: Hear from PFE CEO Read about today's #FDA approval in #metastatic #breastcancer <http://t.co/1ot5ZJVbWP> (03/02/2015 22:25:01)

Facebook: Duchenne Muscular Dystrophy (DMD) is a rare disease but the most common muscular dystrophy disorder diagnosed in early childhood. Learn more, including the signs and symptoms, from Get Healthy Stay Healthy. <http://on.pfizer.com/1LHU6LR> (03/02/2015 15:00:10)

Twitter: #Duchenne is a genetic disease that weakens muscles over time. Learn more from #gethealthystayhealthy <http://t.co/mVHRZCsfpj> (03/02/2015 15:17:01)

UHG Gives sometimes publishes exactly the same messages on Facebook and Twitter, and at the same hour. It seems that they are published using a social media manager service such as Hootsuite:

Facebook: Eden Prairie, Minn., OptumRx Proposal Services team members made fleece blankets for Project Linus, which provides handmade blankets to children in need. A play on the "Peanuts" cartoon character, Linus, who depended on his security blanket for comfort and support, Project Linus blankets are offered to children who are seriously ill, experienced a trauma or otherwise. (06/02/2015 22:05:34)

Twitter: Eden Prairie, Minn., OptumRx Proposal Services team members made fleece blankets for @ProjectLinus. <http://t.co/pnw5XtiyP6> (06/02/2015 22:05:28)

Facebook: People who volunteer feel a deeper connection to their communities and other people. <http://bit.ly/1bWrn19> @OptumNews (04/02/2015 21:02:50)

Twitter: People who volunteer feel a deeper connection to their communities and other people. <http://t.co/QDGXYqQKuY> @OptumNews (04/02/2015 21:02:47)

Facebook: Don't this group look like they had fun with @ProjectSunshine & @Celtics while #volunteering at @BostonChildrens? <http://m.b2hm.com/bw/754vheyw> (03/02/2015 16:05:14)

Twitter: Don't this group look like they had fun with @ProjectSunshine & @Celtics while #volunteering at @BostonChildrens? <http://t.co/ghCJhUn1gj> (03/02/2015 16:05:20)

Wells Fargo sometimes publishes similar messages on Twitter and Facebook, but not exactly the same. Some examples:

Facebook: Today team members across the country #GoRed to raise awareness in the fight against heart disease. Learn more about National Go Red for Women Day: <http://spr.ly/6185I9VB> (06/02/2015 16:45:01)

Twitter: Today is National #GoRed Day. People across the country wear red to support. Learn more: <http://t.co/6NRiW2W2JC> <http://t.co/GBnQvY5WwE> (06/02/2015 18:47:01)

Facebook: On Feb 6th team members will be wearing red to raise awareness in fighting heart disease! Learn more <http://spr.ly/6187I9Rz> (02/02/2015 16:45:02)

Twitter: #GoRed day is Feb.6th. See how wearing red can raise awareness in fighting heart disease: <http://t.co/KSzEluyhd7> (03/02/2015 16:10:00)

Ibex 35

Only Abengoa, Acciona, Amadeus, Banco Popular, Banco Sabadell, Banco Santander, Bankia, Bankinter, BBVA, DIA, Enagás, Ferrovial, Iberdrola, Indra, La Caixa, Jazztel, Mapfre, Movistar, Red Eléctrica and Sacyr have published content at least in two social media during this period of time.

Mapfre, Movistar and Gas Natural do not share exactly the same content on two of their social media (blog and/or Facebook page and/or Twitter profile).

Abengoa sometimes publishes the same message on its blog, Twitter and Facebook, combining Spanish & English:

- *Blog: Masdar City inteligente y totalmente sostenible (02/02/2015)*
- *Facebook: Masdar City: the world's first smart and 100% sustainable city. <http://bit.ly/1zMxIOi> (02/02/2015 20:22:)*

- *Twitter:* Masdar City, smart and 100 % sustainable. <http://t.co/oXQukEAYeV> #TheEnergyofChange (02/02/2015 12:55)
Masdar City, inteligente y totalmente sostenible. <http://t.co/OMHpyKDMkF> #LaEnergíaDelCambio (02/02/2015 12:21)

In other cases, it publishes very similar content (but not exactly the same) on the three social media, combining Spanish & English:

Blog: El mercado se abre a los vehículos de pila de combustible (03/02/2015)

Facebook: Los vehículos de pila de combustible comenzarán a comercializarse muy pronto, descubre más en "La Energía del Cambio". <http://bit.ly/1vq0mDe> (03/02/2015 13:49)

Fuel cell vehicles are soon to be released onto the market, find out more on 'The Energy of Change'. <http://bit.ly/1zaibp4> (03/02/2015 16:10)

Twitter: The energy consumption increase in cities requires innovative supply network solutions. #TheEnergyofChange <http://t.co/3U8pKi6xEk> (05/02/2015 19:00)

Blog: Las ciudades y la innovación en las redes eléctricas (05/02/2015)

Facebook: The concentration of the population into the world's major cities and the consequent demand for electricity calls for an intensive focus on innovation in the distribution of energy through power grids <http://bit.ly/1zjSYIX> (05/02/2015 16:29)

La concentración de población en las grandes ciudades del mundo y las necesidades de electricidad que ello supone obligan a innovar al máximo en la distribución de energía a través de redes eléctricas. <http://bit.ly/16ujSm3> (05/02/2015 16:28)

Twitter: *El aumento del consumo energético en las ciudades obliga a innovar en redes de suministro. #LaEnergíaDelCambio*
<http://t.co/ha94OJjHNI> (05/02/2015 16:20)

The energy consumption increase in cities requires innovative supply network solutions. #TheEnergyofChange
<http://t.co/3U8pKi6xEk> (05/02/2015 19:00)

Abengoa sometimes publishes similar content (but not exactly the same message) on Facebook and Twitter:

Facebook: Continuous innovation is our strategy for the future.
<http://bit.ly/1D4zGZf> (06/02/2015 15:55)

La innovación constante es nuestra estrategia de cara a un futuro inminente. <http://bit.ly/1zRfpas> (06/02/2015 11:42)

Twitter: Thanks to #innovation, a different future is possible.
<http://t.co/2MvHQ8L7k7> (06/02/2015 18:46)

Gracias a la #innovación otro futuro es posible.
<http://t.co/3PaTWCA4a4> (06/02/2015 12:04)

Twitter: Do you know what a #Condor is and what we use it for? #Tools #Energy #Solar <http://t.co/W3vcB6bubk> (04/02/2015 16:15)

¿Sabes lo que es un #Condor y para qué lo utilizamos? #Herramientas #Energía #Solar <http://t.co/AWNI24nRT8> (04/02/2015 12:40)

Facebook: Introducing Condor, the portable reflectometer for solar thermal power plants. <http://slidesha.re/1xeO6PX> (04/02/2015 16:21)

Presentamos Condor, el reflectómetro portátil para plantas termosolares. <http://slidesha.re/1DEPoc6> (04/02/2015 12:04)

Twitter: Do you know what a #Condor is and what we use it for? #Tools #Energy #Solar <http://t.co/W3vcB6bubk> (04/02/2015 16:15)

¿Sabes lo que es un #Condor y para qué lo utilizamos? #Herramientas
#Energía #Solar <http://t.co/AWNI24nRT8> (04/02/2015 12:40)

Acciona does not publish the blog posts on Facebook and Twitter, but it sometimes publishes exactly the same content on Facebook and Twitter:

Facebook: Conoce todas las cifras clave de la compañía en un vistazo
<http://acciona.sa/lcT38> (06/02/2015 17:14)

Twitter: Conoce todas las cifras clave de la compañía en un vistazo
<http://t.co/luwQrYwYhl> (06/02/2015 17:14)

Facebook: 10 curiosidades sobre la energía eólica #sostenibilidad
<http://acciona.sa/lcNeU> (06/02/2015 9:27)

Twitter: 10 curiosidades sobre la energía eólica #sostenibilidad
<http://t.co/4JVg1rt5Gy> (06/02/2015 9:27)

Facebook: ACCIONA Microenergía desarrolla un proyecto con el que pondrá en marcha los “Centros Luz en Casa” <http://acciona.sa/lxhxQ>
(05/02/2015 17:18)

Twitter: #ACCIONAMicroenergía desarrolla un proyecto con el que pondrá en marcha los “Centros Luz en Casa” <http://t.co/ogOMsSdpi8> (05/02/2015 16:00)

Facebook: Implementamos en Burgos una red de agua inteligente
<http://acciona.sa/lxdOe> #ACCIONAAgua (05/02/2015 12:41)

Twitter: #ACCIONAAgua implementa en #Burgos una red de agua inteligente @SW4EU <http://t.co/r2tOzBDH4c> (05/02/2015 12:36)

Facebook: Hemos desarrollado una solución innovadora que minimiza el impacto ambiental en la construcción de puertos <http://acciona.sa/lcGnL>
(05/02/2015 9:00)

Twitter: Hemos desarrollado una solución innovadora que minimiza el impacto ambiental en la construcción de puertos <http://t.co/oudPrFGiID> (05/02/2015 9:00)

Facebook: ¿Sabías que la ropa que consumimos tiene una huella ambiental y social que podemos evitar? #sostenibilidad <http://accionasa.lcLMP> (04/02/2015 20:30)

Twitter: ¿Sabías que la ropa que consumimos tiene una huella ambiental y social que podemos evitar? #sostenibilidad <http://t.co/Vtnm1BvhUJ> (04/02/2015 20:30)

Facebook: ¿Qué países del mundo son los ideales para un turismo sostenible? #sostenibilidad @feriafitur <http://accionasa.ltNvJ> (04/02/2015 15:56)

Twitter: ¿Qué países del mundo son los ideales para un turismo sostenible? #sostenibilidad @feriafitur <http://t.co/ccuqELvIEU> <http://t.co/iA6Vz2Fo47> (04/02/2015 15:56)

Facebook: Llevamos a cabo un proyecto piloto para la gestión del impacto social del parque eólico de Chiripa en Costa Rica <http://accionasa.lcEqQ> (04/02/2015 14:01)

Twitter: Llevamos a cabo un proyecto piloto para la gestión del impacto social del parque eólico de Chiripa en Costa Rica <http://t.co/pu6cUKENxX> (04/02/2015 14:01)

Facebook: Techos verdes: solución sostenible al grave problema de la contaminación del aire en las ciudades #sostenibilidad <http://accionasa.lcKZ4> (03/02/2015 17:42)

Twitter: Techos verdes: solución sostenible al grave problema de la contaminación del aire en las ciudades #sostenibilidad <http://t.co/z6gKaCv7I6> (03/02/2015 17:42)

Facebook: ACCIONA Agua consigue tres nuevos contratos en Cataluña
<http://accionasa.com/loPSA> #ACCIONA Agua (03/02/2015 11:54)

Twitter: ACCIONA Agua consigue tres nuevos contratos en Cataluña
<http://t.co/zrwUHq8v2G> #ACCIONA Agua <http://t.co/GPprUwOLcD>
(03/02/2015 11:54)

Facebook: Recuperamos un ecosistema empleando energías renovables
<http://accionasa.com/loFpm> #DiaMundialHumedales (03/02/2015 10:52)

Twitter: Recuperamos un ecosistema empleando energías renovables
<http://t.co/uvKROoO1TE> #DiaMundialHumedales <http://t.co/Ly3jJeoyAl>
(03/02/2015 10:52)

Facebook: El turismo de masas conlleva grandes inconvenientes medioambientales y sociales. ¿Cómo solucionarlo? #sostenibilidad
<http://accionasa.com/lcKil> (02/02/2015 19:30)

Twitter: El turismo de masas conlleva grandes inconvenientes medioambientales y sociales. ¿Cómo solucionarlo? #sostenibilidad
<http://t.co/dsL5i6C86e> (02/02/2015 19:30)

Facebook: Proporcionamos información detallada sobre nuestras actuaciones, estrategias y prácticas de #sostenibilidad
<http://accionasa.com/lcDR6> (02/02/2015 16:40)

Twitter: Proporcionamos información detallada sobre nuestras actuaciones, estrategias y prácticas de #sostenibilidad
<http://t.co/jsfhLEVE0Q> (02/02/2015 16:40)

All the Facebook updates are also published on Twitter, but some tweets are only published on the microblogging social network, especially tweets about events in which Acciona's CEO participates.

Amadeus is not publishing the contents of its blog on Facebook and Twitter. It sometimes publishes the same or similar messages on Facebook and Twitter.

However, there are some contents it only shares on Facebook or on Twitter. Some examples of similar messages published on Facebook and Twitter:

Facebook: Fernando Cuesta es nuestro nuevo adjunto al director general y director comercial. Procede de la matriz Amadeus IT Group, donde era director del área Travel Agency Global Marketing. (04/02/2015 16:52)

Cuesta será el máximo responsable de la relación con nuestros clientes y de la implementación de la estrategia comercial de la compañía.

Twitter: Fernando Cuesta es nuestro nuevo director comercial vía @hosteltur <http://t.co/fjVciqoh10> (04/02/2015 13:59)

Facebook: ¡No os perdáis la entrevista con Tommeu Bennasar, director general de Logitravel! Tommeu nos acerca su pasión por los viajes y nos cuenta lo importante que es la tecnología en un entorno de viaje complejo y muy cambiante. <https://www.youtube.com/watch?v=HrFIMzqcoeo> (03/02/2015 9:37)

Twitter: Tommeu Bennasar, director general de @logitravel , comparte con nosotros su pasión por los viajes y la tecnología <https://t.co/hlfNuyoX40> (03/02/2015 10:40)

Facebook: ¡Ya está disponible la versión online del número de febrero de la revista SAVIA! No te pierdas la entrevista con Michael O'Leary, Ceo de Ryanair, el reportaje sobre la privatización de Aena y el de los restaurantes más bellos del mundo, entre otras muchas cosas más :) Si trabajas en el sector turístico y aún no la recibes ponte en contacto con nosotros. <http://www.revistasavia.com/savia37/index.html> (02/02/2015 9:51)

Twitter: RT @clementecorona : #Savia está siempre en todos los grandes despachos del turismo español cc/@amadeusESP @SendasdeEuropa (06/02/2015 9:21)

*“2015, el año de la privatización de #Aena” en #revistaSAVIA
<http://t.co/QAHsLh8uri> (05/02/2015 14:01)*

*En este número de la #revistaSAVIA ¡no te pierdas la interesante entrevista con Michael O’Leary, CEO de #Ryanair!
<http://t.co/oRHIPZTbh> (02/02/2015 11:55)*

Banco Popular sometimes shares some of its blog posts on Facebook and Twitter, but not exactly the same message. Not all the posts are shared on social networks. On the fanpage, it publishes corporate information. On Twitter, it shares corporate information, also industry news and the participation of Banco Popular's staff in events. Some examples of similar content:

Blog: Popular avanza: cinco años de hitos (4/2/15)

*Facebook: ¿Quieres saberlo todo acerca de la evolución de nuestra marca? En nuestra web te contamos cómo avanzamos. Con paso firme.
#PopularAvanza <http://bit.ly/1F6yK6l> (04/02/2015 19:53)*

Twitter: ¿Conoces los hitos importantes de Popular en los últimos 5 años? En el blog te los contamos <http://t.co/RvEvFBZuHV> <http://t.co/3mtiweiqpl> (04/02/2015 20:30)

Blog: Evolución del logo de Popular a través de su historia (6/2/15)

Facebook: ¿Quieres saber cómo era el primer logo de Banco Popular? Del blanco y negro de los inicios hasta el rojo de hoy en día, te contamos su evolución. (02/02/2015 19:45)

Twitter: ¿Quieres ver la evolución del logo de Popular en su historia? En el blog te lo contamos <http://t.co/wmJZdLElqG> <http://t.co/25oCqAvDLV> (06/02/2015 19:01)

Banco Sabadell does not publish exactly the same content of its blog on Facebook and Twitter, but it shares the blog posts on its social networks using a tailored message. Some messages are replicated on Facebook and Twitter. On

Twitter, it publishes more content than on any other social network, especially in connection with events and with projects in which the bank takes part of.

