

# Social Media Social Networking (re)Creating Madness of the Crowd

For the time will come when people will not put up with sound doctrine. Instead, to suit their own desires, they will gather around them a great number of teachers to say what their itching ears want to hear.



**J. ARTHUR CONSULT**  
RISK REASON RESILIENCE



## "pundit" in British English

See all translations

# pundit

*noun* [C] **UK**  **US**  /'pʌn.dɪt/





**>** a person who knows a lot about a particular subject and is therefore often asked to give an opinion about it:

*a political/foreign-policy/sports pundit*

Living in the tension between expertise and punditry...

...is a constant challenge for busy modern companies

# expert

*noun* [C] **UK**  /'ek.spɜːt/ **US**  /-spɜːt/



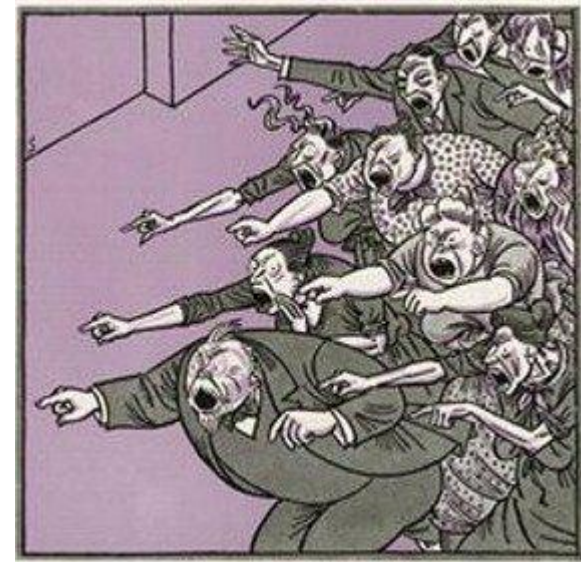
**B1** a person with a high level of knowledge or skill relating to a particular subject or activity:

*a gardening/medical expert*

*My mother is an expert **at** dress-making (= she does it very well).*

# This presentation is about 3 high level things

- The madness of the crowd
- Social Media Risk
- Managing reputation



# What is the madness of the crowd?



A Primer...

## 18 – 1900's

*"We find that whole communities suddenly fix their minds upon one object, and go mad in its pursuit..."*

Charles Mackay Extraordinary Popular Delusions and the Madness of Crowds 1841

*"by the mere fact that he forms part of an organised crowd, a man descends several rungs in the ladder of civilisation."*

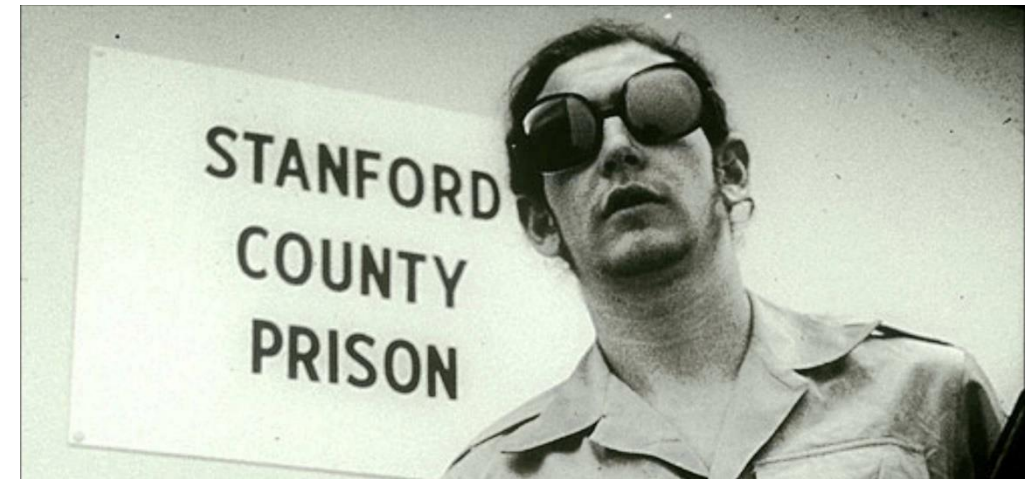
Gustav Le Bon The Crowd a Study of the Popular Mind 1896

*... resistance of the individual to being levelled, swallowed up in the social-technological mechanism.*

