
SOCIAL MEDIA TOOLS: FOSTERING COLLABORATION, KNOWLEDGE TRANSFER AND INNOVATION WITHIN COOPERATIVES

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Abstract

The present study analyses how an enterprise micro-blogging tool is used to promote knowledge transfer, collaboration and innovation within the context of a cooperative in Mexico. Through an inductive qualitative research based on semi-structured interviews with users, promoters and non-users, the paper identifies a number of benefits derived from the use of the micro-blog that impact upon the collaboration within members of cooperatives, the organisational environment, the knowledge management's practices, and the innovation processes of the cooperative. The study is limited to considering the use and benefits of a corporate micro-blog in the context of a cooperative organisation in Mexico; however, it includes implications that can help make decisions to those seeking to implement social media tools in their organisations in order to foster collaboration, innovation and knowledge transfer.

Keywords: *Micro-blogging, Social Media, Adoption and Usage, Cooperatives, Mexico City*

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Introduction

Enabled by web-based technologies and based on the ideology of users' content from the Web 2.0 technologies (Kaplan & Haenlein, 2010; Müller & Stocker, 2011) the tools of social media have proliferated in their types, uses and applications simultaneously opening challenges and opportunities for organisations (Vaast & Kaganer, 2013).

In the business context using these platforms to create value is increasingly common (He, Zha, & Li, 2013; Meske & Stieglitz, 2013; Ngai et al., 2015; S.F. Wamba & Carter, 2013) and they have been used to develop products collaboratively and promote open innovation processes (Malsbender, Hoffmann, & Becker, 2014; Peltola & Mäkinen, 2014), improve absorption capacity (Ooms, Bell, & Kok, 2015), improve communication and customer relationship (He et al, 2013;. Low, Chen, & Wu, 2015), increase purchase intention and brand promotion (Hajli, 2014; He et al., 2013;

Zhang, Zhang, Lee, & Feng, 2015), improve internal communication and collaboration and support knowledge transfer and management (Meske & Stieglitz, 2013; Von Krogh, 2012; Zhao & Chen, 2013). Derived from these uses organisations have a great opportunity to minimize costs, increase profits and develop innovation with the support of social media tools (Antunes & Isaias, 2014).

Taken together these studies allow us to appreciate the usefulness and benefits that organisations can gain from the use of social media tools. Furthermore, the vast majority of these studies have focused on studying these processes in the context of large companies (e.g., Gallagher & Ransbotham, 2010; Müller & Stocker, 2011; Richter, Richter, Hamann, Riemer, & Vehring, 2013; Zhang, Qu, Cody, & Wu, 2010). Fewer studies have addressed the processes of adoption and use of social media in the context of SMEs (e.g., Antunes & Isaias, 2014. Low et al., 2015; Meske & Stieglitz, 2013; Öztamur & Sarper Karakadılar, 2014 ; S.F. Wamba &

Carter, 2013). This situation is striking given the importance of SMEs in several countries since they are considered the engine of their economies (Meske & Stieglitz, 2013; S. Wamba & Carter, 2014).

If to this situation is added the fact that SMEs adopt emerging technologies with difficulty (Meske & Stieglitz, 2013)- such as social media tools - the need to study the adoption and use of social media tools becomes clear in the context of SMEs.

In addition, literature clearly shows that when SMEs have adopted social media tools, generally they did this to promote communication between SMEs and their customers (Leonardi, Huysman, & Steinfeld, 2013) thus minimizing other potential uses of these platforms. This makes it more important to study the usage given to the social media tools for other purposes than those focused exclusively on the marketing field (Öztamur & Sarper Karakadılar, 2014).

In this situation, the present study analyses the process of adoption and usage of a social media tool i.e., corporative micro-blog, in a small cooperative organisation to promote collaboration and improve communication within the organisation.

The study focuses on qualitative analysis of the enablers allowing the adoption and favouring the use of the tool and the benefits derived from its continuous and collective use. In this sense, the study contributes to literature on adoption and use of social media tools in the SMEs context (Low et al., 2015; Meske & Stieglitz,

2013; S. Wamba & Carter, 2014; S.F. Wamba & Carter, 2013) and that where corporative micro-blogs have been studied in particular (e.g., Müller & Stocker, 2011; Zhang et al., 2010). Key findings show that two groups of enabler elements exist that were critical to both adoption and usage of the platform. Also, it is shown that the benefits derived from the continual use of the platform impacts not only on cooperative' customers, but also the organisational environment, the knowledge cooperative database, members and their feedback processes and continuous improvement.