Blog: Resumen en vídeo de la presentación de resultados de Banco Sabadell del 2014 (03/02/2015)

Facebook: Te resumimos en este vídeo la presentación de resultados de 2014 de Banco Sabadell <http://sab.to/1DrZ8Gf> (03/02/2015 11:00)

Twitter: Te resumimos en este vídeo la presentación de resultados de 2014 de @BancoSabadell #BSResultados2014 <http://t.co/3dkm9CrM7F> (03/02/2015 10:25)

Blog: Educación y tecnología en el I Foro de Innovación Social (05/02/2015)

Twitter: Mañana se celebra el I Foro de Innovación Social en #Bcn. En nuestro blog tienes más info <http://t.co/MQBOKhQFQj> <http://t.co/aREeGkd3FA> (08/02/2015 11:00)

Blog: Conoce los proyectos de 10x10 Pública Innovación en Cultura (06/02/2015)

Twitter: Conoce el programa 10x10 Pública Innovación en Cultura. La Fundación @BancoSabadell colabora <http://t.co/Y4lCfGQJOj> <http://t.co/uwsRIIVAY8> (06/02/2015 18:30)

Blog: Análisis semanal de FOREX: Efecto Grecia: algo más que reestructuración de deuda (06/02/2015)

Facebook: Ya disponible el análisis FOREX de esta semana. Así ha evolucionado el mercado de divisas <http://sab.to/1lgjyJ2> (06/02/2015 18:00)

Twitter: Ya disponible el análisis FOREX de esta semana. Así ha evolucionado el mercado de divisas <http://t.co/1rLsMNqmQW> <http://t.co/GqXDfXmCOOr> (06/02/2015 13:30)

Facebook: "No pienso demasiado en las derrotas. Para mí, el deporte es de victorias" Rafa Nadal y John Carlin (08/02/2015 22:00)

Twitter: "No pienso demasiado en las derrotas. Para mí, el deporte es de victorias" @RafaelNadal y @JohnCarlin5 <http://t.co/2maivkFnS2> (08/02/2015 22:00)

Facebook: "No soy una persona organizada pero soy una persona que cuando trabaja, lo hace al máximo" Rafa Nadal a John Carlin (06/02/2015 12:00)

Twitter: "No soy una persona organizada pero soy una persona que cuando trabaja lo hace al máximo" @RafaelNadal a @JohnCarlin5 <http://t.co/2maivkFnS2> (06/02/2015 10:45)

Facebook: "Hay cosas que parecen imposible hasta que se consiguen" Rafa Nadal a John Carlin (05/02/2015 12:08)

Twitter: "Hay cosas que parecen imposible hasta que se consiguen" @RafaelNadal a @JohnCarlin5 <http://t.co/5MMFZx3rbW> (05/02/2015 11:59)

Facebook: Cuatro hábitos que te pueden ayudar a gestionar mejor tus finanzas personales <http://bit.ly/163i97F> (02/02/2015 10:23)

Twitter: Haz un presupuesto mensual. Te contamos esta y otras rutinas que te ayudaran a gestionar tus finanzas personales <http://t.co/UViHfA8JBg> (02/02/2015 18:15)

Banco Santander does not publish the same messages on its blog, Facebook and Twitter. The use of these three social media has different aims so the messages are also different. For instance, the Twitter account analyzed is targeted at the press: "Sala de Comunicación corporativa de Banco Santander. Noticias y comunicados institucionales. Atención a clientes: @santander_resp".

Bankia sometimes publishes the same messages on Facebook and Twitter:

Facebook: ¡Si eres un músico de entre 22 y 31 años, la Orquesta Sinfónica de Bankia te está buscando! Puedes solicitar tu plaza hasta el 24 de Febrero <http://ow.ly/lwMXc> (05/02/2015 10:00)

Twitter: ¡Si eres un músico de entre 22 y 31 años la #OrquestaBankia te está buscando! Solicitudes hasta el 24 de Febrero <http://t.co/pO5xe8KV6s> (04/02/2015 15:00)

Facebook: Porque creemos en ti, apostamos por tu proyecto. Por eso bajamos un 30% los tipos de interés de nuestros créditos para empresas, pymes y autónomos <http://ow.ly/IANyu> (06/02/2015 10:09)

Twitter: Apostamos por tu proyecto, por eso bajamos un 30% los tipos de interés de nuestros créditos <http://t.co/AsiSfiGHPX> <http://t.co/ecSUs32Aoi> (05/02/2015 9:58)

In other cases, the content is not exactly the same but very similar:

Facebook: ¡Compra por Internet y compra seguro! Con lupay! Tienes todas tus tarjetas disponibles en una sola cartera virtual, y además puedes conseguir una de las 30 cámaras Xport One que sorteamos <http://ow.ly/lk6hb> (02/02/2015 10:26)

Twitter: Para los que compran por Internet, para los que quieren un pago seguro... #lupay! <http://t.co/FhxrU3zmri> <http://t.co/BDqLuQqxpq> (06/02/2015 14:58)

Bankinter publishes some similar content on its blog, Facebook and Twitter. But other publications only appear in one of these social media. Examples of repeated messages:

Blog: ¿Qué es la educación financiera y por qué es importante? (vídeo) (04/02/2015)

Twitter: ¿Qué es la #educacionfinanciera y por qué es importante?
Descúbrelo en este divertido vídeo #EdufinAEB <http://t.co/y1Z75NGaFF>
(04/02/2015 21:14)

Blog: Bankinter vuelve a mejorar las condiciones de su hipoteca
(04/02/2015)

Facebook: En Bankinter volvemos a mejorar las condiciones de nuestra
hipoteca. Más información en:
<http://blog.bankinter.com/blogs/bankinter/archive/2015/02/04/hipoteca-bankinter-opiniones-simulador.aspx> (04/02/2015 13:13)

Twitter: Bankinter vuelve a mejorar las condiciones de su #hipoteca

<http://t.co/RNFwAygto1> <http://t.co/6qwrrE2uec> (07/02/2015 15:06)

Bankinter vuelve a mejorar las condiciones de su #hipoteca

<http://t.co/RNFwAygto1> <http://t.co/qdTQpiqbEi> (06/02/2015 18:34)

Bankinter vuelve a mejorar las condiciones de su #hipoteca

<http://t.co/RNFwAygto1> (04/02/2015 20:04)

Blog: ¿Por qué es el momento para invertir en estas empresas españolas?
(05/02/2015)

Blog: ¿Por qué Iberdrola está entre nuestras 5 acciones favoritas para
invertir? (06/02/2015)

Twitter: ¿Por qué Iberdrola está entre nuestras 5 acciones favoritas para
invertir este mes? <http://t.co/OjB7Qv9NYo> <http://t.co/Djt9IVuVGV>
(06/02/2015 11:03)

Twitter: ¿Por qué es el mejor momento para invertir en estas empresas
europeas? <http://t.co/P7BICGPNHN> <http://t.co/AMIDT4d5o1> (08/02/2015
15:04)

¿Por qué es el mejor momento para invertir en estas empresas españolas? <http://t.co/JhoDwkhCPo> <http://t.co/Ss33XKARje>
(07/02/2015 10:32)

¿Por qué es el momento para invertir en estas empresas europeas?

<http://t.co/P7BICGPNHN> <http://t.co/okDZMU5X2A> (06/02/2015
17:02)

Blog: Carteras modelo para invertir en bolsas europeas en febrero (tablas)
(06/02/2015)

Twitter: Carteras modelo para invertir en bolsas europeas en febrero
(tablas)

<http://t.co/gF9mA0WXhd> <http://t.co/b5pGQ91jcg> (08/02/2015
19:04)

Carteras modelo españolas de Bankinter para febrero
<http://t.co/BUzlw2TQOi> <http://t.co/j6JC80haCB> (07/02/2015 14:32)

Carteras modelo para invertir en bolsas europeas en febrero
(tablas)

<http://t.co/gF9mA0WXhd> <http://t.co/vxbu4RcMmp> (06/02/2015
11:34)

Blog: FCC paraliza el proceso de venta de Realia, fuerte repunte de la
inmobiliaria (06/02/2015)

Blog: TOP USA Selección febrero 2015 (06/02/2015)

Twitter: TOP USA Selección febrero 2015: entran Biogen, Lennar y #Apple
<http://t.co/S3ifRSzPFx> (08/02/2015 10:32)

TOP USA Selección febrero 2015: entran Biogen, Lennar y #Apple

<http://t.co/S3ifRSzPFx> <http://t.co/o4zq2Y3J2E> (06/02/2015 19:36)

Blog: Bankinter, ahora en tu reloj (video) (06/02/2015)

Twitter: #Bankinter, ahora en tu reloj (video). Descubre más aquí

<http://t.co/rmphDEfhPD> <http://t.co/Ubw6G3F9B1> (07/02/2015 12:33)

Facebook: Bankinter sí está dando crédito a familias y empresas. Consulta el ranking elaborado por el diario Expansión. (06/02/2015 12:08)

BBVA sometimes publishes its blog posts on Twitter and Facebook:

Blog: Hoy, en el blog de BBVA España, entrevistamos a Silvia Pérez García, responsable de Informes de Riesgo, Estrategia e Innovación en BBVA. (4/2/15)

Facebook: Hoy en #BlogBBVAEspaña hablamos sobre financiación: <http://bbva.info/1BUqAKM> (04/02/2015 14:57)

Twitter: Hoy en #BlogBBVAEspaña hablamos sobre financiación para Pymes y #Creditpyme: <http://t.co/MQKzhMaKF7> (04/02/2015 14:58)

It also publishes similar messages on Facebook and Twitter. Some updates are repeated more than once time on Twitter:

Facebook: Mañana disfrutaremos de un gran #derbi, ¡ambos equipos se juegan unos puntos decisivos! Escribe un cántico de apoyo para #RealMadrid o #AtléticodeMadrid y quizá ganes una camiseta ;) #concurso #premios #LigaBBVA (06/02/2015 21:00)

Twitter: Se acerca el #derbi y en nuestra pág. de FB sorteamos 1 camiseta del #RealMadrid y otra del #Atleti, ¡participa! <http://t.co/kj7ihcql2w> (07/02/2015 15:45)

Twitter: Se acerca el #derbi y en nuestra pág. de FB sorteamos 1 camiseta del #RealMadrid y otra del #Atleti, ¡participa! <http://t.co/kj7ihcql2w> (06/02/2015 9:25)

Twitter: Se acerca el #derbi y en nuestra pág. de FB sorteamos 1 camiseta del #RealMadrid y otra del #Atleti, ¡participa! <http://t.co/kj7ihcql2w> (05/02/2015 11:20)

Facebook: ¡Tenemos nuevo juego en Facebook! El premio: un #iPhone6 , ¡ve a por él! <http://bbva.info/1vvBXfF> (06/02/2015 9:38:)

Twitter: ¡Tenemos nuevo juego en FB! El premio: un #iPhone6, ¡ve a por él! <http://t.co/v0WPU78lzT> (08/02/2015 13:31)

Twitter: ¡Tenemos nuevo juego en FB! El premio: un #iPhone6, ¡ve a por él! <http://t.co/v0WPU78lzT> (06/02/2015 9:40:06)

Facebook: Se nota, se siente, el #derbi esta presente...:) #concurso #premios #LigaBBVA (05/02/2015 11:15)

Twitter: ¿Te da pereza ir al banco? haz tus gestiones con un par de emails a través de #BBVAContigo: <http://t.co/3BztNGaUpE> #Gratis (06/02/2015 11:58)

Facebook: ¿Te da pereza ir al banco? tenemos buenas noticias para ti: no es necesario que vayas, puedes hacer tus gestiones con un par de emails a través de #BBVAContigo. Todo salvo disponer de efectivo claro ;) <http://bbva.info/1JUpViG> #Gratis (03/02/2015 14:45)

DIA sometimes publishes the same or similar contents on its blog, Facebook and Twitter:

Blog: Elige las gafas que mejor sientan a tu tipo de cara (2/2/15)

Facebook: ¿Tienes dudas a la hora de elegir tus gafas? Elige las que mejor te sientan con estos consejos. (03/02/2015 17:38)

Twitter: Elegir #gafas siempre es un dilema. Pero sabemos que al menos unas, te quedarán bien :P <http://t.co/sXEdrRAGgv> <http://t.co/xtkrdGxl4K> (02/02/2015 21:00)

Blog: Trucos para que la máscara de pestañas no se seque (3/2/15)

Twitter: ¿Se te seca la #máscara de #pestañas? Tenemos la solución. <http://t.co/HbGOu9igeg> #belleza #beauty <http://t.co/8VbSwrtkDF> (03/02/2015 19:30)

Facebook: Empieza febrero ahorrando con los chollazos de DIA. ;) <http://bit.ly/1ud0GnO> (05/02/2015 18:38)

Twitter: Empieza febrero ahorrando con los chollazos de DIA. <http://t.co/DFNBzqk0RR> (05/02/2015 18:56)

Facebook: Si aún estás lidiando con los kilitos de más de después de las fiestas, atento: tofu salteado con verduras y arroz integral. (05/02/2015 10:47)

Twitter: Recupera tu línea con platos como el #tofu salteado con #verduras y #arroz integral. #receta <http://t.co/SCz2ZcPYkA> <http://t.co/AqxSCYKgyB> (04/02/2015 11:11)

Enagás publishes the same messages on Facebook and Twitter. Content is published first on Twitter and afterwards on Facebook:

Facebook: Enagás sigue avanzando en el ámbito de la sostenibilidad. La compañía ha renovado su inclusión en el índice Ethibel (05/02/2015 17:08)

Twitter: Enagás ha renovado su inclusión en el índice de sostenibilidad #Ethibel. <http://t.co/08nPQFa74S> (05/02/2015 15:49)

Facebook: El ministro de Industria, José Manuel Soria, y el Presidente de Enagás, Antonio Llardén, en la inauguración del III Simposio Empresarial Internacional Funseam, sobre el sector energético. (02/02/2015 10:11)

Twitter: El ministro de Industria, J M Soria, y el presidente de Enagás, A Llardén, en el III Simposio Empresarial @Funseam <http://t.co/gEp2WclzUU> (02/02/2015 9:39)

Ferrovial sometimes publishes the same or similar contents on its blog, Facebook and Twitter. It shares the same text on Facebook and Twitter, but on Twitter more content is published. Content is sometimes published in Spanish and English:

Blog: Si mejoras tu edificio mejoras tu vida: Campañas de comunicación (05/02/2015)

Facebook: El objetivo de proyecto PRENDE es integrar al ciudadano en el proceso de rehabilitación. Conoce más en #BlogFerrovial. (07/02/2015 13:11)

The objective of the PRENDE project is to involve citizens in the refurbishment process. See more at #BlogFerrovial (07/02/2015 13:10)

Twitter: El objetivo de proyecto PRENDE es integrar al ciudadano en el proceso de rehabilitación. Conoce más en #BlogFerrovial <http://t.co/7pBBSMULpe> (05/02/2015 18:01)

Facebook: Efectivamente, la autopista 407 se encuentra en la ciudad de Toronto, Ontario (Canadá). ¡Gracias por participar! Ferrovial ha sido elegido como oferta preferente en un proceso competitivo para el proyecto de la autopista 407 East Phase 2. Tienes más info en: <http://bit.ly/1zwHenS> (06/02/2015 13:00)

Twitter: Efectivamente, la autopista 407 se encuentra en la ciudad de Toronto, Ontario (Canadá). ¡Gracias por participar! <http://t.co/GSgDsIKoKV> (05/02/2015 20:10)

Facebook: ¿Sabes en qué ciudad de Canadá se encuentra la autopista 407 ETR? Uno de nuestros proyectos referencia. Publicaremos la solución en el próximo post. (05/02/2015 15:00:01)

Facebook: Do you know in which city of Canada is located the 407 ETR Highway? The answer will be published in the next post. (05/02/2015 13:10)

Twitter: ¿Sabes en qué ciudad de Canadá se encuentra la autopista 407 ETR? Publicaremos la solución en el próximo post. <http://t.co/pJ4yGBhFpo> (05/02/2015 15:05)

Facebook: En Heathrow Airport utilizamos un sistema que reduce la congestión de las vías de acceso al aeropuerto. ¡Descúbrelo! (04/02/2015 18:30)

Twitter: En @HeathrowAirport utilizamos un sistema que reduce la congestión de las vías de acceso al aeropuerto. ¡Descúbrelo! <http://t.co/aVBTC4M8lQ> (04/02/2015 18:25)