Georg Simmel The Metropolis and Mental Life 1903

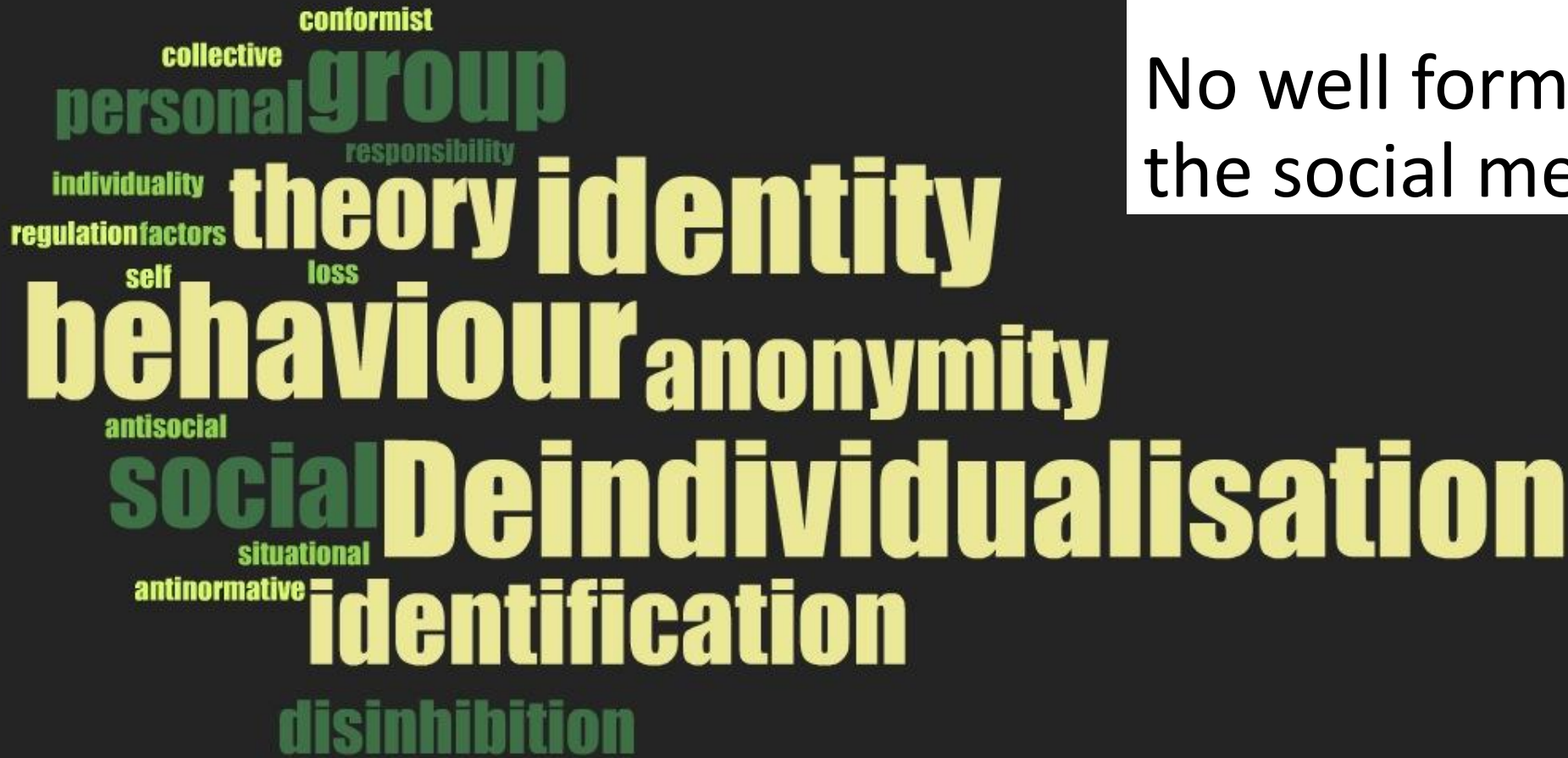


1960's and 70's : a whole bunch of American Psychologists started asking students and citizens to electrocute people, or beat them in simulated prisons, with interesting results...



No unified theory

No well formed theory in  
the social media arena



...but plenty of real experience to draw upon

# Anti-capitalist riots 2000



May Day (Anti-capitalist) riots 2001

# 2009 G20 Summit



# 2010 student protests



# 2011 Spending Cuts Protests



# 2011 Tottenham Riots Over Mark Duggan's Shooting



Contagion re-visited on a social scale?



Reports and classifications vary but at least 149 locations saw rioting / looting / unrest



Spread by proximity and “presence”?



What is social media (risk)?



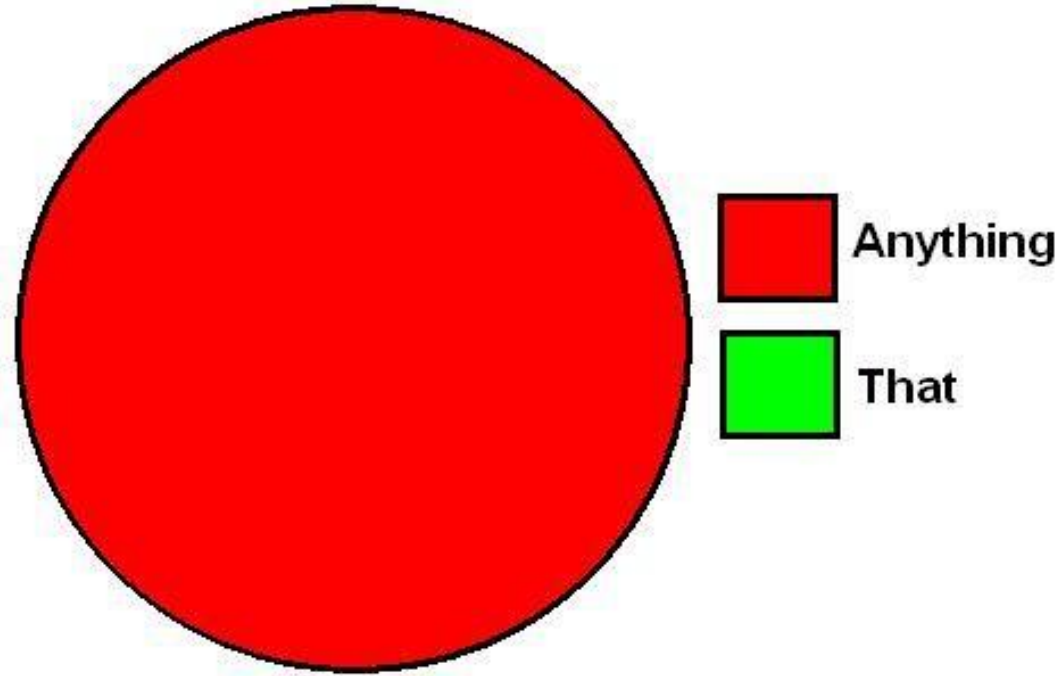
The advent of Social Media has allowed people to connect in Social Networks



This Technology Mediated Presence can be visualised as a series of Eulerian Circles