The paper is organized as follows. The next section provides a literature review that introduces the concept of social media and the uses and benefits found in the organisational context, particularly in small and medium enterprises. Section three summarizes the methodology of this study referencing the methods of collecting and analysing data. Section four presents the results of this study. Section five discusses these results and their implications. The article concludes with a result summary pointing out their limitations and future research.

Literature review

Origins and proliferation

According to Bercovici (2010) the first mention of social media term occurred in 1997 when commenting on the need for organisations to offer their customers “social media, where clients could be entertained, communicate and participate in social environments”. Subsequently, a variety of social media tools have emerged beginning with SixDegrees.com (1997) and later with the emergence of weblogs such as Blogger (1999), wiki-platforms like Wikipedia (2001), social network sites as MySpace (2003) and Facebook (2004) and micro-blogs as Twitter (2004) and Yammer (2008) (Treem & Leonardi, 2012).

The current boom of these technologies is due in part to their advantages over traditional technologies such as e-mail, videoconferencing systems, intranets and instant messaging (Treem & Leonardi, 2012).

While traditional tools allow access to information in a relatively passive way, social media tools act to promote interaction and connection of users in several ways (Antunes & Isaias, 2014; Ooms et al., 2015; Huang & Shiau, 2015). According to Majchrzak, Faraj, Kane, & Azad (2013), unlike the typical repositories of knowledge, social media tools radically change the essence of knowledge transfer processes in three different avenues.

Firstly, with social media tools knowledge processes are no longer centralized since users have control over when, where and how

to contribute with their comments. Secondly, the processes are no longer intermittent to become continuous since users can join conversations or create new conversations when required.

Thirdly, we no longer dependent on a predefined structure in which the information should be stored in pre-defined locations, which is replaced by a structure and organisation of the emerging content that depends on the planned and unplanned interactions presented during the knowledge transfer processes.

These differentiator elements as a whole have contributed to the proliferation of social media tools such as blogs, wikis, social networking sites, micro-blogs and tools of social tagging (Majchrzak et al., 2013; Stockdale, Ahmed, & Scheepers, 2012) that have been adopted both within and outside organisational boundaries (Leonardi et al., 2013) and that continue to revolutionize communication, collaboration and interaction between people. While all these tools have been grouped under the term of social media, they have different uses and qualities (Kane, 2015; Leonardi et al., 2013).

Microblogging in organisations

According to Reinhardt (2009) microblogs are defined as a blog on a minor scale in which small and concise messages are used by consumers and companies to share news, post updates and establish conversations.

Likewise, micro-blogs allow people to share information about their views, store information for future access and receive instant notifications (Leonardi et al., 2013; Richter et al., 2013).

Like other social media tools, micro-blogs have been widely adopted in society both for personal use at first, and then professional and organisational (Meske & Stieglitz, 2013; Treem & Leonardi, 2012). Among the most used micro-blog tools are Twitter, Tumblr,

Jaiku and Yammer, the latter with a unique approach to organisational context for internal use and providing greater information security (Curran, O'Hara, & O'Brien, 2012).

In the organisational context, micro-blogs have been used to improve communication between members of the organisation, to improve customer relationships, be aware of what others do, to create new relationships, promoting the transfer of knowledge, keeping customers aware about their products and services and for marketing purposes (Curran et al., 2012; Leonardi et al., 2013; Richter et al., 2013; Riemer & Richter, 2010).

However, according to Günther & Krasnova (2009) the performance is still unclear what micro-blogs have in organisations, particularly when they are used for internal communication.

Compared with studies on the external use of micro-blogs for marketing, few studies have addressed the use given to them internally (Leonardi et al., 2013).

This study aims to improve our current knowledge of how micro-blogs can be useful for SMEs and understand the organisational elements that facilitate their adoption and usage.

This work is particularly important since the adoption and use of a corporate micro-blog is in a context relatively little studied, as is of a cooperative organisation itself which is defined as “an autonomous association of persons who have joined voluntarily to meet their common economic, social and cultural aspirations through an enterprise jointly properly and democratically controlled” (ACI, 1995: 24).

Given this peculiar characteristic this type of organisation where the behaviour of its members is governed by the values of mutual help, responsibility, democracy, equality, equity and solidarity (Ramírez Vanore, 2013) it is expected that the technological tool would be adopted and used provided it allows reproducing and strengthening these values.