Facebook: Nuestro #CEO, Iñigo Meirás, ha sido elegido por Forbes Spain el mejor CEO del año. ¡Gracias! (03/02/2015 18:15)

Facebook: Iñigo Meirás, our #CEO, has been chosen by @Forbes_es as the best CEO of the year. Thank you! (03/02/2015 18:02)

Twitter: Nuestro #CEO, Iñigo Meirás, ha sido elegido por @Forbes_es el mejor CEO del año. ¡Gracias! <http://t.co/jMdoEO3TKQ>
<http://t.co/ICThrqAtSA> (03/02/2015 17:40)

Facebook: Ferrovial, in the CDP Supplier Climate Performance Leadership Index 2014. We'll keep working to improve ourselves! (02/02/2015 18:51)

Twitter: Ferrovial ha sido incluido en el @CDP Supplier Climate Performance Leadership Index 2014. Seguimos trabajando para superarnos. (02/02/2015 13:25)

Iberdrola publishes different content on its blog, Facebook and Twitter. Only one identical message was published on these social networks during this period of time:

Facebook: La ola de frío que azota España estos días nos ha dejado estampas como ésta en nuestro parque eólico de Sil, ubicado en Ourense (05/02/2015 12:18)

Twitter: La ola de #frío en #España nos ha dejado estampas como ésta en Orense <https://t.co/19WW2skPCb> #nieve (05/02/2015 12:40)

All the Indra Facebook updates are published on Twitter with exactly the same text. Even in one case, the texts include the same typo mistake:

Facebook: A lot of visitants in our stand at The International Community Award event! #IndraD4G #uaeD4G (06/02/2015 13:50)

Twitter: A lot of visitants in our stand at The International Community Award event! #IndraD4G #uaeD4G <http://t.co/I0L1GVLgbZ> (06/02/2015 14:11)

Other examples of the same texts:

Facebook: Os invitamos a la presentación del libro "#Millenians, inventa tu empleo" en nuestras oficinas de #CiudadReal, 11Feb (08/02/2015 13:31)

Twitter: Os invitamos a la presentación del libro "#Millenians, inventa tu empleo" en nuestras oficinas de #CiudadReal, 11Feb <http://t.co/wwWwc48m7H> (04/02/2015 11:04)

Facebook: Congrats to David Kiarie (from Kenia)! You can see the winner idea of Indra's International Community Award here: <http://ow.ly/IAZgG> #IndraD4G #uaeD4G (06/02/2015 11:47)

Twitter: Congrats to @davidkiarie! You can see the winner idea of Indra's International Community Award here: <http://t.co/oE0QohqR2D> #IndraD4G #uaeD4G (06/02/2015 11:27)

Facebook: No te pierdas el evento de El Ser Creativo en #LaRioja del 12Feb en el que participará Ángel Bonet, Partner de #Indra Business Consulting <http://ow.ly/lp07p> (03/02/2015 12:56)

Twitter: Evento de @ElSerCreativo en #LaRioja el 12Feb en el que participa Ángel Bonet, Partner de #Indra Business Consulting <http://t.co/dacqZlrGai> (03/02/2015 12:59)

Facebook: "Llenar la ópera con #BigData" vía El Mundo <http://ow.ly/lkux1> #tecnología #cultura (02/02/2015 12:41)

Twitter: "Llenar la ópera con #BigData" vía @elmundoes <http://t.co/1JN0xnm4fL> #tecnología #cultura (02/02/2015 13:00)

Facebook: ¿Quieres trabajar en una empresa puntera en tecnología? Conoce nuestras ofertas de empleo en Indra Empleo (05/02/2015 15:53)

Twitter: ¿Quieres trabajar en una empresa puntera en tecnología? Conoce nuestras ofertas de empleo en @indraempleo <http://t.co/iDDDRtkWPL> (05/02/2015 15:51)

La Caixa shares all of its blog posts on Twitter:

Blog: ¿Maximizar el precio de la acción o generar valor a largo plazo? (03/02/2015)

Twitter: ¿Maximizar el precio de la acción o generar valor a largo plazo? <http://t.co/0jkfrh8Q56> /de @laCaixaResearch (03/02/2015 19:20)

Blog: Edición Invierno de la revista Alma con nuevas historias con alma (05/02/2015)

Twitter: Ya está disponible la edición Invierno 2014-2015 de la revista Alma. Consúltala aquí: <http://t.co/IFVPPjnUPi> (06/02/2015 9:10)

Jazztel generally publishes different content on its blog, Facebook and Twitter. It sometimes shares some of its blog posts on Twitter:

Blog: He usado Duolingo un mes y es el primer año que mantengo mi propósito de año nuevo tanto tiempo - AnexoM - Blog oficial de Jazztel (2-02-15)

Twitter: He usado #Duolingo un mes. Es el primer año que mantengo mi propósito de año nuevo tanto tiempo <http://t.co/kcPExx7OFH> <http://t.co/lhozhL14Tb> (04/02/2015 14:18)

Blog: ¿Cuál es el mejor servicio online para jugar en PC? - AnexoM - Blog oficial de Jazztel (3-02-15)

Twitter: ¿Cuál es el mejor servicio online para jugar en PC? <http://t.co/7xxyLBktOj> #pcgames <http://t.co/xPXunXz4eq> (05/02/2015 14:06)

Red Eléctrica publishes exactly the same content on Facebook and Twitter:

Facebook: Red Eléctrica renueva su permanencia en los índices de sostenibilidad Ethibel PIONEER y Ethibel EXCELLENCE Investment Registers. Más información en <http://www.ree.es/es/sostenibilidad/modelo-de-gestion/indices-de-sostenibilidad> (04/02/2015 13:33)

Twitter: Red Eléctrica renueva su permanencia en los índices de #sostenibilidad #Ethibel PIONEER y #Ethibel EXCELLENCE <http://t.co/6Ywl29v9u2> (04/02/2015 13:31)

Facebook: Red Eléctrica fomenta el desarrollo de proyectos de responsabilidad corporativa en catorce municipios de Teruel <http://www.ree.es/es/sala-de-prensa/notas-de-prensa/2015/02/red->

eléctrica-fomenta-desarrollo-proyectos-responsabilidad-corporativa-en-Teruel (03/02/2015 15:27)

Twitter: Red Eléctrica fomenta el desarrollo de proyectos de responsabilidad corporativa en catorce municipios de Teruel <http://t.co/UTdVR33RhX> (03/02/2015 15:27)

Facebook: El acoplamiento de mercados eléctricos de las interconexiones italianas prevé su implantación el 24 de febrero del 2015. <http://www.ree.es/es/sala-de-prensa/notas-de-prensa/2015/02/el-acoplamiento-de-mercados-electricos-de-las-interconexiones-italianas-implantacion-24-febrero-2015> (02/02/2015 17:08)

Twitter: El acoplamiento de mercados eléctricos de las interconexiones italianas prevé su implantación el 24 de febrero <http://t.co/WpTEnnRXP8> (02/02/2015 17:06)

Facebook: Red Eléctrica renueva su permanencia en la familia de índices de #sostenibilidad ECPI desde su incorporación en el 2007. Conoce nuestra gestión en: <http://www.ree.es/es/sostenibilidad> (02/02/2015 15:27)

Twitter: REE permanece en la familia de índices de #sostenibilidad ECPI desde 2007. Conoce nuestra gestión en: <http://t.co/sYNFkAqBtx> (02/02/2015 15:42)

Sacyr publishes the same content but not the same text on Facebook and Twitter:

Facebook: La Junta Extraordinaria de Accionistas de Testa, en su reunión de hoy, ha ratificado la designación por cooptación de Fernando Lacadena Azpeitia como consejero y lo ha reelegido por el plazo estatutario de cuatro años. En su reunión posterior a la Junta, el consejo de administración ha agradecido expresamente a Daniel Loureda López la dedicación prestada a la compañía en los últimos 7 años y ha ratificado a Fernando Lacadena como consejero delegado. (03/02/2015 18:58)

Twitter: El consejo de administración de Testa ratifica el nombramiento de Fernando Lacadena como consejero delegado <http://t.co/qes73Z0iF6> (03/02/2015 18:55)

In conclusion, in answer to the question: "Do the companies publish the same contents on the different social networks?", we see that few companies published exactly the same content on Twitter and Facebook:

- 5% of Fortune 500 companies (UHG Gives)
- 14.28% of Ibex 35 companies (Acciona, Enagás, Indra, La Caixa, Red Eléctrica)

It is more often the case that firms publish similar content on Facebook and Twitter. For instance, they publish updates about the same topic but don't copy the same text on both social networks:

- 25% of Fortune 500 companies (Conoco Philips, GE, Pfizer, Chevron, Wells Fargo)
- 25.71% of Ibex 35 companies (Abengoa, Amadeus, Banco Popular, Banco Sabadell, Bankinter, BBVA, DIA, Ferrovial, Sacyr)

8. RESULTS OF THE APPLICATION OF THE DIALOGIC CONCEPTUAL TOOL

Answering RQ3 (*Based on the dialogic principles, what differences, if any, exist between the use of blogs, Facebook and Twitter by Ibex 35 companies and Fortune 500 companies?*), this thesis shows that the dialogic level of the use of social media is higher in the Ibex 35 companies than in the Fortune 500 firms. 27.7% of Ibex 35 firms and 20% of Fortune 500 firms have a very high level of dialogic communication on social media: they are placed in the Agora, which is the top dimension in the Poliscale, the scale that ranks firms according to their use of social media and dialogic communication level. No Ibex 35 company is placed in the Necropolis but 20% of Fortune 500 firms are placed in this category, which is the lowest dimension in the Poliscale.

If it is considered that the Poliscale and the level of dialogic communication are connected as shown in Table 15, it might be said that the percentage of companies with a low level of dialogic communication exceeds the percentage of companies with a high level, both in the Ibex 35 and the Fortune 500. 45.45% of Ibex 35 companies and 53.33% of Fortune 500 firms have a low or very low level of dialogic communication (they are placed in the Thermal Baths or in the Necropolis). However, only 36.36% of Ibex 35 firms and 20% of Fortune 500 companies have a high or very high level of dialogic communication (they are placed in the Bibliotheca or in the Agora).

Table 15. Connection between the Poliscale and the level of dialogic communication

POLISCALE	LEVEL OF DIALOGIC COMMUNICATION
Agora	Very high
Bibliotheca	High
Tavern	Medium
Thermal Baths	Low
Necropolis	Very low or nonexistent

Source: Cristina Aced

Table 16 summarizes the results of the application of the final version of the dialogic tool in May 2016 with data gathered in September 2014, February 2015 and February 2016⁴. RQ1 (*How well are Ibex 35 companies incorporating the dialogic concept in their use of blogs, Facebook and Twitter?*) and RQ2 (*How well are Fortune 500 companies incorporating the dialogic concept in their use of blogs, Facebook and Twitter?*) will be answered after the analysis of these results, in section 9.1. *Discussion*.

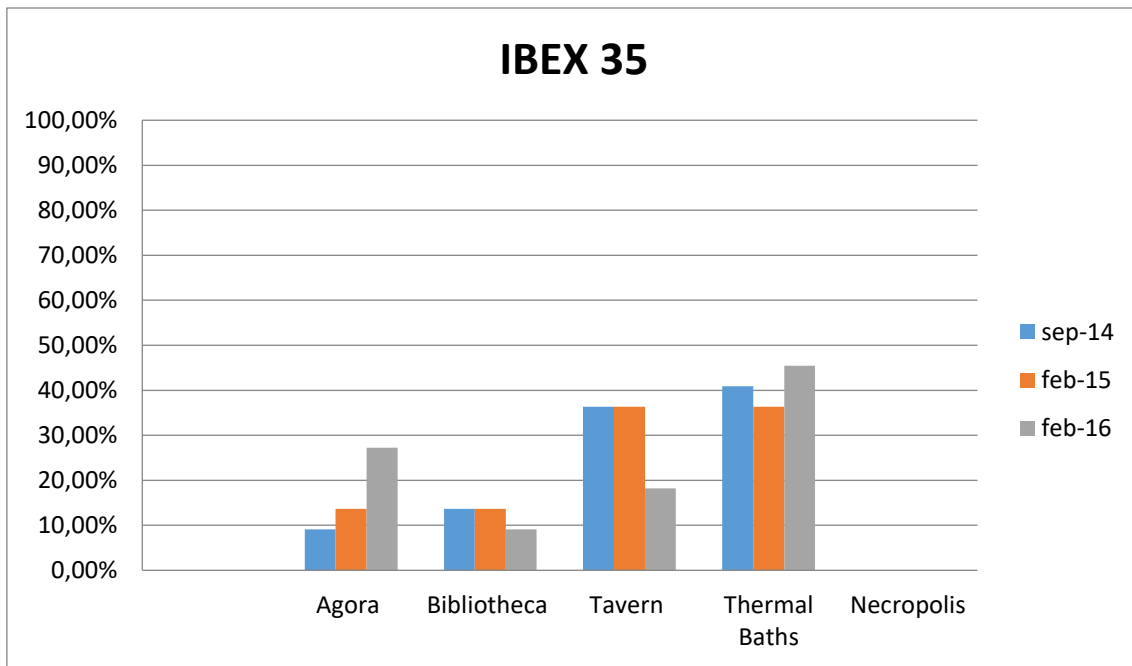
⁴ A summary of these results were presented at BCN Meeting PR #6 Developing Public Relations: Entertainment, Ethics, Innovation, Teaching, and Territories, which took place in Barcelona at 29-30 June 2016. The communication was prepared with Prof. Ferran Lalueza and was entitled "How Companies are Seizing the Dialogic Opportunities Provided by Social Media to Communicate with their External Audiences".

Table 16. Results of the last application of the questionnaire to the sample (May 2016)

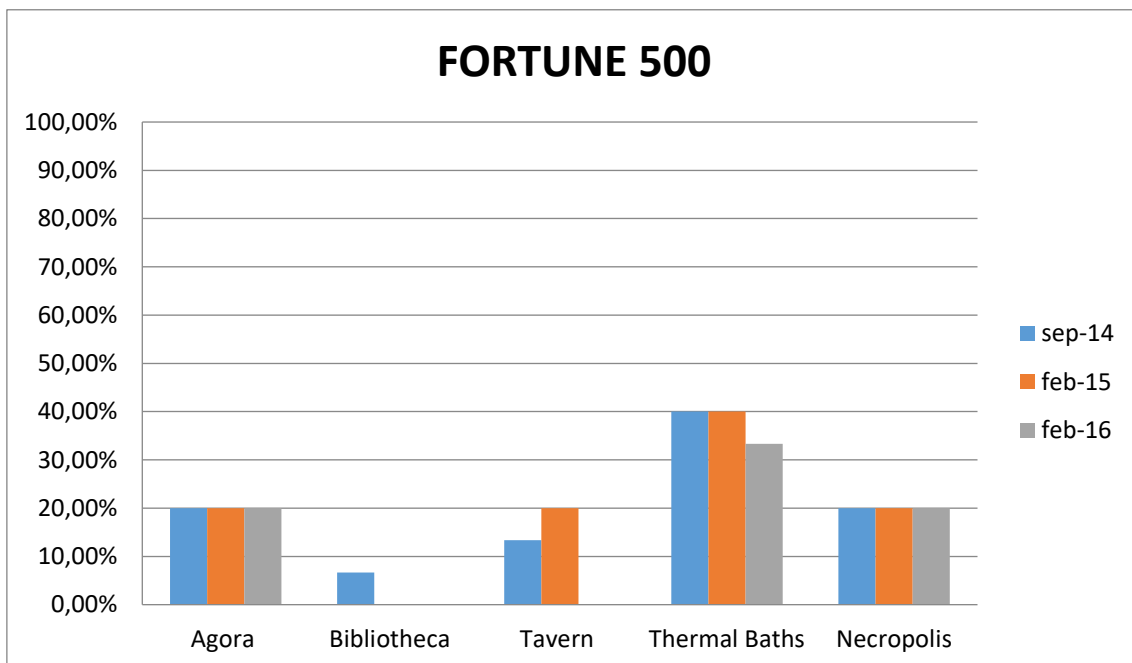
POLISCALE CATEGORY (Level of dialogic communication)	IBEX 35			FORTUNE 500		
	SEP 2014	FEB 2015	FEB 2016	SEP 2014	FEB 2015	FEB 2016
AGORA (Very high)	9.09%	13.64%	27.27%	20%	20%	20%
BIBLIOTHECA (High)	13.64%	13.64%	9.09%	6.67%	0%	0%
TAVERN (Medium)	36.37%	36.37%	18.18%	13.33%	20%	26.67%
THERMAL BATHS (Low)	40.91%	36.37%	45.45%	40%	40%	33.33%
NECROPOLIS (Very low or nonexistent)	0%	0%	0%	20%	20%	20%

Source: Cristina Aced

The following charts are a summary of the results of the questionnaire application:



Source: Cristina Aced



Source: Cristina Aced

Comparing the Polyscale results in September 2014, February 2015 and February 2016, the percentage of Ibox 35 companies placed in the Agora and the Thermal Baths increase in 2016, while the percentage of Ibox 35 firms placed in the Bibliotheca and in the Tavern decrease. The number of Ibox 35 firms placed in

Necropolis remains stable in 2014, 2015 and 2016: no Spanish company is placed in this category.