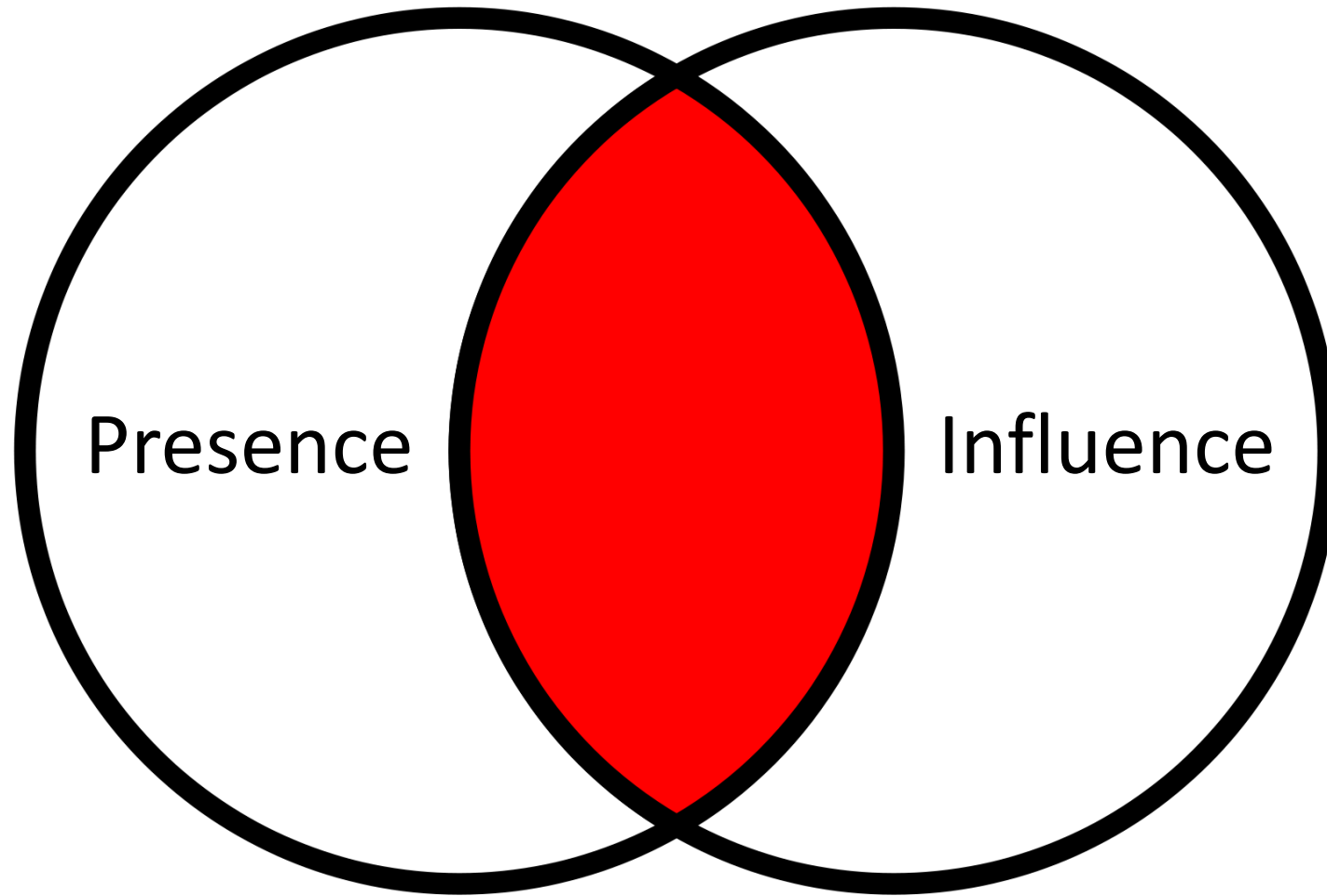
# Or as they are better known

Things Meat Loaf would do for love

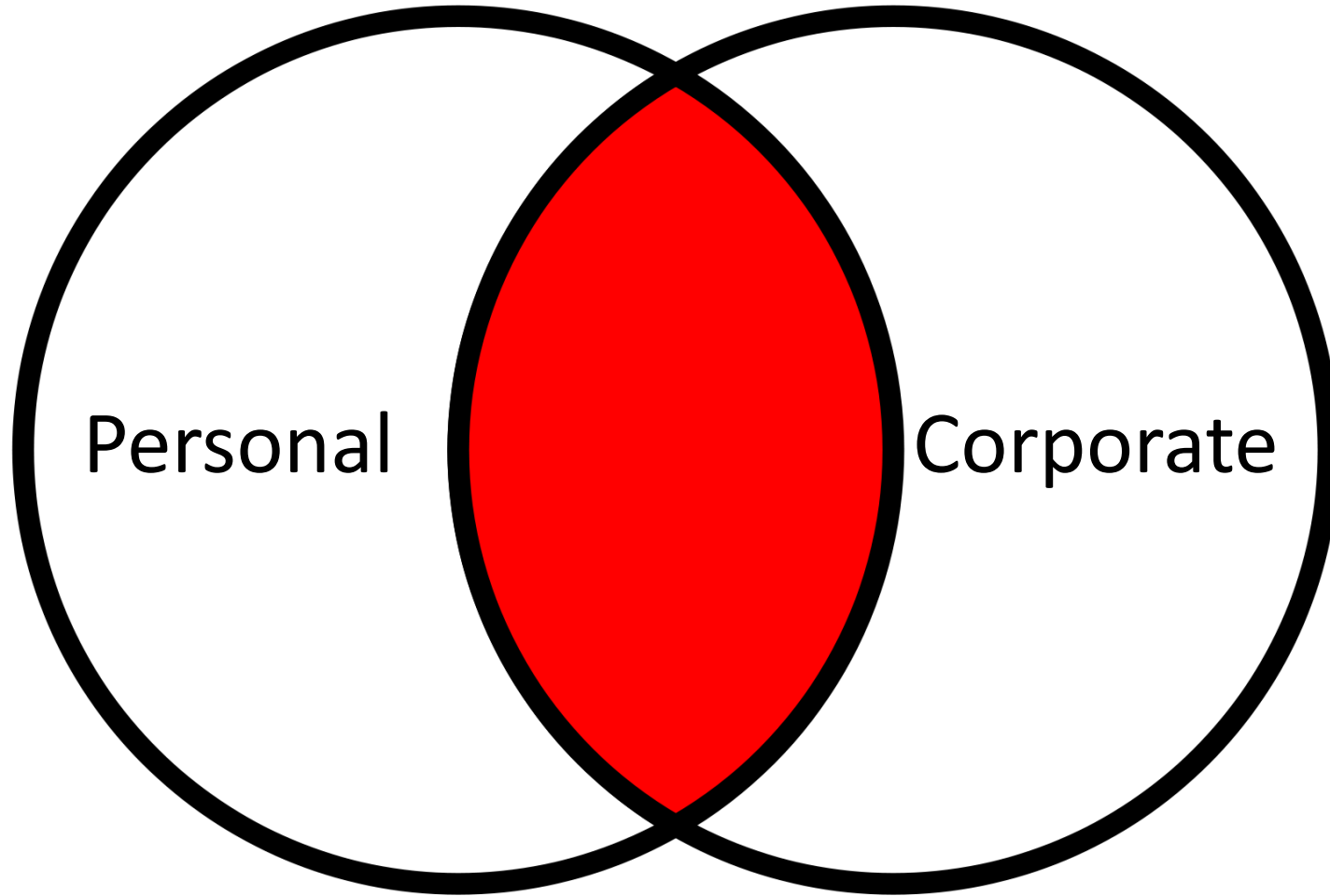
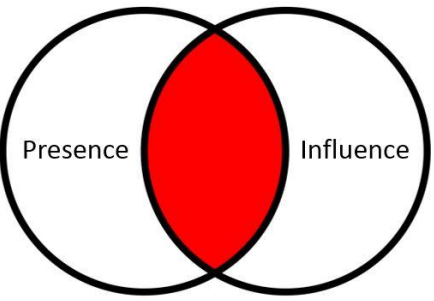