Methodology

The study took place in a cooperative organisation of Mexico City dedicated to the sale, installation and maintenance of software and computer equipment. According to its number of employees and annual sales it is also a SME. A study following the foundations of an emerging

research design, primarily using both qualitative methods for gathering data and data analysis, allowed identifying a number of enablers and benefits from a corporative micro-blogging platform.

The technology platform studied (we will call it hereinafter Platform) was adopted by the cooperative in 2015 and was given access privileges to all partners.

Its basic aim was to facilitate access to knowledge that everyone involved in the cooperative has via the launch of questions in the Platform which were answered by those who have the knowledge or experience to respond.

This process is highly relevant to the cooperative because phone calls are received very often by customers and sometimes those receiving the call do not have the answer to certain questions.

In these situations a question is asked in the Platform and immediately appears in users' mailboxes, who seeing the question have the tacit commitment to provide an answer.

During the period from January to April 2016, 10 users of the Platform were interviewed to learn about their related experiences, uses, benefits and perceptions.

A format of semi-structured interviews was used since it is flexible to capture the views of the participants without predetermining their views through an a priori selection of the questionnaire categories (Alvesson, 2003).

People who could provide complementary perspectives on the phenomenon studied were interviewed to represent the largest possible number of opinions (Eisenhardt, 1989).

Following this strategy we included people that:

- used the platform frequently to ask or answer questions,
- were responsible and promoters of the Platform adoption, and

- did not use the Platform but somehow have some opinion “from outside” on the Platform.

Prior to conducting interviews, a process of observation of the activity and interaction with the Platform took place.

This observation about interactions between users allowed a first insight to the type of uses, questions and interaction that took place on the Platform to identify different users, their frequency and type of participation.

The observation period was conducted in parallel with the interview implementation.

The interviews lasted between 30 and 55 minutes. The average time was 39 minutes.

The interview concluded once important points were covered in the guide or when respondents were continual referenced to recurring themes found in earlier interviews.

As a fundamental analysis tool, a thematic analysis was used which is considered a “fundamental method for qualitative analysis” (Braun & Clarke, 2006: 78).

This method of analysis was used “for the identification, analysis and reporting patterns (themes) within the data” (Braun & Clarke, 2006: 79) through careful reading and re-reading of the data.

Among the different types of thematic analysis, an inductive approach was used in which the analysis was carried out without paying much attention to existing theories that influenced the interpretation of the data, but rather a “coding process of the data without trying to fit into a pre-existing coding frame” (Braun & Clarke, 2006: 83).

Data analysis was mainly guided by the issues raised in the research question, which resulted in the emergence of two major themes (i.e. enablers and benefits) categorized into two and five groups respectively.

According to the above, we followed the analytical procedure of

inductive thematic analysis suggested by Braun & Clarke (2006) including the following steps: data familiarization, generating initial codes, search for topics, definition and classification of topics, presentation of results.

It is important to note that these steps were not always followed in a linear way, but iteratively.

Findings

Benefits from the Platform's usage

When the Platform was implemented, it was thought that this would resolve the problems of the customers of the cooperative more efficiently. In the data analysis a series of complementary benefits was identified, that were classified into five categories, namely:

- Empowering people
- Strengthening of the organisational environment
- Knowledge management
- Improved customer satisfaction
- Feedback to the cooperative

Empowering people

This first category includes those benefits from the Platform's use that have a direct impact on its users and that evidence how the use of the Platform empowers its users in different aspects, namely: greater autonomy for decision-making, the opportunity to share knowledge, increase confidence in oneself and keep one informed about what is happening around (being in sync).

Below are described and exemplified each of these four benefits related to employee empowerment.

The Platform allows users to have greater autonomy in their decision making because the knowledge located has been previously validated and fed by other co-workers, giving them "security to take a

decision after consulting the Platform”.

When a user was asked about the benefits received from the use of the Platform he replied: “You have to realize that the Platform becomes your ideal partner who is always at your side to support you to make decisions in important moments”

Also, it was found that the Platform gives opportunities to its users to share their knowledge with colleagues; knowledge that would not necessarily have been shared if the Platform was not there, and that nevertheless they are considered valuable for whom is to share it as to whom it is shared.

This intention to “share what you know” also involves a commitment “to properly articulate what you mean” by those who share it to ensure that the contributions to the Platform are useful.