27.27% of Ibex 35 firms are placed in the Agora in February 2016, and only 13.64% and 9.09% were in the top of the Poliscale in February 2015 and September 2014 respectively. 45.45% of Ibex 35 companies are in the Thermal Baths in February 2016 compared to 40.91% in September 2014 and 36.37% in February 2015. So the number of Ibex 35 companies with a very high level of dialogic communication on social media is increasing, but the number of firms with a low level is also increasing.

9.09% of Ibex 35 firms are placed in the Bibliotheca in February 2016 compared to the 13.64% in September 2014 and February 2015; 18.18% of Ibex 35 firms are placed in the Tavern in February 2016 while 36.37% were in this category in September 2014 and February 2015. To sum up: the number of firms with a high or a medium level of dialogic communication is decreasing over time.

Focusing on Fortune 500 firms, the number of companies placed in the top and in the bottom of the Poliscale remains stable since September 2014: 20% of Fortune 500 firms are placed in the Agora and 20% are placed in the Necropolis.

The percentage of firms placed in the Tavern increases in February 2016: 26.67% of Fortune 500 firms are placed in this category, while 20% were there in February 2015 and only 13.33% in September 2014.

The percentage of Fortune 500 firms in the Bibliotheca and in the Thermal Baths decreases over time: no company is placed in the Bibliotheca neither in February 2016 nor in February 2015, while 6.67% of American companies were placed in this category in September 2014. Paying attention to the Thermal Baths, 40% of Fortune 500 firms were placed in it in September 2014 and February 2015, but only 33.33% are in this category in February 2016.

The results of each social platform are exposed below, organized by dimension (Presence, Content and Interactivity). All the results are from February 2016 and compared with September 2014 and/or February 2015 when it is outstanding.

Tables 3 to 5 summarize the main results of the study. Tables with all the results are available in Appendix 2.

8.1. Results about Blogs

The results of Presence, Content and Interactivity of blogs of the Ibex 35 and the Fortune 500 companies are analyzed below.

8.1.1. Presence

Focusing on Ibex 35 blogs, 45.71% of Ibex 35 companies have at least one corporate blog. The number is the same in September 2014, February 2015 and February 2016. Of the analyzed sample, 18.18% of Ibex 35 blogs are available in more than one language.

68.18% of Ibex 35 blogs have categories and half of Ibex 35 blogs have a navigation menu. 40.91% of Ibex 35 firms have a post archive on blog. 63.64% have a search engine in February 2016 (in September 2014 and February 2015, only 59.09% of Ibex 35 blogs had a search engine, so this represents an increase of 4.55 points).

63.64% of Ibex 35 blogs include featured content on homepage blog (i.e. most commented posts, most read posts, etc.) in February 2016 (in September 2014 and February 2015, just 59.09% of Ibex 35 blogs had this section, so this represents an increase of 4.55 points). And 31.82% of Ibex 35 blogs have a tagcloud. This represents an increase of 4.55 points compared to September 2014 and February 2015.

All these options (categories, navigation menu, post archive, search engine, tag cloud and featured content) make it easier to access the content.

Regarding Fortune 500 blogs, 46.67% of Fortune 500 companies have at least one corporate blog. The data is the same in September 2014, February 2015 and

February 2016. Of the analyzed sample, no blog of Fortune 500 companies is available in more than one language.

40% of Fortune 500 blogs have categories and the same percentage has a search engine and a navigation menu. 33.33% of Fortune 500 firms have a post archive on blog. 46.67% of Fortune 500 blogs include featured content on homepage blog (i.e. most commented posts, most read posts, etc.). As previously explained in connection with Ibex 35 firms, all these options give easier access to the content.

All these options (categories, navigation menu, post archive, search engine, tag cloud and featured content) make it easier to access the content.

13.33% of Fortune 500 blogs include a tagcloud. This represents an increase of 4.55 points compared to September 2014 and February 2015.

8.1.2. Content

Regarding the kind of content published on corporate blogs, 72.73% of Ibex 35 companies share textual content, 40.91% share videos, 72.73% publish photos and 9.09% shares infographics in February 2016. No company publishes podcasts. The use of text, photos, and podcasts remains stable in September 2014, February 2015 and February 2016. The use of videos and infographics grows over time: 31.82% of Ibex 35 blogs published videos in September 2014 and 36.36% in February 2015. As for infographics: no firm shared infographics on its blog in September 2014 and 4.55% shared them in February 2015.

22.73% of Ibex 35 blogs have an "About me" section. 18.18% of Ibex 35 companies provide contact information on blog (e-mail, phone, ...). No Ibex 35 firm offers downloadable content on blog

In 40.91% of Ibex 35 blogs, author's post is identified (with any of these data: name, initials, position, etc.) in February 2016. This represents an increase of 4.55 points compared to September 2014 and February 2015.

59.09% of Ibox 35 blogs include links to external websites on posts in February 2016 and February 2015. This means an increase of 4.55 points compared to September 2014.

4.55% of Ibox 35 blogs publish guest posts in February 2016, which represents a 4.55% increase over September 2014 and February 2015.

In February 2016, 75% of Ibox 35 blogs have been updated during last week (0-7 days), 6.25% during last two weeks (8-14 days), 6.25% during last month (15-30 days) and 12.5% have not been updated for more than a month. Weekly updating has decreased in recent years: 81.25% of Ibox 35 blogs had been updated last 7 days in February 2015 and 87.5% in September 2014. In 2014, all the blogs had published some content during last month.

As for the sort of content published on corporate blogs, 46.67% of Fortune 500 companies share textual content, 26.67% share videos, 46.67% publish photos and 26.67% shares infographics in February 2016. No company publishes podcasts. The use of text, photos and video remains stable in September 2014, February 2015 and February 2016. The use of infographics grows in recent years: 20% of Fortune 500 blogs published videos in September 2014 and 26.67% in February 2015.

26.67% of Fortune 500 blogs have an "About me" section. 13.33% of Fortune 500 companies provide contact information on blog (e-mail, phone, ...).

No Fortune 500 firm offers downloadable content on blog. 13.33% of Fortune 500 blogs include links to external websites on posts in February 2016 and February 2015. No Fortune 500 blog publishes guest posts.

In 46.67% of Fortune 500 blogs, author is identified on posts (with any of these data: name, initials, position, etc.).

In February 2016, all the Fortune 500 blogs have been updated during last week (0-7 days). This datum remains stable in September 2014 and February 2015.

8.1.3. Interactivity

Regarding Ibox 35 blogs, 72.73% of them allow to comment. Only in 9.09% of Ibox 35 blogs, answers to comments are tailored in February 2015 and February 2016. This represents an increase of 4.55 points compared to September 2014.

In February 2016, 56.25% of Ibox 35 blogs have not received any comment. Of the comments received, 31.25% were not answered and 12.5% were answered in less than a week. In February 2015, 62.5% have not received any comment. Of the comments received, 25% were not answered and 12.5% were answered in less than a week. In September 2014, 43.75% of Ibox 35 blogs have not received any comment, half of the comments received were not answered and 6.25% were answered in less than a week. In no case are comments answered in hours or in more than a week.

68.18% of Ibox 35 companies include direct links to social networks profiles on blog. The same percentage of blogs offer facilities to share the posts on social media. This option facilitates users to share the content on social networks.

27.27% of Ibox 35 blogs include Call to Action (CTA) such as "continue reading", "click here", "please comment", etc., on posts in February 2015 and February 2016, 4.55% less than in September 2014. CTAs encourage users to make an action and become active users.

In connection with Fortune 500 blogs, 46.67% of them allow comment. In February 2016, 42.86% of Fortune 500 blogs have not received any comment. Of the comments received, 42.86% were not answered and 14.29% were answered in less than a week. In February 2015, 42.86% have not received any comment. Of the comments received, 57.14% were not answered. In September 2014, 42.86% of Fortune 500 blogs have not received any comment, 57.14% of the comments received were not answered. In no case are comments answered in hours or in more than a week. This datum shows that the possibility to comment does not automatically translate into user participation.

46.67% of Fortune 500 companies include direct links to social networks profiles on blog. 46.67% of Fortune 500 blogs include facilities to share the posts on social media. 20% of Fortune 500 blogs include Call to Action (CTA) such as "continue reading", "click here", "please comment", etc., on posts. These options encourage users to be active and share the content or do something, such as comment.

Table 17. Summary results of blogs

	IBEX 35			FORTUNE 500		
	SEP 2014	FEB 2015	FEB 2016	SE . 2014	FEB. 2015	FEB 2016
PRESENCE						
Available in more than one language	18.18%	18.18%	18.18%	0%	0%	0%
Categories	68.18%	68.18%	63.64%	40.00%	40.00%	40.00%
Search engine	59.09%	59.09%	59.09%	40.00%	40.00%	40.00%
Navigation menu	50.00%	50.00%	45.45%	40.00%	40.00%	40.00%
CONTENT						
Content format						
Text	72.73%	72.73%	68.18%	46.67%	46.67%	46.67%
Audio (podcast)	0%	0%	0%	0%	0%	0%
Video	31.82%	36.36%	36.36%	26.67%	26.67%	26.67%
Photo	72.73%	72.73%	68.18%	46.67%	46.67%	46.67%
Infographic	0%	4.55%	9.09%	20.00%	26.67%	26.67%

Results of the Application of the Dialogic Conceptual Tool

Updating frequency						
Last week (0-7 days)	87.50%	81.25%	80.00%	100.00%	100.00%	100.00%
Last two weeks (8-14 days)	6.25%	6.25%	0%	0%	0%	0%
Last month (15-30 days)	6.25%	6.25%	6.67%	0%	0%	0%
Not updated for more than a month	0%	6.25%	13.33%	0%	0%	0%
"About me" section	22.73%	22.73%	18.18%	26.67%	26.67%	26.67%
Contact information	18.18%	18.18%	18.18%	13.33%	13.33%	13.33%
Author is identified	36.36%	36.36%	40.91%	46.67%	46.67%	46.67%
INTERACTIVITY						
Comments are answered						
In less than 24 hours	0%	0%	0%	0%	0%	0%
In less than a week	6.25%	12.50%	13.33%	0%	14.29%	0%
In more than a week	0%	0%	0%	0%	0%	0%

Not answered	50.00%	25.00%	33.33%	57.14%	57.14%	42.86%
Answers to comments are tailored	4.55%	9.09%	9.09%	0%	0%	0%
Direct links to social networks	68.18%	68.18%	68.18%	46.67%	46.67%	46.67%
Facilities to share blog posts on social media	68.18%	68.18%	68.18%	46.67%	46.67%	46.67%
Call To Action (CTA) on posts	31.82%	27.27%	27.27%	20.00%	20.00%	20.00%

Source: Cristina Aced

8.2. Results about Facebook

Main results of the analysis of the Facebook pages of Ibex 35 and Fortune 500 firms are explained below, organized in three dimensions: Presence, Contents and Interactivity,

8.2.1. Presence

60% of Ibex 35 companies have at least one fanpage on Facebook. Of the analyzed sample, 13.64% of Ibex 35 firms publish content in more than one language on Facebook, which represents a 4.55% increase over February 2015 and a 9.09% increase over September 2014.

95.45% of Ibex 35 Facebook pages have custom tabs and the same percentage of Ibex 35 companies have a custom page's profile picture on Facebook and a custom cover photo on Facebook. These two aspects show the interest of the company in seizing some of the opportunities of personalization this social networks brings.

70% of Fortune 500 companies have at least one fanpage on Facebook. Of the analyzed sample, no Fortune 500 firm publishes content in more than one language on Facebook. 80% of Fortune 500 Facebook pages have custom tabs and 93.33% of Fortune 500 companies have a custom page's profile picture on Facebook and a cover photo on Facebook. Results of "Presence" for Fortune 500 firms remains stable over time. As previously mentioned, all this shows the company's interest in customizing its fanpage.

8.2.2. Content

With regard to the kind of content published on Facebook pages, 95.45% of Ibex 35 companies share textual content, 59.09% share videos, 95.45% publish photos and 4.55% shares infographics in February 2016. No company publishes podcasts. The use of text, photos, and podcasts remains stable in September 2014, February 2015 and February 2016. The use of videos and infographics grows over time: just 27.27% of Ibex 35 Facebook pages published videos in September 2014 and 54.55% in February 2015. As for infographics: no firm shared infographics on its fanpage nor in September 2014 neither in February 2015.

95.45% of Ibex 35 firms publish company data on the fanpage information section and 40.91% provide contact information (e-mail, phone, etc.). In no case is the author's post identified on Facebook (with any of these data: name, initials, position, etc.).

Focusing on the use of typical elements of this social network, 27.27% of Ibex 35 companies use hashtags on their Facebook posts. 36.6% link to external website to add value. This represents an increase of 4.55 points compared to February 2015 and of 9.09% compared to September 2014 in the case of links, and a increase of 9.09% in the use of hashtags compared to September 2014 and February 2015.

In connection with the frequency of updating, in February 2016, 90.48% of Ibex 35 Facebook pages have been updated during last three days and 9.52% during last week (4-7 days). This datum remains stable in February 2015. In September 2014, 85.71% were updated during last three days and 14.29% during last week (4-7 days).

Regarding the format of content published by Fortune 500 companies on Facebook, 93.33% of them share textual content on their fanpages, 46.67% share videos and 93.33% publish photos in February 2016. No company publishes podcasts or infographics. The use of text, photos, podcasts and infographics remains stable since September 2014 and February 2015. The use of videos grows over time: just 13.33% of Fortune 500 blogs published videos in September.

93.33% of Fortune 500 firms publish company's data on the fanpage information section and 33.33% provide contact information (e-mail, phone, etc.). In no case is the author's post identified on Facebook (with any of these data: name, initials, position, etc.)

40% of Fortune 500 companies use hashtags on their Facebook posts and 46.67% link to external website to add value in February 2016 and February 2015. This represents an increase of 13.33 points compared to September 2014 in both cases.

In connection with the frequency of updating, in February 2016, 85.71% of Ibex 35 Facebook pages have been updated during last three days and 14.29% during last week (4-7 days). This datum remains stable since February 2015 and September 2014.

8.2.3. Interactivity

50% of Ibex 35 firms allow users to write on their fanpage wall in February 2016. It represents a 4.55% increase over February 2015 and a 18.18% over

September 2014. This means an increasing interest in fostering user participation. Furthermore, the possibility of writing on the Facebook wall might be considered as the first step towards dialogue.

50% of Ibox 35 companies include Call to Action (CTA) such as "continue reading", "click here", "please comment", etc., on Facebook posts. No Ibox 35 firm tags people on their Facebook posts. 95.45% Facebook posts are liked and 90.91% are shared by users.

On 19.05% of Ibox 35 Facebook pages there are no comments. This result is the same in February 2015 and September 2014. 42.86% of Ibox 35 firms do not answer the received comments, a 9.09% increase over February 2015 and September 2014, which shows a decreasing interest to dialogue with users: a comment without an answer is a lost opportunity to talk.

23.81% of Ibox 35 companies answer the comments in hours and 14.29% in less than a week, which represents a fall of 4.55% over February 2015 and September 2014 in both cases. 40.91% of answers to Facebook comments in Ibox 35 fanpages are tailored in February 2016, 4.55% more than in February 2015 and September 2014. This is a positive point, because custom replies are usually better received by people than automated ones.