## Venn Diagrams

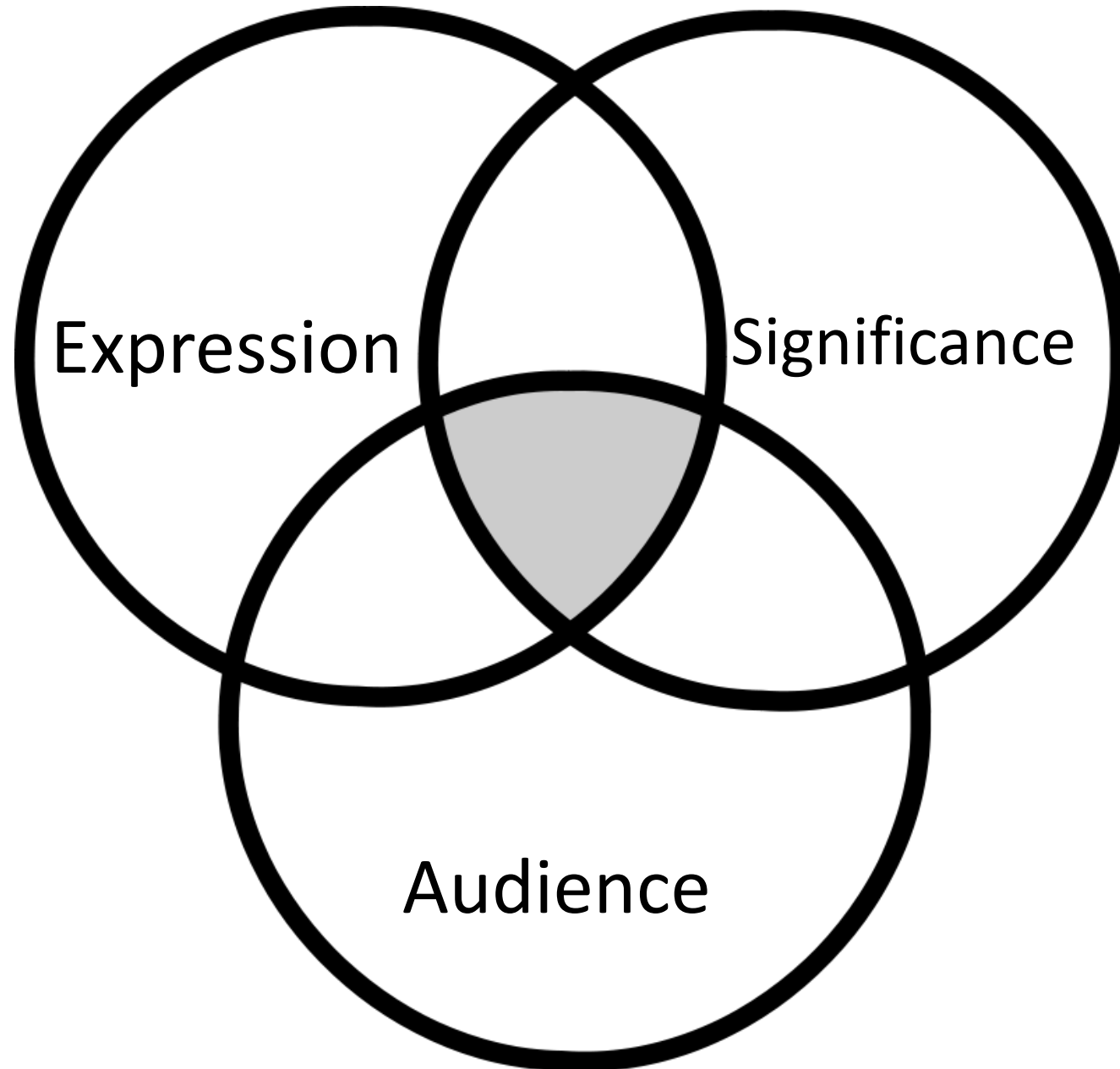
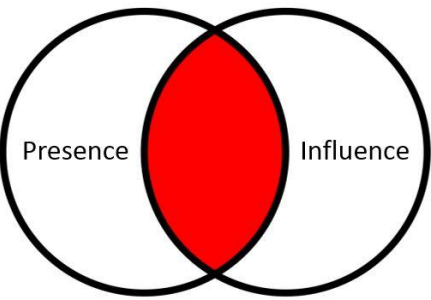
# Social Media & Social Networking