Share knowledge on the Platform also allows users who generate it to gain greater confidence as their knowledge is recognized as useful and valuable by others.

Finally, access to the Platform has enabled users to be aware of what happens around them keeping always “informed enough to know what is happening and be aware of the pace of things”.

Strengthening of the organisational environment

While the above benefits directly impact users of the Platform, these benefits have an impact on the organisational level.

Three benefits were identified, namely the following: reproduction and strengthening of cooperative principles and values, promoting genuine recognition, and generation and strengthening collaborative networks. Reference is made to each.

The collective use of the Platform has helped improving the organisational environment promoting, reproducing and strengthening the values and principles of the cooperative such as cooperation, respect, reciprocity and gratitude.

The following comment illustrates how through continuous involvement with the Platform, users generate a sense of reciprocity seeking to contribute and give thanks at the same time for previously received support: “If I have the necessary knowledge to give an answer to any issues raised by my colleagues I feel that contributing with what I know is a way to thank them for what I received from my colleagues”

Likewise, the Platform has facilitated that the users express their genuine appreciation for contributions to the Platform, which has contributed to improving the cooperative environment, as expressed in the following comment:

“When we know if a contribution of a colleague is “out of the ordinary” we took advantage of that opportunity on the Platform to make a public recognition to that fellow ... that motivated us to continue to contribute with good ideas, and at the same time create a more pleasant environment day to day” The Platform also facilitates the generation and strengthening of collaborative networks: “Here [on the Platform] you ask the question and it comes to everyone and often the one who responds is someone that rarely speaks. When you see them the next day you take advantage to thank them or to tell them what was the solution of the problem. It helps to reach colleagues with whom you do not generally interact”.

Knowledge management

This type of benefit has to do with those who allow the cooperative to manage knowledge, identifying, storing, integrating and making it available to all cooperative members.

Three types of benefits were identified, namely: continuous learning, identification of experts and generating a reliable and affordable knowledge base.

Learning, seen as the process through which knowledge is obtained, was one of the benefits arising from Platform’s usage.

By maintaining constant interactions on the Platform either by issuing questions, answering them, or reading generated contents, users

continually learn “about everything that is uploaded to the Platform,” even “learning more than any course could teach us”. It is recognized that “although the knowledge acquired at a given time may not necessarily be helpful, they have a high potential to use it in the future” as expressed by a user of the Platform.

Platform’s interface has also helped generate a collective, accessible, reusable, reliable and useful knowledge base since it stores the contributions that are generated.

This brings enormous advantages such as future access to debugged and useful knowledge generated over time, a knowledge base accessible from any location and at any time, a set of best practices regarding recurring problems and a great time saver for troubleshooting because it avoids “reinventing the wheel whenever a problem arises”, as was expressed by one of the users.

The Platform has also facilitated the identification of experts with extensive knowledge of great value in specific areas, a situation that has been helpful to assign mentors when new employees or partners join the cooperative ensuring that valuable knowledge is transferred and learned by those newly joining the cooperative.

Improved customer satisfaction

This type of benefit from the Platform’s usage reflects the impact of its use on improving customer’s satisfaction via solving customer problems in less time, higher value solutions created from collective knowledge and a reduction of offered costs services to customers. Each are listed below.

Since its inception the Platform was created in order to specifically solve customer’s problems as quickly as possible, a situation that is reflected in the following comment in which it becomes clear how the Platform has enabled its users to improve response time to customers, allowing them to “solve problems [of customers] at first contact”: “Definitely one of the great benefits is that it allows us to solve our client’s problems much faster, otherwise it would take longer. In fact it has helped us to solve

problems at first contact, as we expressed in our work philosophy”.

Using the Platform has also significantly improved the quality of response to customers, because when a solution is given, it is not individual, but rather is a “consensual solution” that somehow has been validated by users’ Platform and content reviewers.

Since many of the maintenance, consultancy and advising services offered by the cooperative are charged per hour, access to the Platform has helped to significantly reduce response time, which in turn has reduced cost service, improving customer satisfaction, as is expressed by the following comment: “I could tell you that prior to the Platform’s implementation it took us longer to provide a solution for our customers that somehow or another makes our services more expensive.

While we have not given the task of taking an accurate measurement of how we have managed to reduce costs to our customers, I can assure you that it is so. Any cooperative’s customer who you ask will say that they have told me in a thankful tone”.