73.33% of Fortune 500 firms allow users to write in their fanpage wall in February 2016. It represents a 20% increase over February 2015 and September 2014.

53.33% of Fortune 500 companies include Call to Action (CTA) such as "continue reading", "click here", "please comment", etc., on Facebook posts. No Fortune 500 firm tags people on their Facebook posts. 93.33% Facebook posts are liked and 93.33% are shared by users.

All the Fortune 500 Facebook pages have received comments in February 2016, in February 2015 and September 2014. 42.86% of Fortune 500 firms do not answer the comments received, a 4.55% increase over February 2015 and a fall of 7.14 over September 2014.

50% of Fortune 500 companies answer the comments in hours and 7.14% in less than a week in February 2016. In February 2015, 42.86% answered the comments in hours and 21.43% in less than a week. In September 2014, 28.57% answered the comments in hours and 21.43% in less than a week.

53.33% of answers to Facebook comments in Fortune 500 fanpages are tailored in February 2016, the same as in February 2015 and 6.66% more than in September 2014.

Table 18. Summary results of Facebook

	IBEX 35			FORTUNE 500		
	SEP 2014	FEB 2015	FEB 2016	SE . 2014	FEB. 2015	FEB 2016
PRESENCE						
Content in more than one language	4.55%	9.09%	13.64%	0%	0%	0%
Custom tabs	95.45%	95.45%	95.45%	80.00%	80.00%	80.00%
Custom page's profile picture	95.45%	95.45%	95.45%	93.33%	93.33%	93.33%
Custom cover photo	95.45%	95.45%	95.45%	93.33%	93.33%	93.33%
CONTENT						
Content format						
Text	95.45%	95.45%	95.45%	93.33%	93.33%	93.33%
Audio (podcast)	0%	0%	0%	0%	0%	0%
Video	27.27%	54.55%	59.09%	13.33%	46.67%	46.67%
Photo	95.45%	95.45%	95.45%	93.33%	93.33%	93.33%

Results of the Application of the Dialogic Conceptual Tool

Infographic	0%	0%	4.55%	0%	0%	0%
Updating frequency						
Last 3 days (0-3 days)	85.71%	90.48%	90.48%	85.71%	85.71%	85.71%
Last week (4-7 days)	14.29%	9.52%	9.52%	14.29%	14.29%	14.29%
Last two weeks (8-14 days)	0%	0%	0%	0%	0%	0%
Not updated for more than two weeks	0%	0%	0%	0%	0%	0%
Company's data on information section	95.45%	95.45%	95.45%	93.33%	93.33%	93.33%
Contact information	40.91%	40.91%	40.91%	33.33%	33.33%	33.33%
Use of hashtags	18.18%	18.18%	27.27%	26.67%	40.00%	40.00%
INTERACTIVITY						
Company allow to write in the fanpage's wall	31.82%	45.45%	50.00%	53.33%	53.33%	73.33%
Comments are answered						
In less than 24 hours	28.57%	28.57%	23.81%	28.57%	42.86%	50.00%
In less than a week	19.05%	19.05%	14.29%	21.43%	21.43%	7.14%
In more than a week	0%	0%	0%	0%	0%	0%

Not answered	33.33%	33.33%	42.86%	50.00%	35.71%	42.86%
Answers to comments are tailored	45.45%	45.45%	40.91%	46.67%	53.33%	53.33%
Posts are liked	95.45%	95.45%	95.45%	93.33%	93.33%	93.33%
Posts are shared	90.91%	90.91%	90.91%	93.33%	93.33%	93.33%
CTA on posts	50.00%	50.00%	50.00%	40.00%	53.33%	53.33%
People is tagged	0%	0%	0%	0%	0%	0%

Source: Cristina Aced

8.3. Results about Twitter

The results of Presence, Content and Interactivity of the Ibex 35 and the Fortune 500 firms' Twitter accounts are analyzed below.

8.3.1. Presence

62.86% of Ibex 35 companies have at least one Twitter profile. Of the analyzed sample, 18.18% of Ibex 35 firms publish content in more than one language on Twitter in February 2016 and February 2015, which represents a 4.55% increase over September 2014. All the Ibex 35 companies have a custom profile picture on Twitter and a custom header photo on Twitter. These two aspects show the interest the company has in seizing some of the opportunities of personalization this social networks brings.

62.86% of Fortune 500 companies have at least one Twitter profile. Of the firms with a Twitter profile, no Fortune 500 firm publishes content in more than one language on Twitter and all the Fortune 500 companies have a custom profile picture on Twitter and a custom header photo on Twitter. As previously mentioned, all this shows company's interest in customizing its Twitter profile.

8.3.2. Content

Regarding the kind of content published on Twitter pages, all the Ibex 35 companies share textual content, 22.73% share videos, 95.45% publish photos and 18.18% share infographics in February 2016. No company publishes podcasts. The use of text remains stable since September 2014 and February 2015. The use of videos, photos and infographics grows over time: just 4.55% of Ibex 35 Twitter profiles published videos in September 2014 and 9.09% in February 2015. As for infographics: 4.55% of Ibex 35 firms published infographics in September 2014 and in February 2015. As for photos, 90.91% of Ibex 35 companies published photos in September 2014 and in February 2015.

All the Ibex 35 firms publish company's data on Twitter bio. In no case is the author's post identified on Twitter (with any of these data: name, initials, position, etc.)

All the Ibex 35 companies use hashtags on their tweets and 40.91% link to external website to add value. This represents an increase of 18.18 points compared to February 2015 and to September 2014 in the case of hashtags, and a increase of 9.09% in the use of links compared to September 2014 and February 2015.

In February 2016, 86.36% of Ibex 35 Twitter profiles have been updated last 24 hours and 13.64% during last three days. This datum remains stable since February 2015. In September 2014, 81.82% were updated last 24 hours and 18.18% during last three days.

As for the sort of content published on Twitter profiles, all the Fortune 500 companies share textual content, 26.67% share videos and 86.67% publish photos. No company publishes neither podcasts nor infographics in February 2016. The use of text and photos remains stable since September 2014 and February 2015. The use of videos grows over time: just 13.33% of Fortune 500 Twitter profiles published videos in September 2014. The use of podcasts has decreased since September 2014, when 6.67% of Fortune 500 firms published podcasts on Twitter.

All the Fortune 500 firms publish company's data on Twitter bio. In no case is the author's post identified on Twitter (with any of these data: name, initials, position, etc.).

All the Fortune 500 companies use hashtags on their tweets and 86.67% link to external website to add value. This represents an increase of 6.67 points compared to September 2014 in the case of hashtags.

In February 2016, 86.67% of Fortune 500 Twitter profiles have been updated last 24 hours and 13.33% during last three days. This datum remains stable since February 2015 and September 2014.

8.3.3. Interactivity

72.73% of Ibex 35 companies publish retweets in February 2016, the same number as in February 2015 and 4.55% more than in September 2014.

All the Ibex 35 companies have obtained some "like" on their tweets and 95.45% of Ibex 35 companies obtain retweets of their tweets. This datum remains stable over time.

72.73% of Ibex 35 companies include Call to Action (CTA) on their tweets. 4.55% of Ibex 35 firms tag people on their tweets in February 2016, a 4.55% increase over last year.

68.18% of Ibex 35 companies do not receive mentions on Twitter. 4.55% of Ibex 35 firms do not answer the mentions received. 27.27% of Ibex 35 firms answer to mentions received on Twitter with a custom reply in February 2016, which represents a 4.55% fall over September 2014. 22.73% answer to mentions received on Twitter in hours and 4.55% in less than a week. These results are the same in February 2016 and February 2015. In September 2014, 63.64% of Ibex 35 companies do not receive mentions on Twitter. 4.55% of Ibex 35 firms do not answer the mentions received. 22.73% answer to mentions received on Twitter in hours and 9.09% in less than a week.

93.33% of Fortune 500 companies publish retweets in February 2016, the same number as in February 2015 and an increase of 6.66% over September 2014.

93.33% of Fortune 500 companies have obtained some "like" on their tweets and the same percentage obtain retweets of their tweets. This datum remains stable over time.

73.33% of Fortune 500 companies include Call to Action (CTA) on their tweets, the same number as in February 2015 and an increase of 6.66% over September 2014. No Fortune 500 firm tags people in their tweets.

80% of Fortune 500 companies do not receive mentions on Twitter. 13.33% of Fortune 500 firms answer to mentions received on Twitter with a custom reply in February 2016, which represents a 4.55% fall over September 2014. 6.67% answer to mentions received on Twitter in hours and 13.33% in less than a week. These results are the same in February 2016 and February 2015. In September 2014, 86.67% of Fortune 500 companies do not receive mentions on Twitter. 6.67% answer to mentions received on Twitter in hours and 6.67% in less than a week.

Table 19. Summary results of Twitter

	IBEX 35			FORTUNE 500		
	SEP 2014	FEB 2015	FEB 2016	SE . 2014	FEB. 2015	FEB 2016
PRESENCE						
Content in more than one language	13.64%	18.18%	18.18%	0%	0%	0%
Custom profile picture	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Custom header photo	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

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CONTENT						
Content format						
Text	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Audio (podcast)	0%	0%	0%	6.67%	0%	0%
Video	4.55%	9.09%	22.73%	13.33%	26.67%	26.67%
Photo	90.91%	90.91%	95.45%	86.67%	86.67%	86.67%
Infographics	4.55%	4.55%	18.18%	0%	0%	0%
Updating frequency						
Last 24 hours	81.82%	86.36%	86.36%	86.67%	86.67%	86.67%
Last three days (0-3 days)	18.18%	13.64%	13.64%	13.33%	13.33%	13.33%
Last week (4-7 days)	0%	0%	0%	0%	0%	0%
Not updated for more than a week	0%	0%	0%	0%	0%	0%
Company's information on bio	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Use of hashtags	81.82%	81.82%	100.00%	93.33%	100.00%	100.00%
INTERACTIVITY						
Comments are answered						
In less than 24 hours	22.73%	22.73%	22.73%	6.67%	6.67%	6.67%
In less than a week	9.09%	4.55%	4.55%	6.67%	13.33%	13.33%

Results of the Application of the Dialogic Conceptual Tool

In more than a week	0%	0%	0%	0%	0%	0%
Not answered	4.55%	4.55%	4.55%	0%	0%	0%
Answers to comments are tailored	31.82%	27.27%	27.27%	13.33%	13.33%	13.33%
Retweets (RT) are published	68.18%	72.73%	72.73%	86.67%	93.33%	93.33%
Tweets are RT	95.45%	95.45%	95.45%	93.33%	93.33%	93.33%
Tweets are liked	100.00%	100.00%	100.00%	93.33%	93.33%	93.33%
CTA on tweets	72.73%	72.73%	72.73%	66.67%	73.33%	73.33%
People is tagged	0%	0%	4.55%	0%	0%	0%

Source: Cristina Aced

Analyzing if companies publish different content, 86.36% of Ibex 35 companies publish different content on Twitter, Facebook and blog (at least on 2 of these platforms) in February 2016, which means a fall of 9.09% over February 2015 and a increase of 13.63% over September 2014.

4.55% of Ibex 35 firms publish similar content on Twitter, Facebook and blog (at least on 2 of these platforms) (i.e. same topic is covered but using different words in any social media) in February 2016, the same number as in February 2015.

93.33% of Fortune 500 companies publish different content on Twitter, Facebook and blog (at least on 2 of these platforms) in February 2016, in February 2015 and in September 2014.

6.67% of Fortune 500 firms publish similar content on Twitter, Facebook and blog (at least on 2 of these platforms) (i.e. same topic is covered but using different words in any social media) in February 2016. This result remains stable since September 2014.

9. DISCUSSION AND CONCLUSIONS

This section critically examines the findings of this research in the light of the previous studies discussed in section 4. *Literature Review*. Some conclusions are derived through meaningful interpretation of these findings.

Also the limitations of this research are discussed as well as the relevance of this work to PR scholars and practitioners. Both the questionnaire and the Polyscale open the door to future research in the social media field, as discussed in the last part of this section.

9.1. Discussion

At the beginning of this thesis, in section 3. *Objectives and Research Questions*, three research questions were posed:

RQ1. How well are Ibex 35 companies incorporating the dialogic concept in their use of blogs, Facebook and Twitter?

RQ2. How well are Fortune 500 companies incorporating the dialogic concept in their use of blogs, Facebook and Twitter?

RQ3. Based on the dialogic principles, what differences, if any, exist between the use of blogs, Facebook and Twitter by Ibex 35 companies and Fortune 500 companies?

The analysis of the results offered in the previous section, contextualized with previous research reviewed in the section of *Literature review* (see section 4 for more information) allow us to answer these research questions.

To sum up, findings show that the use of social media by American companies is different from that which Spanish firms make and each group of companies stands out in some kind of practices. The Spanish group excels at some applications. For example, customer service via Twitter is more common in the

Ibex 35 companies than in the Fortune 500 firms. And Spanish firms are taking more advantage of the opportunities that navigation blogs offer, such as categories, tag clouds and search engine. In addition, the Ibex 35 companies publish more audiovisual and multimedia content. The Spanish firms also obtain best marks on interaction: 7 out of 10 Spanish blogs answer the comments received, while in the US blogs the response rate is around 50%. Ibex 35 firms get twice as many "likes" on Facebook than the Fortune 500 ones, and they answer more quickly to the mentions on Twitter.

On the other hand, the US companies stand out because of they publish a higher level of different content on social media. Furthermore, a quarter more Fortune 500 companies have an "open wall" on Facebook and allow anyone to write on it. And the publication of retweets is also higher in the US firms than in Spanish companies.

The dialogic level of the use of social media is higher in the Ibex 35 companies than in the Fortune 500 firms. 27.7% of Ibex 35 firms and 20% of Fortune 500 firms have a very high level of dialogic communication on social media: they are placed in the Agora, which is the top dimension in the Poliscale, the scale that ranks firms according to their use of social media and dialogic communication level. No Ibex 35 company is placed in the Necropolis but 20% of Fortune 500 firms are placed in this category, which is the lowest dimension in the Poliscale and includes companies that have no presence on social media or their presence is not significant, as explained in section 5.4. *Designing the Dialogic Conceptual Tool*.

Of the social media under study, the most preferred by companies is Facebook (70% of Fortune 500 firms and 60% of Ibex 35 use it), followed by Twitter (nearly 63% in both cases) and blogs (about 45% in both cases). It appears that firms prefer the newest digital tools to the past tools (social networks vs. blogs). According to Pace, Buzzanca, & Fratocchi (2014, p. 1149), "modern forms of social media are more likely to host dialogic conversations than past social networks", so the fact that 6 out of 10 firms use Facebook and Twitter could be an indication that they are interested in dialogue.

However, it is also important to remember that what really matters is not technology but how it is used, as explained in *section 4. Literature Review*. As Kent & Taylor (1998; 2001) explain, one of the most common mistakes firms make is to prioritize presence over content. Many companies are so concerned with design they forget about content, and both are important to catch the attention of publics. Already in 2000, Esrock & Leichthy (2000, p. 330) pointed out that despite the potential of websites, in some cases they were being “misused and sometimes incorrectly integrated as a communication tool”. This is also applicable to social media. As Prof. Maureen Taylor said about social media in the interview carried out for this thesis: “great tools but no real dialogue” (See *Appendix 4* for read the full interview).

According to Park & Reber (2008, p. 410), “the corporations can take even more advantage of the technology of the Web”. Having a profile on social media does not ensure two-way communication (Downes & McMillan, 2000; Johnson, 1997; Waters et al., 2009), but many organizations still wrongly believe that the mere creation of a social network profile “is sufficient for facilitating dialogue” (Bortree & Seltzer, 2009, p. 318).

This study concludes that Ibex 35 and Fortune 500 companies are still not fully utilizing the dialogic potential of social media, in line with previous researches (Bortree & Seltzer, 2009; Kim, Chun, Kwak, & Nam, 2014; McAllister-Spooner & Kent, 2009; McAllister, 2012; Rybalko & Seltzer, 2010). Although nearly 3 out of 10 Ibex 35 firms have a high or very high level of dialogic communication on social media in February 2016 – and this represents an increase over previous years – and 2 out of 10 Fortune 500 firms have a high or very high level of dialogic communication, the percentage of companies with a low level of dialogic communication exceeds the percentage of companies with a high level, both in the Ibex 35 and the Fortune 500 (45% of Ibex 35 firms and 53% of Fortune 500).