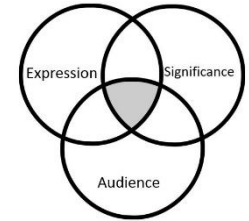
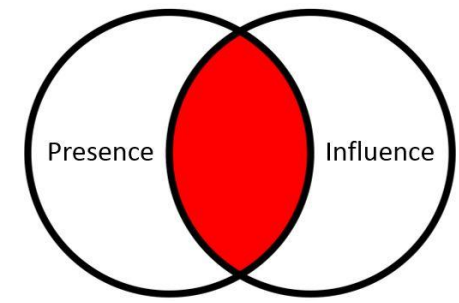
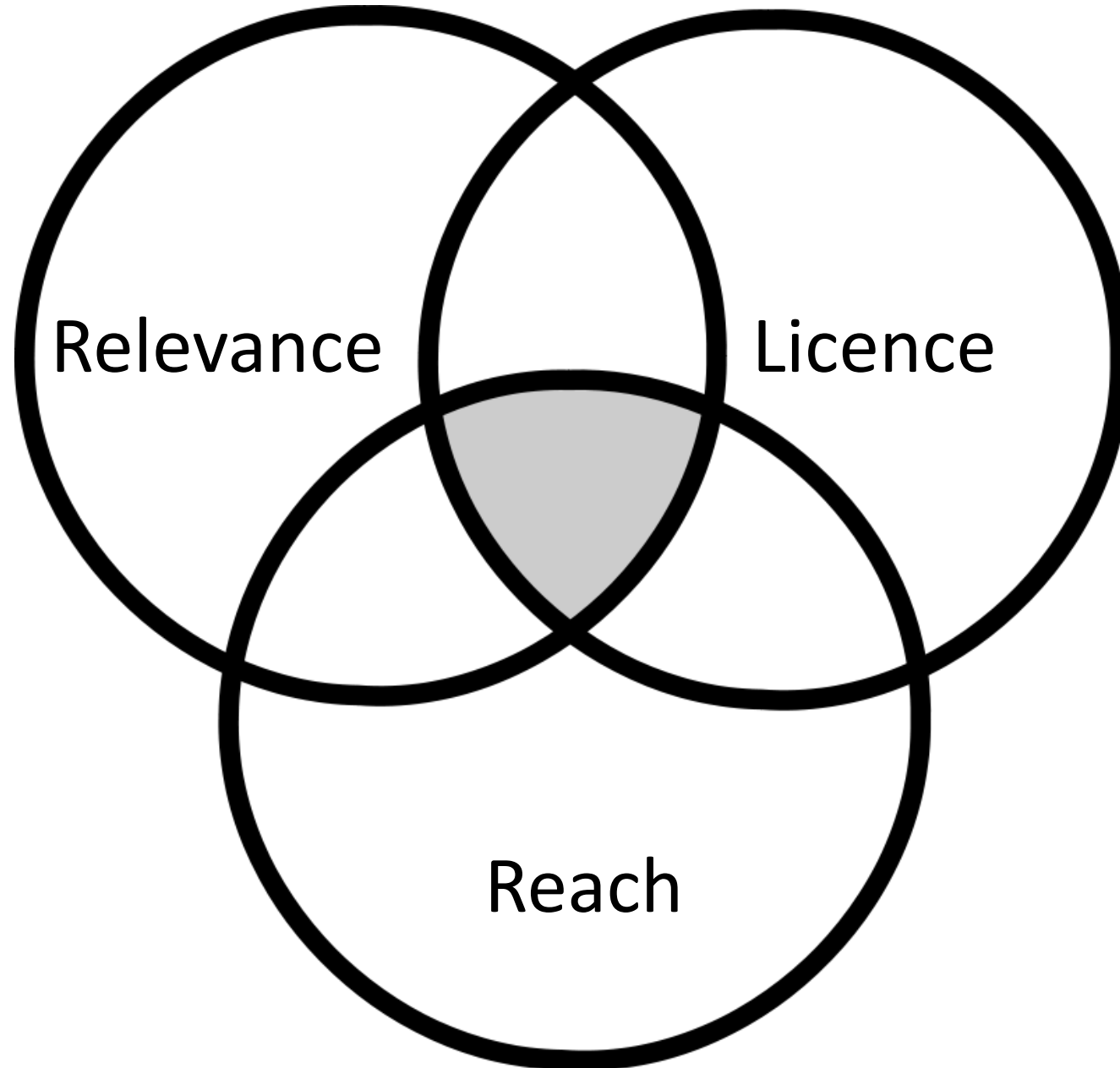
# Presence



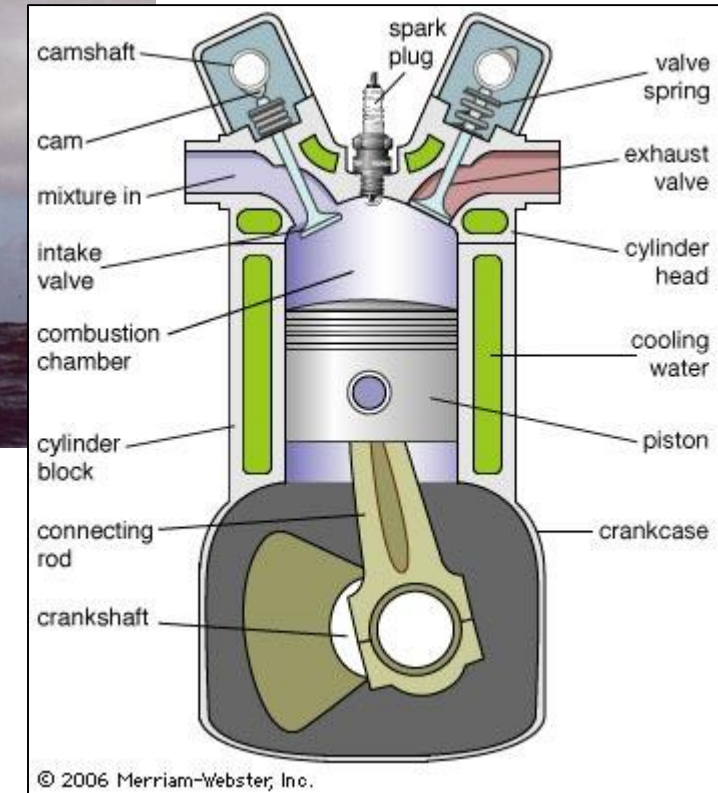
# Personal Presence



# Corporate Presence

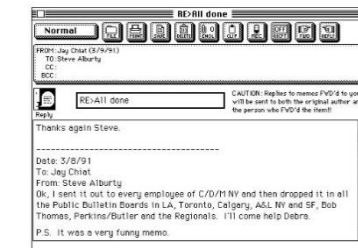
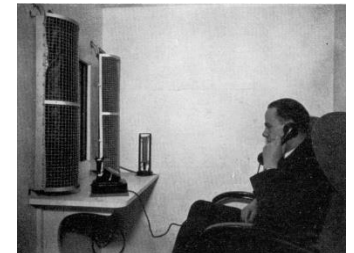
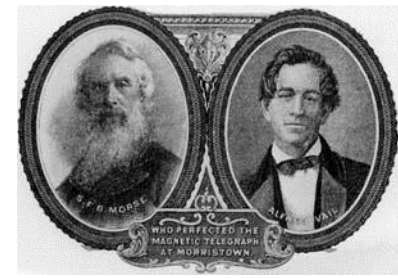


Presence used to be mediated  
by the technology of power



# Presence has been mediated by communications technology

- 550 BC the Persians invent postal system
- 1837 Morse and Vail invent electric telegraph
- 1876 Alexander Graham Bell invents telephone
- 1895 Jadish C Bose invents radio
- 1925 John Logie Baird invents television
- 1936 Dr. Georg Schubert launches world's first videophone
- 1961 First global e-mail sent
- 1979 1G mobile network launched
- 1992 Internet protocol based videoconferencing



# Notice too, what Psychology theory was doing



## Engineering optimism

1980 Marvin Minsky Telepresence

- The manipulation of objects in the real world through remote access technology.