Feedback to the cooperative

The last group of Platform benefits has to do with those obtained from feedback that can be obtained on the general operation of the cooperative, either to improve the way of doing things (e.g., innovating), to build confidence about what is done daily, or to open new opportunities (business models). In terms of innovation, the Platform has been an instrument that has allowed the cooperative to improve in a novel way how things are made.

A first aspect has to do directly with cooperative’s internal communication processes and how they have contributed to improve collaboration allowing that “work becomes more collective and that communication be given continuously and without restrictions”. Similarly, the Platform has also allowed innovation in the way how we interact with the customer in solving their problems, significantly improving both service time and solution quality given to customers. Among other benefits, the Platform has enabled the cooperative to “anticipate” some

situations that may arise making the cooperative take an active role for recurring problems, and not passive in the sense of waiting for them to occur before taking the necessary actions.

In terms of feedback, the Platform has also played a role in validating somehow what is done daily or possibly to open opportunities for improvement. Several of the comments made in the interviews referred to how the Platform has taught users “what they are doing right and not doing right”. The following comment reflects this perception: “Sometimes you need someone to tell you that what you’re doing is well done or what you must change if it is the case ... I would say that even for it the Platform has served us; its use has shown with facts that promoting this type of virtual collaboration has great benefits”

An interesting finding has to do with the opportunity that the Platform has offered for having potential economic benefits, previously unimagined or considered by cooperative’s members, as was expressed by one of the partners: “In addition to all the benefits we have received, I do not exaggerate if I said the Platform can open up new business opportunities. Let me explain... all that information and valuable knowledge that we have on the Platform could be highly relevant for those doing the same as us... sure that it must be done carefully because now it represents a competitive advantage for us”

This idea expressed by one of the partners is broadly consistent with the comments of another member, who has also considered the possibility of providing training and consulting for both customers and competitors by taking as the main input the generated and stored knowledge based on the Platform.

Table 2. Benefits derived from the Platform’s usage

Discussion and Conclusions

Information technology and Internet have revolutionized the way people communicate, which has motivated organisations to adopt these technologies for business purposes and obtain a variety of benefits.

Table 2 refers to the benefits received from the usage of the Platform.

Benefits derived from the Platform's usage	
Benefits	Extract from user's interview
Empowering people	
Autonomy to make decisions	"To me personally [the Platform] has helped me to take decisions more independently. If I have any doubt on my first query I make it there [on the platform] and often stay with that answer to go on".
Opportunity to share knowledge	"Sometimes you do not know how to explain or communicate something until someone asks you. I now realize that I have said many things on the platform that will serve my peers and that if they had not asked me then maybe I would never have shared ... and not necessarily for not wanting to but not knowing that others would value it".
Self Confidence	"For example, when you give an answer that serves for a partner or several people, they always give you thanks and that to me in particular motivates me to continue to contribute with useful answers. Somehow that motivates you because you know it can be useful for others".
Knowledge about what goes around (being in sync)	"When you get a question you cannot answer or if you know, obviously you give your opinion, but if not, at least you find out the situation or the type of problems that your mate is having with a client. That helps you have something like a pulse of what's happening around you".
Strengthening of the organizational environment	
Reproduces and strengthens the principles and cooperative values	"Although we do not say so, I think the platform has helped us to reflect what we were already ... what I mean by this is that here in the virtual we have replicated what we were doing offline and even have even strengthened it".

It generates and strengthens collaborative networks	"When I started answering questions in the platform I did it to help my teammates but then I started to realize that having an active participation also helped me improve my relationships with them or to establish relationships that had not been. Currently you could say that when I give a suggestion or collaborate on the platform I too will benefit in this regard".
Promotion of genuine recognition	"I have known and recognized the extensive knowledge with my colleagues not only in person but also in the cooperative ... sometimes peers become very creative to certain problem solutions and I have congratulated and thanked them for giving solutions or suggestions that I never would have offered. I think that just because others recognize their creativity contributes greatly to strengthen the good working environment we have".
Knowledge management	
It facilitates the identification of experts	"The platform has also been very useful to identify mentors. When we have someone new to work with us we assign to those who know more to learn from them... somehow we made sure that new people learn best".
Generate collective, accessible, reusable, reliable and useful knowledge base	"Since you can use a search engine, so you can easily find and solve problems using keywords or even by date, sometimes you remember about the time you were talking about and place yourself easily by date... and you know in advance that the information you find there is reliable because it most certainly will be very useful in solving your problem".
Continuous learning	"The truth is with all that is generated on the platform you learn all the time ... but some things could not be important at that particular time, you do not lose anything to keep in mind because for sure at some point you will face a similar situation".
Improved customer satisfaction	
Shorter response times	"One of the biggest advantages that I see of the tool is that as soon as a question is launched, this comes to everyone and if they know the answer at that moment they are responding. That in turn allows you to solve the problem in front of you almost immediately, which is what the customer is really looking for".