This study supports previous findings that organizations are not effectively implementing all five dialogic principles online (Bortree & Seltzer, 2009; McAllister-Spooner, 2009; Seltzer & Mitrook, 2007; Taylor et al., 2001; Waters,

Tindall, & Morton, 2011). Despite the opportunities for dialogue and interaction offered by these platforms, many companies still use digital media in a unidirectional way, only as information dissemination tools (Carim & Warwick, 2013; Kent & Taylor, 1998; McCorkindale, 2010; Waters & Jamal, 2011). This use seems to suggest that the public relations practitioner's function is "primarily one of information gatherer and disseminator" (Kent & Taylor, 1998, p. 325), although they should have a more strategic role.

For reaching dialogue through social media, public relations professionals need to be trained in dialogue and basic conversational skills such as listening and empathy, and being able to abandon the control paradigm (Bortree & Seltzer, 2009; Hill & White, 2000; Kent & Taylor, 1998, 2002; Macnamara, 2010b; Seltzer & Mitrook, 2007; Sommerfeldt et al., 2012).

Trained communication professionals are the best suited to manage social media and the contact with stakeholders, because they have the "know-how" to apply a two-way symmetrical communication model (Gomez Vasquez & Soto Velez, 2011; Rybalko & Seltzer, 2010), while other professionals such as website and IT managers have limited formal communication training to manage these tools successfully (Ayish, 2005; McAllister-Spooner & Kent, 2009; Taylor et al., 2001).

If the person in charge of social networks does not receive the appropriate training, it might be a risk for the company (Kent, 2008). However, many practitioners consider that they do not receive adequate time, training, staff, resources, and support to effectively maintain dialogic web-based practices (McAllister, 2012).

To receive the appropriate training in dialogue on social media, practitioners need to convince the company's top managers of the importance of social media for the organization (Kent & Taylor, 2002; Macnamara, 2010a). A dialogical approach will have many benefits for the company, such as increasing its credibility, enhancing its image, as well as increasing the public support and loyalty (Kent & Taylor, 2002; Ledingham & Bruning, 2000; Watkins, 2016), but

creating venues for dialogue and conversation “takes years” (Kent, 2011, p. 558) and results are not immediate.

In the following pages, discussion of results is offered following the dialogic principles proposed by Kent & Taylor in 1998.

9.1.1. Usefulness of Information

As Kent & Taylor (1998) explain, information should be tailored to the users' needs. As regards the topics covered by companies on social media, there is a significant presence of information about their own products and services, both in Ibex 35 (95%) and Fortune 500 (83%) and either on Twitter or Facebook. In connection with this result, it is interesting to point out that previous research recommends that organizations should not be overly promotional (Waters & Williams, 2011) on social media, so talking too much about the company itself and its products is not recommended.

Corporate information is very common on Ibex 35 Twitter profiles and industry news are very used on Fortune Twitter profiles. These results are in line with those obtained by Capriotti & Pardo (2012) in a study that assesses dialogic communication in Spanish museums websites.

It is observed that Ibex 35 firms publish blog's posts about more diverse topics than Fortune 500 companies. However, on Facebook and Twitter, Fortune 500 firms publish a wider range of content than Ibex 35 enterprises.

Topics covered on social media influence the interaction but also the format in which the content is shared. For this reason, it is important to take into account which publics the content is aimed at. The creation of audience-oriented content will facilitate building positive relationships with publics (Jo & Kim, 2003). Knowing the interests of each audience will allow PR practitioners to cover the topics they expect and in the formats they prefer.

Although Internet is multimedia, textual content is the most common used by companies on social media, followed by photos and videos, as previous research pointed out (McCorkindale, 2010; Navarro & Moreno, 2013; Waters & Williams, 2011). The use of videos and infographics grows over time. However, no company publishes podcasts: previous studies also show that the use of audio content is very low (Waters & Williams, 2011).

The use of audiovisual content is more common in companies on the Ibex 35 than in the Fortune 500, especially on blogs. The use of images is more widespread than videos on all the platforms, but especially on Facebook and Twitter. 7 out of 10 Ibex 35 firms publish photos on their blogs, and 9 out of 10 on Facebook and Twitter; and half of Fortune 500 companies publish images on blogs, and nearly 9 out of 10 on Facebook and Twitter. Focusing on videos, 41% of Ibex 35 firms include them on blogs, 59% on Facebook and 23% on Twitter, while only 27% of Fortune 500 firms publish videos on blogs, 47% on Facebook and 27% on Twitter.

There is sustained growth in the use of audiovisual material on Internet since 2014, but quite large compared to the last 1990s and early 2000s (Capriotti & Moreno, 2007b; Esrock & Leichty, 2000; Mackey & Rennie, 2002; Naudé, Froneman, & Atwood, 2004; Taylor, Kent, & White, 2001). This evolution goes hand in hand with the technical evolution of the Internet. In the 90's, the Internet connection was slower than now and the use of graphic material slowed the loading of the webpage. However, the current connection speeds allow websites to load streaming content quickly.

However, despite the technical capacity, the use of podcasts is still very low: no analyzed company includes this type of content in their blog posts, Facebook updates or tweets, neither the Ibex 35 companies nor the Fortune 500 firms. This data supports previous research that states that the use of podcast is nearly non-existent in NGO Facebook pages (Waters et al., 2009) and in websites and blogs (Brightman, 2012; Esrock & Leichty, 1999, 2000; Gordon & Berhow, 2009).

Overall, the use of infographics on blogs grows over time, both between Ibex 35 and Fortune 500 companies (an increase of 9 points in the Spanish companies and of 7 points in the US in February 2016 compared to September 2014). On Facebook and Twitter, the use of infographics also grows between Ibex 35 firms, but no Fortune 500 firm publishes infographics on their social networks.

In conclusion, although the use of multimedia content grows over time, it is still low, as nowadays very few companies are taking advantage of all the multimedia capabilities of the Internet (Waters et al., 2009).

9.1.2. Conservation of Visitors and Generation of Return Visits

Kent & Taylor (1998) state that users should be encouraged to stay on the site and should have an incentive for returning to it for multiple visits over time. Both issues require not only thinking of the firm's aims but also of the public's needs (Leeper, 1996). The frequency of updating, the originality of the content and the authorship are key features to ensure that users not only spend more time on social media of the company but also want to return and re-visit them.

9.1.2.1. The Frequency of Updating

The frequency of updating social networks is very similar in Ibex 35 and Fortune 500. This finding differs from the results of the Losada-Díaz & Capriotti study (2015), which found that the level of activity of Spanish museums was higher than that of the international museums: the former publish almost twice as many updates as the latter.

Twitter is the social network most often updated, followed by Facebook and blogs. 8 out of 10 Ibex 35 and Fortune 500 companies publish tweets every day, and nearly 95% of the firms of the sample has updated their Facebook pages during last week. Blogs were usually updated every week, a lower updating frequency

than that found in the Navarro & Moreno (2013) research, which found that Spanish firms published nearly 15 new posts every month, or more than three per week.

Although most companies publish content fairly regularly, some results should be a warning shot for companies. 12.5% of Ibex 35 blogs have not published any post during a month, when regular updating of websites is “a well-known strategy for attracting return visitors” (Ha & Pratt, 2000, p. 32). As Villanueva, Aced, & Armelini (2007) concluded from a comparative analysis performed on a sample of 50 corporate blogs from the US, along with 25 from Europe and another 25 from Spain, writing more posts does not ensure the success of the blog, although it is also shown that if the periodicity is too low, the reader may lose interest in the page. “There is very little reason for anyone to return to an information source that has not been updated” (Taylor et al., 2001, p. 279).

On the other hand, 1 out of 10 firms do not update their Twitter account daily. And 32% of Ibex 35 companies and nearly 6% of Fortune 500 firms publish less than a post per day on Facebook. This finding is consistent with previous research (Gomez Vasquez & Soto Velez, 2011; Luca, 2011), which reported that companies were not tweeting or posting on Facebook daily.

Updating at least once a day is not an obligation but it is highly recommended on social networks (Gomez Vasquez & Soto Velez, 2011), because creating and maintaining a corporate presence on social media requires perseverance and hard work (Sweetser, 2010). Although it is not necessary to update the social media profiles hourly, it is essential to stay active and to maintain a regular presence (Alonso González, 2016; Waters & Williams, 2011). Having an inactive Facebook page or Twitter profile could be a larger disadvantage than having no presence in social media at all (Gomez Vasquez & Soto Velez, 2011; Waters et al., 2009).

In addition, it is important to encourage visitors not only to remain on the site but also to return to it (Taylor et al., 2001). In this sense, Waters & Williams (2011) suggest that organizations should give followers reasons to continue following

their social profiles. However, the generation of return visits is usually the greatest weakness among organizations and the most difficult of the five Kent & Taylor dialogic principles to be implemented effectively, as previous studies have indicated (Bortree & Seltzer, 2009; Seltzer & Mitrook, 2007; Taylor & Kent, 2004; Waters, Canfield, et al., 2011a).

Findings with regards to time of updating indicate that afternoon (between 13 h and 20 h, local time) is the preferred time slot to publish on Facebook and Twitter for both Fortune 500 and Ibex 35 companies. To discover if this is the most appropriate moment to publish content it would be necessary to have access to every company's Facebook analytics and see in which time slot more interactions are obtained. The hours in which the user activity is highest is the ideal time to concentrate most updates.

It should be noted that although algorithms both on Facebook and Twitter may modify the reverse chronological order in which the updates appear in the user's timeline, in some cases (e.g. in Twitter) the user has the option to disable this feature and continue to view the content in a reverse chronological order. Thus, the distribution of updates in different time slots might increase their reach.

As the non-participant observation revealed, the frequency of updating varies in function on the moment of the year. For instance, the rhythm of publication decreases at Christmas. On the other hand, this observation also shows that high frequency of updating is not always connected with the level of interactivity reached. The example of Bankinter's blog, with nearly 200 publications per month and almost non-existent feedback is a good example of this point.

9.1.2.2. *The originality of the content*

Features offered by every social media platform are different from each other, so they can be used for targeting different publics and with different communication objectives (Park & Reber, 2008; Rybalko & Seltzer, 2010; Shin et al., 2015).

Companies that do not apply this principle are not making the best use of social networks for communication and relationship building purposes.

Wright & Hinson (2015) found that most PR practitioners (83%) recommend using different messages for various social media platforms, although only 62% of them actually disseminate different messages for different social media platforms. With the aim of knowing how companies are adapting their content strategy to the different digital tools, this work analyzes the level of duplicated content published by companies on social media. Results of the application of the dialogic tool show that most companies publish different content on Twitter, Facebook and blog (at least on 2 of these platforms). However, the ideal would be that all the content was different in each social media and adapted to the features of each platform, as previous research suggest (Aced & Lalueza, 2016; Wright & Hinson, 2015).

As Burch (2013, p. 15) highlights, “simply copying posts designed to generate fan engagement on Facebook and pasting them into Google+ or Twitter is missing the point”. All companies publish more than 80% of different content on social media, although Fortune 500 companies to a greater extent than the Ibex 35 ones (93% vs 86%). Fewer than 5% of Spanish firms and 7% of US ones publish similar content on social media (for instance, they cover the same topic and communicate the same idea but using different words). And less than 1% of Fortune 500 firms publish exactly the same content on different social media, while in the companies of the Ibex 35 is around 10%.

This percentage is too high in the Spanish considering that adopting a “one size fits all” strategy is not valid on social media (Bruning et al., 2008, p. 29; Levine et al., 2009). “A relational approach, grounded in dialogic principles, requires that the organization tailor communication and organizational action to specific recipients based upon relational needs.” (Bruning et al., 2008, p. 29)

9.1.2.3. Authorship

As it has been suggested in previous literature on the topic of authorship (Rybalko & Seltzer, 2010; Seltzer and Mitrook, 2007), the findings of this study once again reinforce the importance of being transparent and identifying the person who manages social media channels. Results show that in 4 out of 10 analyzed blogs, the author is identified. However, this information is not provided in any case on Facebook and Twitter.

Focusing on blogs, previous research (Aced & Lalueza, 2016; S. Lee et al., 2006; Xifra & Huertas, 2008) suggests that impersonal corporate blogs are not well accepted by the community because they are seen as marketing tools. According to Kent (2008, p. 38), posting anonymously to blogs "is not a viable option for any organization" because "a blog will only be useful to an organization if it has someone to maintain it, someone trained in effective dialogic communication, and someone who has the trust of individuals and publics".

Yang & Lim (2009, p. 355) also state that "the credibility of blog authors has a strong effect on relational trust with site visitors." Publics seek this "human voice" in the corporate blogs, so impersonal corporate blogs are not as widely accepted by the blogger community (Lee et al., 2006: p. 320).

In this study, 41% of Ibex 35 blogs and 47% of Fortune 500 blogs identify the author's post with any of this data: name, initials and/ or position, in February 2016. But this data also means that the author is not identified in 6 out of 10 blogs, supporting previous investigations which state that most corporate blogs are impersonal (Navarro & Moreno, 2013). So it can be concluded that firms are not seizing the advantages of blogs as close and human voice communication tools.

In 7 out of 10 Fortune 500 blogs, posts are signed with the name and position of the author. This information is only provided in 3 out of 10 Ibex 35 blogs. People in charge of maintaining blogs are PR practitioners, followed by marketing executives, both in Spanish and American blogs. The participation of company executives on blogs is more common in Fortune 500 companies than in Ibex 35

firms (60% vs 30%), although in Ibex 35 blogs, some posts are signed by the CEO's company (in 5% of the blogs), while not a single Fortune 500 blog of the sample has posts signed by the CEO.

It is interesting to know who is the person in charge of the blog updating, because as Seltzer & Mitrook (2007, p. 229) state "the task of initiating, authoring, and maintaining an official organizational weblog should not be left to just anyone within the organization." These authors consider that the organizational blogger needs to be independent enough to maintain their own voice but at the same time s(he) has to look after the image of the company. Taking all this into account, public relations practitioners are the best suited professionals of a company to carry out the task of updating a blog and to maximize the dialogic blog potential.

On the other hand, collective blogs are fairly widespread. Three quarters of Fortune 500 blogs and 40% of Ibex 35 blogs are updated by several bloggers. According to the study by Villanueva, Aced, & Armelini (2007), the fact that a blog is updated by several authors who clearly express that they represent the organization could be considered a key to a blog's success. Less frequent is the presence of guest bloggers: only 13% of American blogs have guest posts, and the percentage drops to 5% in the Spanish blogs.

Unlike Waters, Burnett, Lamm, & Lucas' (2009) findings, which revealed that nearly all of the organizations listed the administrators of their Facebook profiles, in this study in no case the author is identified on Facebook, neither in Ibex 35 companies nor in the Fortune 500. This result connects nicely with DiStaso & McCorkindale's investigation (2013), in which only 9% of companies that had Facebook fanpages identified the person or people responsible for handling them.

Taking into account that messages that combine a corporate brand name and an emotional appeal and a personal touch appear to be the most effective on Facebook (Swani, Milne, & P. Brown, 2013), firms should reconsider the decision of not identifying the person who is maintaining their Facebook fanpages.

As Park & Lee (2011, p. 617) point out, if public relations practitioners want publics to perceive more of a conversational human voice from their organizations' social networking pages, "they may try to identify who they are, respond to publics' questions or concerns with their names, and use avatars representing themselves online." In a social networking environment, "allowing who is tweeting on behalf of the company is important because is no longer some faceless department but an actual person" (Rybalko & Seltzer, 2010, p. 339).

However, also on Twitter, the author is not identified in any case, both by Ibox 35 and Fortune 500 firms under study. This result supports previous findings: in DiStaso & McCorkindale's (2013) research only 15% of companies that had Twitter accounts identified the person or people responsible for handling the account.

The Internet offers public relations practitioners the opportunity to get this "personal touch" that makes public relations "effective" (Kent & Taylor, 1998, p. 323). However, most companies are not taking advantage of this chance. As Capps explain (1993, p. 24):

"PR professionals pride themselves on the personal touch, the perfected human contact. (...) The trick is to realize the technology (...) must be used to keep us in touch and not to distance ourselves from clients, peers, the media. The products and services that complement, not replace, personal rapport and relationships should be incorporated".