## Cognitive optimism

1992 TB Sheridan Presence

- The effect felt when controlling real world objects remotely
- The effect people feel when they immerse themselves (in virtual environments)

# Psychology theory was starting to say

## Social Agency (before Social Media was invented)



Journal of Computer-  
Mediated Communication  
Volume 3, Issue 2, page 0,  
September 1997

1997 Matthew Lombard and Theresa Ditton: presence is six fold and includes

- Social richness – from interaction
- Social actor – from interactivity and control
- Sense of the media itself is a social actor

# Presence now! Mediated by social technology

- 1995 Internet commercialized in the US
- 1996 Blogging
- 1999 NTT DoCoMo release smartphone
- 2003 Myspace version 1
- 2003 LinkedIn
- 2004 Facebook
- 2005 YouTube
- 2006 Twitter
- 2007 Tumblr
- 2007 iPhone
- 2008 Android HTC Dream
- 2008 Dropbox
- 2009 WhatsApp
- 2010 Facetime
- 2010 Instagram
- 2011 Snapchat
- 2012 Nintendo gaming network unifies platforms



# Carrier System

Degree to  
which people  
attend...

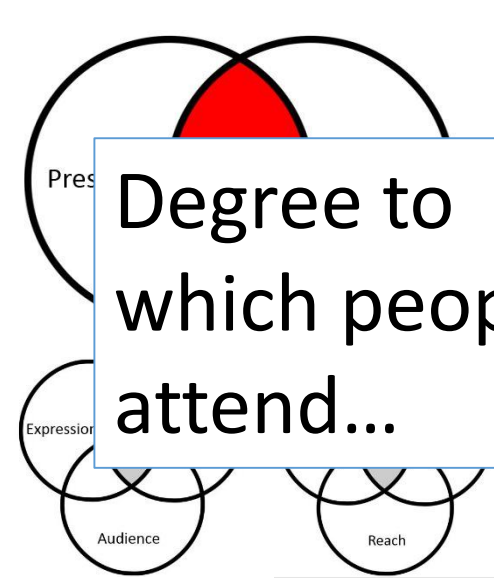
Governments  
who shut down or  
control internet