Best solutions based on collective knowledge	"Among many other things, from my point of view the platform has helped us to offer better solutions to our customers, because when we support the platform. What we are really doing is taking the best decision or a previously validated and shared solution by the group ... it's as if we worked as a team to solve any particular problem that you are presenting".
Lower service costs	"Of course as the platform allows us to reduce service time, in the end it is reflected in a reduction of the costs that our customers have to pay for the maintenance and advice we give them".
Feedback to the cooperative	
Opportunity to innovate	"Look, there's a before and after the platform. After more than a year of working with the platform we have improved much for the customer and being honest I think we have done it innovatively ... the fact "throwing lots" to a problem using as a means the platform is something at least to me seems novel".
Validation of what is done daily	"We have already received many benefits of the platform, including clearly greater satisfaction of our customers ... that is important but somehow the platform has shown us that many of the things we are doing we are doing well and there are some which we can learn to improve".
New business models	"It's something I have not talked with other partners but I think all that is on the platform easily can serve to give some courses both to our clients and save them having to scrounge to solve their problems as our competitors share something and have the best practices to solve certain problems".

However, it has been argued that difficulty that SMEs have for adopting emerging technologies (Meske & Stieglitz, 2013) is increased with the presence of risks associated with their use (Nakara, 2012). It has been said for example that SMEs using social media tools can ruin its reputation by posting bad reviews, and can lose the valuable time of its employees using these tools without knowing how or losing control of

the information making privileged content go out (Meske & Stieglitz, 2013; Nakara, 2012).

Presented findings of this study allow advocating the use of these tools in SMEs since potential benefits can be gained from their use. The analysed study case presents a series of benefits that go beyond those for which the implementation of corporate micro-blog was initially conceived, finding benefits impacting the Platform's users (e.g. cooperative partner), cooperative's organisational environment, knowledge management processes, customers and the way the cooperative is fed back.

The study findings also provide insights regarding that in order to obtain the mentioned benefits, the presence of a number of enabler elements are necessary. Moreover, these enablers differ in terms of adoption and usage, being the first pre-existing and the second emerging. While a group of pre-existing enablers in the organisation come into play to facilitate the adoption of such platforms, another group of enablers must emerge as their continuous and collective use occurs in order to perpetuate its use.

The study has some limitations. These results are derived from a particular case on the usage of a corporate micro-blog in the context of a cooperative organisation so the results should be interpreted with caution. Since the principles of a cooperative organisation may vary from those of a private company, the results may reflect the interests of this group of organisations that could potentially differ from those non cooperative companies (i.e. private companies). For example, all those who work in a cooperative are partners which generates a common good, a situation that in turn promotes the flow and knowledge transfer processes between partners; this situation differs from a capitalist company which rewards an environment where "knowledge is power" and therefore it must be protected and guarded by employees to remain attractive to organisations where they work (De Long & Fahey, 2000; Pipek, Hinrichs, & Wulf, 2001).

Furthermore, the findings related to the benefits and enablers of the adoption and usage of the Platform allow deducing a number

of implications for those interested in implementing or promoting the adoption and use of social media tools in their organisations, in particular the so-called corporative micro-blogs. Among some implications and recommendations from this study are the following:

- Be clear about a detected need to encourage the adoption and use of a social media tool and evaluate the selection of the most appropriate Platform.
- Promoting principles of collaboration and participation in the organisation that increases the chances that are reproduced in adopted collaborative tools.
- Evaluating contents, uses and risks that arise on the Platform adoption and usage process to enable feedback on its operation.

In conclusion, this study will extend our knowledge on the adoption and use of information systems, in particular providing insights to improve our understanding of the adoption and usage processes of social media tools in a small business, which represents a context relatively little studied, particularly when the usage of social media tools within organisations is analysed (Öztamur & Sarper Karakadılar, 2014). To meet this objective, a study was conducted on a small cooperative organisation in Mexico City, in which the enabling elements that facilitated the adoption and subsequent use of a corporative micro-blog were identified as the benefits from its continued and collective usage.

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