Corporate voices sound more like "profit-driven machinery than real people engaged in two-way conversations", Kelleher & Miller (2006) point out. For this reason, these authors consider that organizations should aspire to communicate in a human voice, as opposed to an organization voice, and this practice will lead them to a dialogic communication. To obtain this kind of non-commercial voice, some authors (Levine et al., 2009) give some recommendations, such as incorporating a sense of humor or linking competitors.

This conversational style social media brings may be an important part of the process of building, maintaining and improving relationships between

organizations and their publics (Kelleher & Miller, 2006; Yang & Lim, 2009). In addition, a conversational human voice in organizational communication correlated positively with relationship outcomes such as trust, satisfaction, commitment, and control mutuality, engagement and reduction of negative emotions about the organization (Kelleher, 2009; Kelleher & Miller, 2006; Yang & Kang, 2009).

As Jones (1995, p. 417) states “honest, trustworthy behavior is difficult to fake, even in the absence of face-to-face contact”. And they will be even harder to fake in the coming years, Lee, Oh, & Kim (2013) anticipate.

9.1.3. Ease of Interface and Intuitiveness

According to Kent & Taylor (1998), users should be able to easily navigate the site. Although many authors (Agozzino, 2015; Bortree & Seltzer, 2009; Hether, 2014; Kim, Chun, Kwak, & Nam, 2014; Linvill, McGee, & Hicks, 2012; Muckensturm, 2013; Rybalko & Seltzer, 2010; Watkins, 2016; Watkins & Lewis, 2014) consider that the dialogic principle of ease of interface is not applicable to social networks, this thesis has adapted this feature to the study of Facebook and Twitter, following the suggestions prof. Richard D. Waters and prof. Tina McCorkindale did in the interviews (see section 5.4. *Designing the Dialogic Conceptual Tool for further information*).

The ease of interface is incorporated by default in social networks: all social network aims to be easy to use. But companies have the opportunity to customize some of the features offered by each social network, such as personalizing cover photo, customizing profile's picture or adding tabs.

On blogs, features such as categories, tag clouds and search engine make it easier to access the content. All these options make the user's navigation through the content easier. Results show that Spanish firms are taking more advantage of these opportunities than US companies.

Categories (64%), search engine (59%) and navigation menu (45%) are, in that order, the main features included by Ibex 35 blogs in connection with the ease of interface. These findings are consistent with previous research (Esrock & Leichy, 1999; Gordon & Berhow, 2009; Navarro & Moreno, 2013; Seltzer & Mitrook, 2007; Taylor, Kent, & White, 2001). Fortune 500 blogs also include all these options, but to a lesser extent (40% in each case). Other ways to make content easier to access on blogs are including feature content on homepage (64% of Ibex 35 blogs and 47% of Fortune 500), a post archive (41% of Ibex 35 blogs and 33% of Fortune 500), and tag clouds (32% of Ibex 35 blogs and 13% of Fortune 500).

Twitter is the social network more personalized by firms: all companies have a custom profile picture and a custom header photo. On Facebook pages, nearly all Fortune 500 companies have customized the page's profile photo and cover photo (93%) and 8 out of 10 have added custom tabs. 9 out of 10 Ibex 35 firms have personalized these options. So it appears that companies are interested in personalizing their profiles on social networks, as previous studies state (Nykolaiszyn, 2013; Soon & Soh, 2014; Waters, Canfield, et al., 2011a).

9.1.4. Dialogic Loop

"A feedback loop is an appropriate starting point for dialogic communication between an organization and its publics", Kent & Taylor (1998, p. 326) explain. Without the incorporation of a dialogic loop, "Internet public relations become nothing more than a monologic communication medium, or a new marketing technology" (Kent & Taylor, 1998, pp. 325–326). To reach this dialogic loop, these authors consider that users should have opportunities and tools to ask questions and provide feedback.

In this study there are several meaningful findings on interaction. Above all, and consistent with the findings of previous research (Aced & Lalueza, 2016; McCorkindale, 2010; Rybalko & Seltzer, 2010; Xifra & Huertas, 2008), the level of interaction with publics is still very low and many companies do not seem to be interested in conversation: comments are not answered in 3 out of 10 Ibex 35

blogs and 4 out of 10 Fortune 500 blogs. In Facebook, 4 out of 10 companies do not answer the comments, both in Ibex 35 and Fortune 500. In Twitter, 6 out of 10 Ibex 35 firms and 8 out of 10 Fortune 500 companies do not receive any mention, which is the first step towards starting a conversation on this social network.

These results show that many companies are still using social media as tools for disseminating information and the level of interaction between companies and their publics is still low, as previous research concluded (Barnes & Mattson, 2010; DiStaso & McCorkindale, 2013; Lovejoy, Waters, & Saxton, 2012; McCorkindale, 2010; Xifra & Huertas, 2008).

Navarro & Moreno (2013) warned the companies' attempt to keep control of the message, and the lack of interest shown by most firms for responding to comments and establishing relationships based on dialogue through blogs. If companies want to build relationships and to increase the engagement with publics, they have to be able to surrender control and to think about social media from another perspective (DiStaso & McCorkindale, 2013; Kent, 2013). It is necessary to have "a personal voice" and to adopt a conversational communication style with a personal touch to take advantage of the dialogical potential these digital tools offer, as explained in the previous pages (Kelleher, 2009; Kent & Taylor, 1998).

Findings with regards to blogs show that most blogs allow users to comment (nearly a quarter of Ibex 35 firms and half of Fortune 500 companies). However, from those which accept comments, half of Fortune 500 blogs and 40% of Ibex 35 blogs have not received any comment during the 6 months under study. So this means that more than 4 out of 10 companies have not received comments in 6 months, and receiving comments is the first step towards reaching conversation and starting to build a relationship through blogs. This datum shows that the possibility of commenting does not always lead to user participation.

The average number of received comments is 11 per month in Fortune 500 and 3 comments per month in Ibex 35, although one American blog and one Spanish

blog concentrate most comments: Wells Fargo and Amadeus have received 68% of all the comments during the six months under study.

If receiving comments is the first step towards starting a conversation, answering them is the second one. A firm's response is not always required but positively perceived to obtain engagement (Watkins, 2016). The organization's reply to users' comments not only help to complete the dialogic loop but also generate return visits (Waters, Canfield, Foster, & Hardy, 2011; Yang & Lim, 2009). Of the comments received in Ibex 35 blogs, 70% were answered and 12.5% in less than a week. Of the comments received in Fortune 500 blogs, more than a half were answered and 14% in less than a week. This percentage of responses is higher than that found in previous studies (Waters, Canfield, et al., 2011a).

Focusing on the answers, only 1 out of 10 Spanish blogs and none of Fortune 500 offer a tailored reply. Although in the case of Spanish blogs this represents a slight increase compared to previous years (4 points of increasing in February 2016 compared to September 2014), it is still a low percentage.

Comments are the main form of interaction on blogs, but not the only one. As previously stated, the possibility of commenting is the first step towards starting a conversation but firms can apply other incentives to encourage dialogue with publics (McCorkindale, 2010). Or, at least, to encourage users to go into action and become active users. For instance, offering downloadable content, but no blog under study offer this option.

2 out of 10 blogs, both from American and Spanish firms, include Call to Action (CTA) such as "continue reading", "click here", "please comment", etc., on posts, which encourage users to be active or do something, such as comment. And 4 out of 10 blogs include buttons in their posts to like the content on social networks or to share them on these platforms, which are different forms of engagement (Lovejoy et al., 2012; Men & Tsai, 2012). Firms could boost the dialogic options blogs offer.

Finally, including links to the firm's profiles on social networks opens the door to users to talk to companies on these platforms. Nearly 7 out of 10 Ibex 35 firms and half of Fortune 500 companies link to their social profiles from the blog.

Focusing on Facebook, most companies have an "open wall" and allow users to write in their fanpage wall. 73% of Fortune 500 and half of Ibex 35 firms give this possibility to their fans, which may be considered as the first step to dialogue in this social network. In both cases, the percentage represents an increase of nearly 20% compared to 2014, reflecting an increasing interest to foster user's participation.

While firms have the option to choose if they want to allow users to write on their walls, comments on Facebook are open by default. All the Fortune 500 Facebook pages have received comments, but 2 out of 10 Ibex 35 Facebook pages do not have any comment. As Muckensturm (2013) points out, responding to fans is a required action to complete the dialogic loop. But again, the data show that the fact that the tools allow participation is not automatically translated into user's participation.

On the other hand, 4 out of 10 Ibex 35 and Fortune 500 companies do not answer the comments received. In both cases, an increase in unanswered comments has been detected, which shows a decreasing interest in dialogue with users on this social network: a comment without answering is a lost opportunity to talk.

But not all results concerning interaction are negative. When responding to comments, half of Fortune 500 companies and nearly one quarter of Ibex 35 do so in hours. Quick replies are very well perceived by users. Another positive datum is that half of answers to Facebook comments are tailored in February 2016, both in Ibex 35 and Fortune 500. This is a positive point, because custom replies are usually better received than automated ones and this generates positive engagement with users.

Also very common is the use of Call to Action (CTA) such as "continue reading", "click here", "please comment", etc., on Facebook posts. Half of companies

include them. However, no Ibex 35 firm or Fortune 500 company tags people on their posts, which means another lost opportunity to connect with publics. When a Facebook user is tagged in a status update, (s)he receives a notification and it might be the first step towards starting a conversation with the firm which has tagged her/ him. A good use of this feature could promote interaction with users.

"Likes" and "shares/retweets" are the most common form of interaction on Facebook and Twitter (9 out of 10 publications are liked and/or shared by users in both social networks either in Fortune 500 or Ibex 35 companies). The content analysis carried out shows that the average number of likes on Facebook is nearly the double on Ibex 35 fanpages (40%) than in Fortune 500 (22%). On Ibex 35, publications about corporate and products are those that have obtained more likes, while publications about products are those that have obtained more likes on Fortune 500 fanpages. Overall, users especially like publications that contain photos, videos and links. On the other hand, publications about customer service and industry are those that have generated least likes, both on Ibex 35 and Fortune 500 fanpages.

Firms with a higher average of likes are Abengoa on Ibex 35 (95% of its publications have obtained at least one like) and UHG Gives in Fortune 500 (82.62%). On the contrary, Banco Sabadell and ATT are the companies whose updates like less (less than 2% of their posts have got some like).

On Twitter, mentions are another key way of interaction. If a user is mentioned in a tweet with the formula @user, then this user receives a notification and this may be the starting point of a conversation between the user and the brand that is mentioning him/her. However, this study shows that this feature is not fully exploited.

Only 30% of Ibex 35 companies and 20% of Fortune 500 firms receive mentions on Twitter, which is the equivalent of user comments in this social network. The positive point is that almost all received mentions are answered (only 5% of Ibex 35 firms do not reply to them), a higher percentage than previous studies (Rybalko & Seltzer, 2010), which indicates a positive evolution. This is good

news, since when a company decides to open a Facebook or Twitter account, it is expected that it should actively engage and contribute to the conversations, and answering the comments is a good starting point (Gomez Vasquez & Soto Velez, 2011).

27% of Ibex 35 firms and 13% of Fortune 500 firms answer mentions received on Twitter with a custom reply in February 2016, and in both cases this represents a slight fall in custom replies compared to September 2014. Spanish companies answer more quickly to the mention than American firms: nearly 32% of Ibex 35 firms answer mentions in less than a week, while only 13% of Fortune 500 companies do so at this time.

As Waters & Williams (2011) state, although it is not always possible to respond to every tweet directed at an organization depending on how many people are following an organization, the public relations professionals should attempt to answer as many mentions as possible, especially if it is a complaint. McCorkindale (2010, p. 10) adds that a firm that does not respond to a complaint by a customer, appears “unresponsive from a customer service standpoint”.

It seems that content published by companies on Twitter is liked by their followers: almost all the companies have obtained some "like" on their tweets, and 9 out of 10 have obtained retweets of their tweets. Tweets on corporate information are the most retweeted in both groups of companies, followed by tweets about products, services, and/ or customer service on Fortune 500 and on activities & sponsors on Ibex 35. ATT, Chevron, Exxon Mobil and General Electric are the US firms that obtain more RT of their content, and Mediaset, Repsol - Guía Repsol, Repsol - Box Repsol and Movistar, the most retweeted within the Spanish group.

The percentage of companies that publish retweets (RT) of the tweets published by other users is also high, supporting previous research (Hether, 2014), and higher in the US companies than in Spanish firms (93% vs 72%). Sharing information from others Twitter users gives value to the followers, shows that company is not only talking about itself and helps to build a community (Barnes

& Mattson, 2010; Lovejoy, Waters, & Saxton, 2012; Waters & Williams, 2011). Making retweets means that companies “are listening to other industries or users in order to have truthful relationships within Twitterland”, according to Gomez Vasquez & Soto Velez (2011, p. 167).

Three Fortune 500 companies publish more RT than original content on Twitter (more than 65% of their tweets are RT) while more than a half of Ibex 35 companies publish mainly original content (at least 9 out of 10 tweets are original content). So it could be stated that Ibex 35 firms publish more original content on Twitter than Fortune 500 companies.

Another form of interaction on Twitter consists in tagging people on their tweets, but very few companies use this option: only 4,5% of Ibex 35 and none of Fortune 500. The use of Call to Action (CTA) is more widespread: 7 out of 10 firms include them on their tweets.

As previously explained, this investigation shows that not only the topic content but also the format in which it is shared influences the interaction. As the non-participant observation revealed, tips are well perceived by users, as the case of Amadeus' blog shows, and practical information is also appreciated, such as recipes on Dia's blog shows. It appears that if the user perceives that the content is useful to her or him, then (s)he is more likely to share it on social networks.

Therefore, adding value to the audiences has a positive impact on the interaction. Another way to bring value to user is by including links to external content, and not just talking about the brand or company itself all the time. This practice is more widespread on Twitter than on Facebook or in blogs (41% of Ibex 35 companies and 87% of Fortune 500). It makes sense, since the brevity of the messages on this social network (of a maximum of 140 characters) invites linking to other sites. After the microblogging network, links are also common on Facebook (47% of Fortune 500 firms and 37% of Ibex 35) and, to a lesser extent, on blogs (59% of Spanish blogs and 13% of US blogs). The use of external links in websites has decreased compared to previous research: Taylor et al. (2001) found that over 73% of the sites contained links to other websites and Luca (2011)

found that all companies had at least one link to another source on their Facebook updates.

Also including hashtags on tweets and Facebook updates is a way to add value, since many users follow the content from tags and not by following Twitter accounts. All the companies use hashtags on their tweets and 4 out of 10 US firms and 3 out of 10 Spanish companies include hashtags on Facebook publications.

However, it is important to remember that these forms of interaction do not guarantee that the interaction will occur. As Pace, Buzzanca, & Fratocchi (2014, p. 1149) state, although “conversation structures in social networks play a crucial role”, “a simple like, retweet, or single replies to online content cannot satisfy a company’s need for a rich conversation around content posted online.”

Opening a profile on social networks is not enough. Having a productive and interactive platform requires “a long-term engagement and constant monitoring”, Gomez Vasquez & Soto Velez (2011, p. 167) emphasize. Dialogic webbed communication “cannot be achieved overnight”, Kent & Taylor (1998, p. 331) warn. As this process is slow and laborious, many firms are more concerned with broadcasting information than having real conversations with their publics, but the effort is rewarded: companies that achieve authentic and total interaction will obtain a favourable attitude among users and a higher level of perceived credibility (Li & Li, 2014).

9.2. Conclusions

Based on the data analyses discussed in the previous pages and the discussion presented in the last section, some conclusions are derived through meaningful interpretation of the findings in this thesis, as stated in the following:

1. **Ibex 35 and Fortune 500 companies are still not fully utilizing the dialogic potential of social media.** Although nearly 3 out of 10 Ibex 35 firms have a high or very high level of dialogic communication on social

media and 2 out of 10 Fortune 500 firms have a high or very high level of dialogic communication, the percentage of companies with a low level of dialogic communication exceeds the percentage of companies with a high level, both in the Ibex 35 and the Fortune 500 (45% of Ibex 35 firms and 53% of Fortune 500). Despite the opportunities for dialogue and interaction offered by social media, many companies are still using these platforms in a unidirectional way, mainly as information dissemination tools.

2. **The dialogic level of the use of social media is higher in the Ibex 35 companies than in the Fortune 500 firms.** 27% of Ibex 35 firms and 20% of Fortune 500 companies have a very high level of dialogic communication on social media. They are placed in the Agora, which is the top dimension in the Poliscale, the scale created in this thesis that ranks firms according to their use of social media and dialogic communication level. No Ibex 35 company but 20% of Fortune 500 firms are placed in the Necropolis, which is the lowest dimension in the Poliscale and include the companies that have no presence or a not significant presence on social media. Although in general the level of dialogue is low, Spanish companies use social media in a more dialogic way than the North American ones.
3. **The use of social media by American companies is different from that of Spanish firms: each group of companies stands out in different practices.** The Ibex 35 firms excel at the publication of audiovisual and multimedia content; obtain a higher level of interaction, and more commonly offer customer service through Twitter than Fortune 500 companies. The Fortune 500 companies stand out because of publishing a higher level of different content on social media.
4. **Of the social media under study, Facebook is the most preferred by companies** (70% of Fortune 500 firms and 60% of Ibex 35), **followed by Twitter** (nearly 63% in both cases) **and blogs** (about 45% in both cases). It appears that firms prefer social networks to blogs to communicate with their external audiences.

5. **All companies publish more than 80% of different content on social media, although Fortune 500 companies do so to a greater extent than the Ibex 35 ones** (93% vs 86%). Less than 1% of Fortune 500 firms publish exactly the same content on different social media, while in the companies of the Ibex 35 is around 10%. The number of companies that publish different content in their social media is much higher than companies which publish duplicate content.
6. **The level of interaction is influenced by the topic covered on social media but also by the format in which the content is shared.** Overall, users specially like publications that contain photos, videos and links. Including links to external content is perceived by audiences as a way of adding value and it has a positive impact on the interaction. Also the usefulness of information has a positive impact on interaction: users are more likely to share practical content they perceive as useful, such as tips and recipes, on their social networks.
7. **Very few companies are taking advantage of all the multimedia capabilities of the Internet.** Although the Internet is multimedia, textual content is the form most commonly used by companies on social media, followed by photos and videos. The use of videos and infographics grows over time, but it is still low; and no company publishes podcasts. The use of audiovisual content is more common in companies of the Ibex 35 than in the Fortune 500, especially on blogs. The use of images is more widespread than videos in all the social media under study, but especially on Facebook and Twitter. There is still much multimedia and audiovisual potential to be explored in social media by companies.
8. **Twitter is the social network more personalized by firms:** All companies have a custom profile picture and a custom header photo. On Facebook pages, nearly all Fortune 500 companies have customized the page's profile photo and cover photo (93%) and 8 out of 10 have added custom tabs. 9 out of 10 Ibex 35 firms have personalized these options. It

appears that companies are interested in personalizing their profiles on social networks.

9. **The frequency of updating social networks is very similar in Ibex 35 and Fortune 500 firms.** Twitter is the social network most often updated, followed by Facebook and blogs. 8 out of 10 Ibex 35 and Fortune 500 companies publish tweets every day, and nearly 95% of the firms of the sample has updated their Facebook pages during last week. Updating social networks at least once a day is not an obligation, but it is important to stay active and to maintain a regular presence. On the other hand, blogs are usually updated every week, although 12.5% of Ibex 35 blogs have not published any post during a month. Writing more posts does not ensure the success of the blog but it has a direct impact on the conservation of visitors and the generation of return visits: if the periodicity is too low, readers might lose interest in the blog.
10. **The afternoon (between 13 h and 20 h, local time) is the most preferred time slot to publish content on Facebook and Twitter for both Fortune 500 and Ibex 35 companies.** All the firms update their social networks in this time slot. It is less common is to update Twitter at night for Ibex 35 firms (nearly 67%) and in the morning for Fortune 500 companies (over 17%). It is more common that firms update Facebook throughout the day. Concentrating most of publications in a unique time slot might affect their reach.
11. **Companies do not identify who updates their profiles on social networks, information that is more commonly offered in blogs.** Results show that in 4 out of 10 analyzed blogs, the author is identified, but this information is not provided in any case in Facebook and Twitter. Identifying the person who is updating social media is a way for the company to be transparent and honest, and to be closer to their publics. However, most companies are not taking advantage of this opportunity.

9.3. Limitations of this Research

All research has its limitations and this thesis is no exception. Limitations are inherent in any research project but do not necessarily imply research flaws, neither detract from the findings and should not cast doubt on the validity of the conclusions. In fact, some study limitations are an opportunity for new research projects, as noted in section 9.5. *Future Research*.

Most limitations of this thesis have been acknowledged in previous chapters but are discussed in more detail below.

The first limitations concern the data gathering. First of all, the high level of updating of some companies on Facebook made it difficult to collect all the publications and we were obliged to reconsider the gathering process. Data from social networks were collected using the software QSR NVivo 10, which has some technical limitations when capturing lots of content. Thus, some Facebook posts published by AT&T in December and by Express Scripts and Jazztel in January were not collected and therefore were not included in the study. This missing data is one of the limitations of this research.

Secondly, although all the contents published on Facebook and Twitter are mostly public, there are some exceptions that are noted below. Facebook pages offer the option to limit the post's audience. Thus, companies can control the visibility of their posts based on audience age, gender, location and language. Only people in the selected audience might see the post anywhere on Facebook, even if they directly visit the fanpage. Only the posts published publicly by companies can be collected by the software QSR NVivo 10, so this is another limitation of this study. On the other hand, Twitter offers the possibility of creating private accounts with protected tweets only available for users previously accepted by the author. Three Twitter private accounts were detected in the sample, as explained in section 5.2.2. *The Selected Sample*: @abertispress and @Grifols_Press, for press and media exclusively; and @ATTCustomerCare, because the account was moved to a new Twitter user. These accounts were removed from the sample and are another weakness of this research.

Thirdly, another technical limitation prevented downloading blog comments from General Electric's blog, because they are published using the service DISQUS, which is blocked from being scraped by OutWit Hub, the tool used with this aim. Also in this blog and in Bankinter's blog, due to the high frequency of updating it was not possible to register manually the number of photos, videos, etc. published in each post, so this data is just gathered in some random weeks.

The fact of limiting the number of blogs and social networks profiles under study is another limitation of this research. As explained in section 5.2.2. *The Selected Sample*, it was decided to study a maximum 2 blogs, 2 Facebook pages and 4 Twitter accounts for each company of the sample. Also the scale of the population of study (over 96,000 publications by Ibex 35 companies and nearly 260,000 by Fortune 500 firms on blogs, Facebook and Twitter) made it necessary to reduce the sample. Finally, 3% of tweets, 3% of Facebook updates and 6% of posts from each company were analyzed, randomly selected as done in previous researches (Luca, 2011; Muckensturm, 2013).

On the other hand, the fact that a single researcher has made all the non-participant observation and the analysis of data is a limitation on research reliability, very common in doctoral dissertations, which are usually carried out by only one person.

In addition, the size of the sample is also limited. All the Ibex 35 companies included in the study but only a selection of 20 Fortune 500 firms with blog and/or a Facebook page and/or a Twitter profile were studied. Focusing the research on companies that appear in business rankings determines the type of companies studied, means a bias of size and revenues, and leaves out smaller and lower turnover firms. In the future, this study could be extended to smaller and non-publicly traded companies.

Also in connection with the sample, it is worth noting that this research focuses on Spanish and US firms. Future research might expand this study to other countries.

Regarding the questionnaire and the creation of the scale, 11 experts on social media and public relations were interviewed. They are all leading scholars who have published papers on dialogic communication and PR practitioners with years of experience, but the number of interviews is limited and the pool of interviewees could be extended.

The dialogic conceptual tool has been tested on a sample of thirty-five subjects who applied the questionnaire to assess how the same two companies use social media. This test was useful to assess the reliability of the questionnaire although the sample is limited. In the future, the tool could be tested with a larger number of participants.

Last but not least, the object of study itself imposes some limitations. The continuous and fast changes on digital landscape and social networks mean that any research in this field runs the risk of being out of date before being published. Every day new social platforms appear offering new possibilities of use. Since the context is evolving constantly both the questionnaire and the scale should be updated regularly to adapted to these changes. However, beyond the characteristics of the tools analyzed, this study sheds light on the level of dialogue companies reach on social networks, and it proposes a questionnaire and a scale of use that can be adapted to new platforms that appear in the future.

9.4. Significance of this Research

Despite the limitations exposed in the previous section, this research also makes a significant contribution to knowledge in public relations. The results of this study have theoretical and managerial implications for both researchers and practitioners. The main contributions are discussed below.

9.4.1. Contributions to the Academia

This thesis extends the investigation of online dialogic communication by examining the application of dialogic principles on blogs, Facebook and Twitter by companies. Many previous studies have applied the five Kent & Taylor's (1998) dialogic principles to blogs and social networks, but most of them focus on a single social network or study at most two platforms (Capriotti & Pardo, 2012; Jo & Jung, 2005; Kent & Taylor, 1998, 2002; Kim, Park, & Wertz, 2010; McAllister-Spooner, 2009; McCorkindale & Morgoch, 2013; Waters & Tindall, 2010).

This research analyzes the dialogic level of communication in three social media and in an integrated way, taking into account that firms usually combine the use of more than one social media in their communication strategy.

Furthermore, the creation of a dialogic conceptual tool (a questionnaire) and a scale (the Poliscale) which ranks firms according to their use of social media provide researchers a theoretical tool for expanding the study of social media from a public relations approach. Since much research on websites still has a marketing-oriented focus (Jo & Jung, 2005), it is necessary to continue to deepen the study of social media from a public relations standpoint.

In this line, this thesis expands and updates the Kent & Taylor's dialogic framework created in 1998 to be applied in websites, which is a necessary job to do, according to many authors (McAllister-Spooner, 2009; Muckensturm, 2013; Taylor et al., 2001). Prof. Richard D. Waters explains (See *Appendix 4* for read the full interview):

“The operationalization of the principles--were originally done for the Web 1.0 website, and I'll say that scholars, including myself, have not done a great job of updating them to reflect Web 2.0 (social media) and Web 3.0 (cultivation and a truly connected social network).”

Following previous works (Duhé, 2014; Y.-H. C. Huang et al., 2016; Ye & Ki, 2012), this study adapts the original dialogic framework to blogs, Facebook and

Twitter maintaining the five principles, including the ease of interface. As noted in Section 5.4. *Designing the Dialogic Conceptual Tool*, many authors (Agozzino, 2015; Bortree & Seltzer, 2009; Hether, 2014; Kim et al., 2014; Linvill et al., 2012; Muckensturm, 2013; Rybalko & Seltzer, 2010; Watkins, 2016; Watkins & Lewis, 2014) decided to delete this principle when analyzing dialogic communication on social networking sites because they considered it was not applicable to social networks.

However, this thesis tries to adapt this feature to social media understanding that these tools incorporate intuitiveness by default but also give companies the opportunity to custom it at some extent. In words of Prof. Richard D. Waters, finding the way to apply the ease of interface across the social platforms is “a challenge” for researchers and if this were achieved, it could be used in many future studies. This thesis hopes to contribute to this end.

Finally, this study covers a larger sample and a longer period of time than most previous research on dialogic communication on Internet, which only studied the publications of some weeks (Adams & McCorkindale, 2013; Hether, 2014; Keller, 2013; Kim, Kim, & Sung, 2014; Madichie & Hinson, 2013; McAllister-Spooner & Kent, 2009; Wirtz & Ngondo, 2013)

In addition, and unlike previous studies which prioritized the quantitative approach (Estudio de Comunicación, 2017; Fuchs, 2017a; Orihuela & Villanueva, 2012; Pin & Gallifa, 2011; Wang, 2015; Ye & Ki, 2012), this research combines a quantitative with a qualitative approach, contributing to enrich the knowledge of the use of social media by companies. And following the suggestion of some authors (Macnamara, 2010a), this study combines different research methodologies: virtual ethnography, non-participant observation, critical discourse analysis and interviews.

9.4.2. Contributions to the Practitioner Field

The findings of this thesis also have practical implications for public relations practitioners. Results suggest some practices that might be useful for improving the relationships and interaction between organizations and their publics.

On the one hand, both the questionnaire and the Polyscale are proposed as tools that might help standardize the qualitative evaluation of how companies are using social media. The questionnaire allows practitioners to evaluate how its firm is using social media in terms of Presence, Interactivity and Content, as well as to categorize it according to this use.

Once the questionnaire is applied, the results rank the company in the Polyscale, the scale of social media use. According to the category where it is located, the company obtains useful information for improving its social media strategy and increasing the level of dialogue with publics. And not only that: the practitioners can apply the questionnaire to the competitors and obtain a very useful benchmark. This possibility of evaluation and comparison is very much appreciated by the public relations professionals interviewed in this research (all the interviews are available at *Appendix 4*).

Identifying best practices helps public relations practitioners to make the best use of the Web, and also sheds light on missed opportunities and areas for improvement (DiStaso & McCorkindale, 2013; Ha & Pratt, 2000).

On the other, and as previously noted, results of this study also suggest several practical guidelines for public relations practitioners who aspire to make dialogic use of social media:

- **Reducing duplicate content across the different social platforms:** adapting the content to each social platform would be the ideal practice in order to seize the entire dialogic potential of each tool.

- **Creating public-oriented content**, covering the topics they are interested in and in the formats they prefer. Firms need to know the publics' needs to be able to do this.
- **Increasing the publication of audiovisual and multimedia content.** The use of videos increases the number of "likes" on Facebook. The use of infographics and podcasts, still very minority, might help the company to differentiate itself from the competition on social media and to attract the attention of users.
- **Including in the publications elements that promote the interaction**, such as Call to Action and mentions. This might be the first step towards starting a conversation.
- **Promoting the publication of content on the topics that generate the most activity among the followers**, these are: corporate information, and products and services offered by the company.
- **Talking not only about the firm but also about third parties**, for instance doing retweets on Twitter and including external links on Facebook updates and blog posts to add value to users.
- **Making it easier for users to access content** using categories, tag clouds and search engines on blogs, creating tabs on Facebook, using hashtags on Twitter.
- **Avoiding overly commercial and impersonal contents** and promoting conversational contents, more similar to human conversations.
- **Balancing the updating of social networks throughout the day**: the afternoon is the preferred time slot to publish both on Twitter and Facebook, both by Spanish and US companies, but distributing the publications in different time slots might increase their reach, even

taking into account the relevance of algorithms that Facebook and Twitter are applying on the user's timelines.

- **Responding to the mentions received** both on Twitter and Facebook, and to the comments on blogs as soon as possible. The sooner, the better.
- **Identifying the person who is in charge of social media:** signing the blog posts, saying who is the author of Facebook posts and who is tweeting on behalf of the company. Giving “a voice” to the firm increases its credibility and trust and contributes to humanize the organization.
- **Customizing the social media profiles as much as possible,** in order to differentiate the firm from the competitors.

In conclusion, both the qualitative assessment tool and the scale might be useful for practitioners and researchers, and they open the door to future studies. Possibilities for future research are proposed in the next section.

9.5. Future Research

This thesis extends the investigation of online dialogic communication and studies the application of dialogic principles on blogs, Facebook and Twitter by companies, in an integrated way. In the future, an analysis of each single platform could be done, which would shed light on the role that blogs, Facebook and Twitter have separately in the level of dialogic communication. In line with this, other social networks such as LinkedIn, Instagram or Snapchat might be added to the study, expanding and adapting the questionnaire to include these platforms. It also might be interesting to include in the questionnaire social networks that are dominant in other countries, such as Weibo in China and Vkontakte in Russia.

Regarding the sample, this study opens the way to comparative studies by industries, comparing results of Ibex 35 and Fortune 500. For instance: How similar is the use of Facebook, Twitter and blogs by banks that are listed on Ibex 35 and on Fortune 500? What differences, if any, could be found in the level of dialogue reached on social media by the Spanish and the US telecommunications companies listed on Ibex 35 and on Fortune 500?

Furthermore, the methodology of this research, the questionnaire and the Polyscale might be applied to other markets and countries. Firstly, the study might be replicated with firms listed in the Stock Exchanges indexes of other economic contexts. Secondly, the investigation might be extended to other developed and developing countries. And the model is not only applicable at companies, it can also be applied to other types of organizations, such as non-profits and universities.

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