Social  
Validation

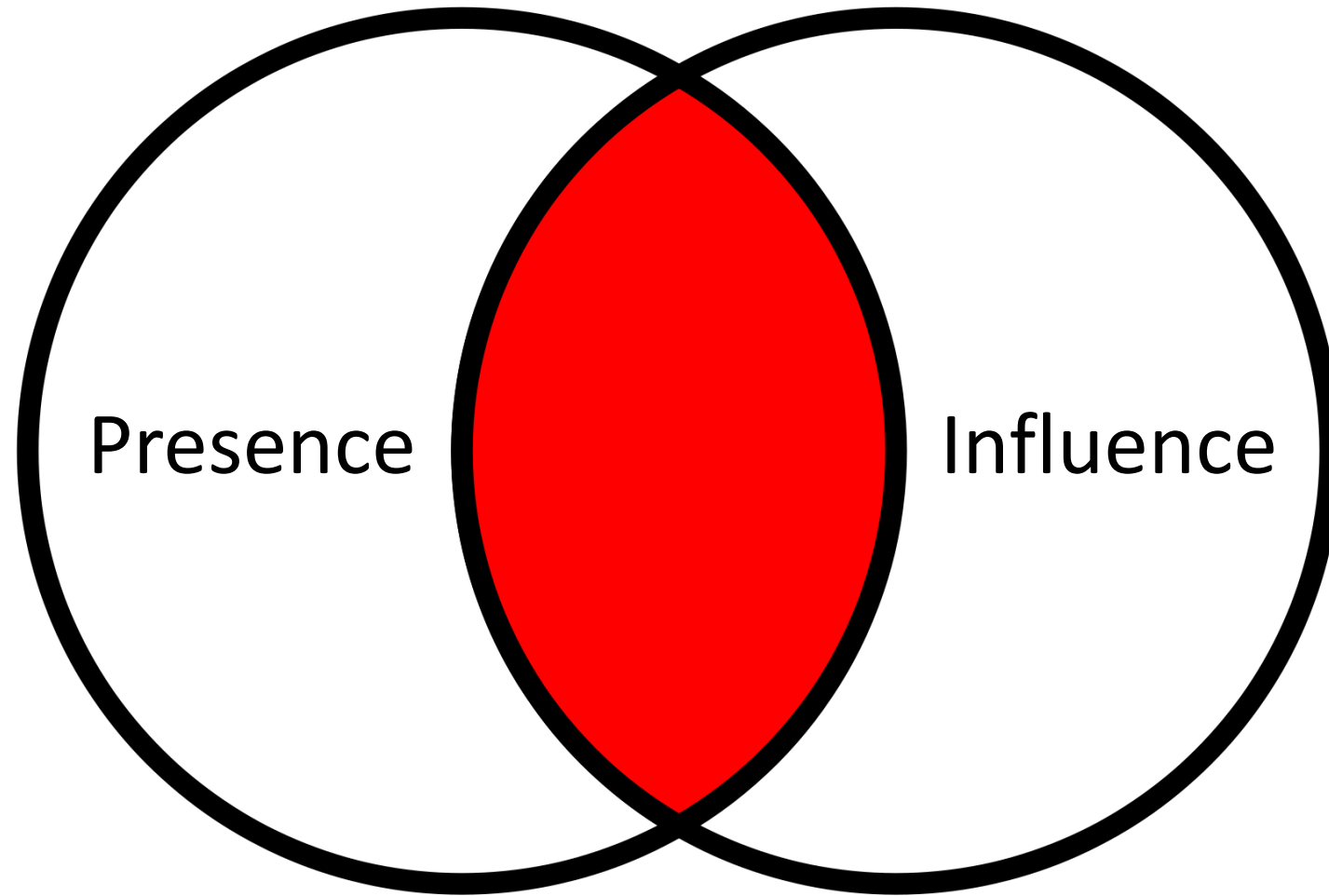
Agency  
Control

Technical  
Capability

What is really reliably  
possible where

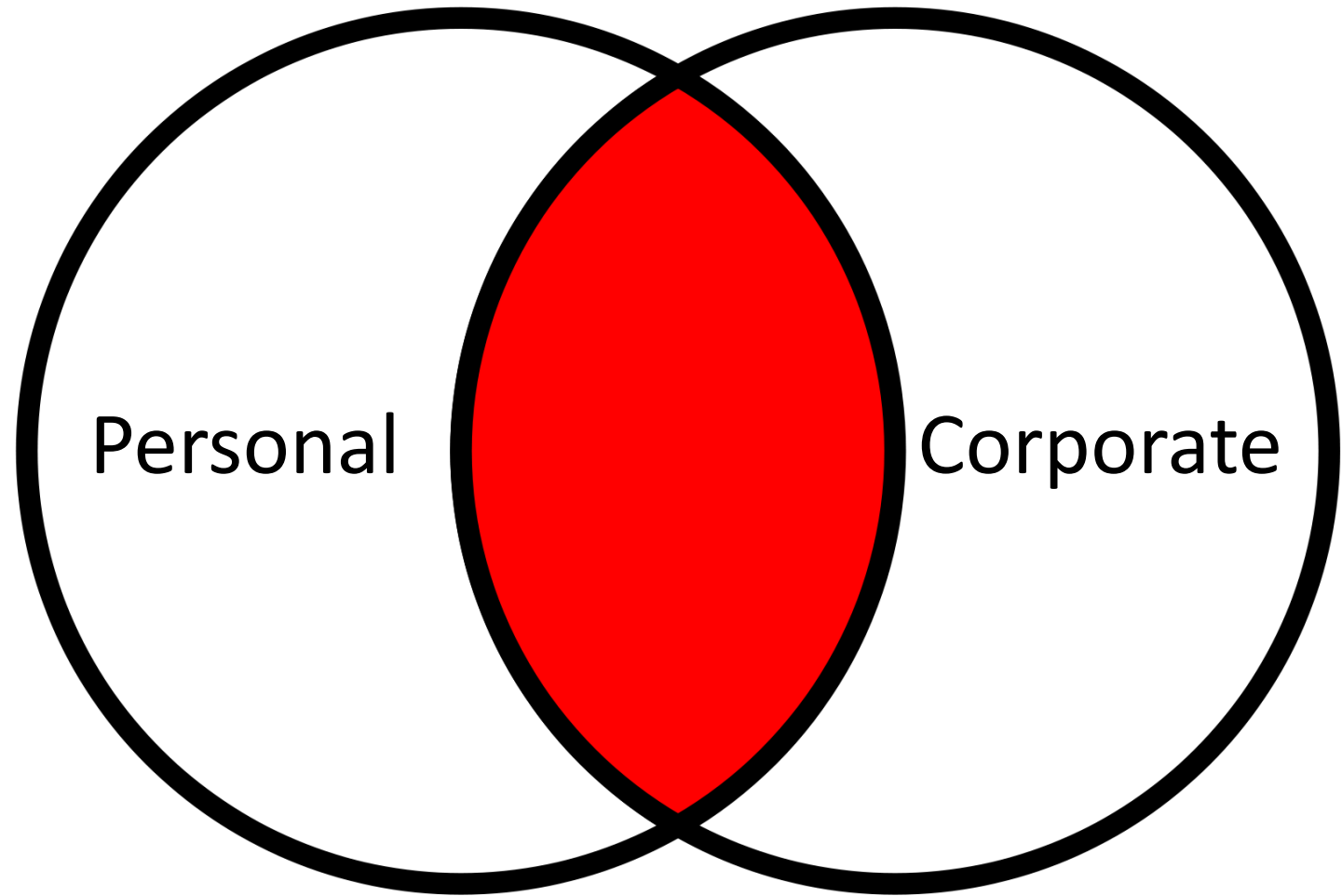


# Social Media & Social Networking





# What do we mean by reputation?





# Integrated Communications in the Old World

Corporations

Customers

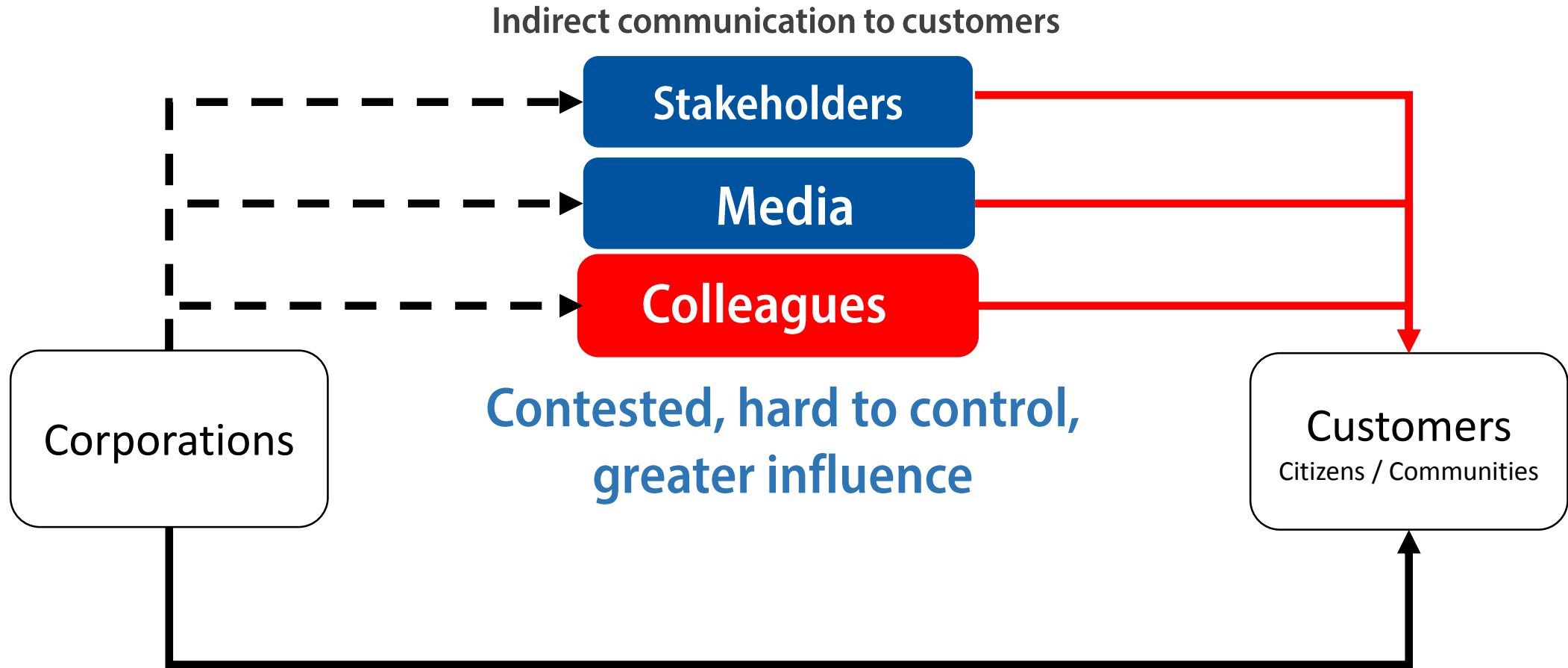
Citizens / Communities

Uncontested communication to customers

Easy to Control Direct Communication



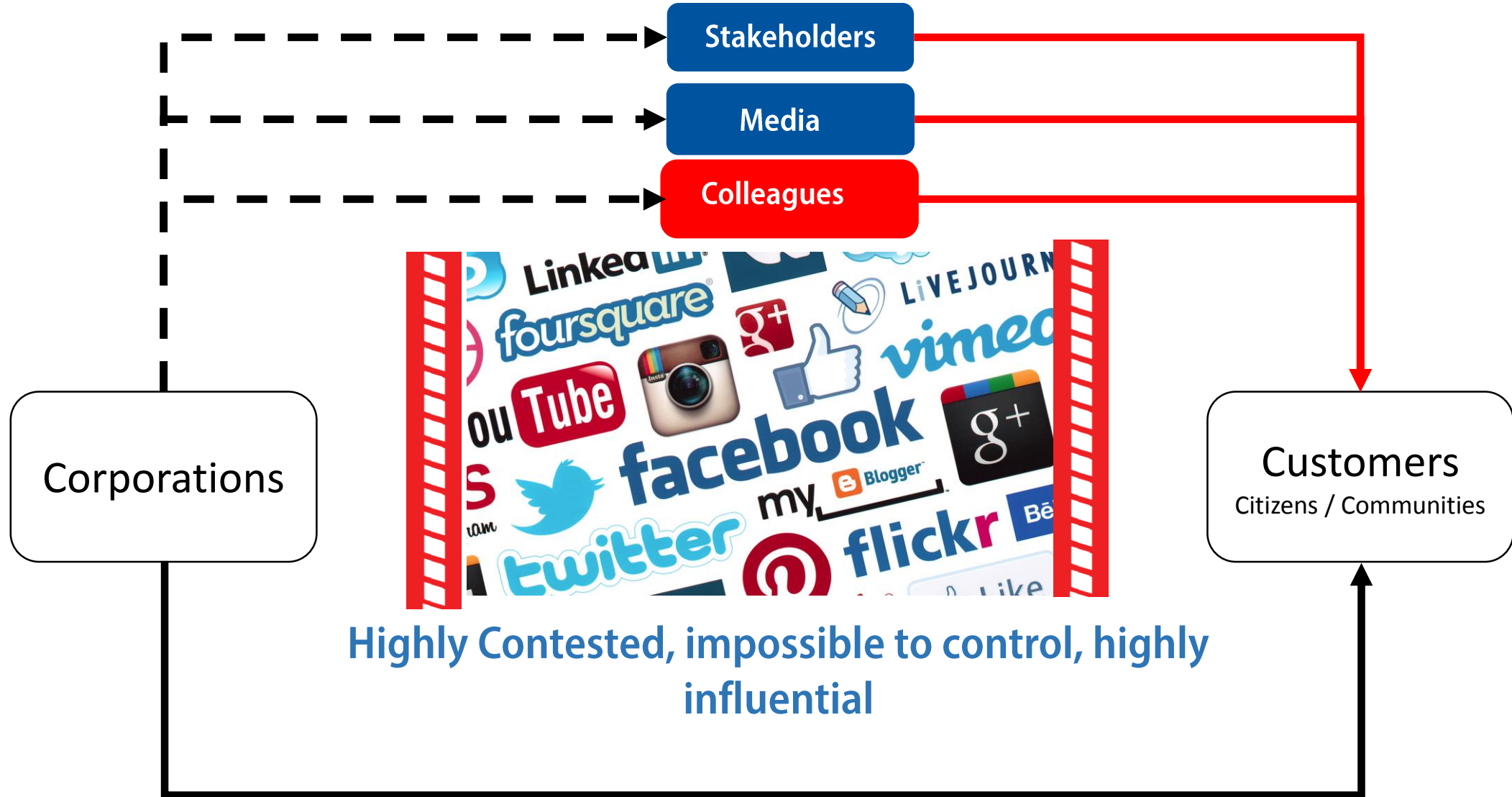
# Integrated Communications in the New World



Uncontested Direct communication to customers  
Still easy to control but  
losing trust and influence



Indirect communication to customers  
Contested, hard to control, still influential



Uncontested Direct communication to customers  
Still easy to control but losing trust and influence



# So that's what they are...

- The madness of the crowd
- Social Media Risk
- Managing reputation

## ...But what happens if we allow them to interact?



There is a need for a deeper understanding of the macro-interaction. A sociological examination





#socialmediahelpsrioters?

Some wanted to say social media was the new cause of “the contagion effect”

And some wanted to say that social media was definitely a factor “amplification”...

But the truth is far more complex and unknown as yet

Lizzy Davies, Alexandra  
Topping, James Ball and Ian  
Sample

Josh Halliday

Monday 8 August 2011 12.24

Tuesday 9 August 2011 19.49 BST



< Shares

18

Save for later



< Shares

35

Save for later

# London riots: hundreds answer appeal to clean up streets

Facebook and Twitter mobilises hundreds of people to clear debris from streets in London's worst-hit communities



Volunteers near Clapham Junction station, south London, wait to be allowed to help with the cleanup operation following riots the previous night. Photograph: Matt Dunham/AP

Hundreds of people armed with brooms, binbags and rubber gloves turned out across London to help clean up the damage caused by a third night of rioting,

Photograph: Sophia Evans for the Guardian

in the fight against



demonstration on 29 January.

Through Social Media / Social Networking State, Personal and Social Groups have begun to combine into complex crowds...

... Such a concept challenges orthodox nineteenth- and twentieth-century crowd theories that consider crowds to be a corollary of “emotive contagion” in spatial proximity...

...with “the mediated crowd” mobilised in the twenty-first century through social networking in both geographic and virtual arenas.”

**Stephanie Alice Baker, (2012)**

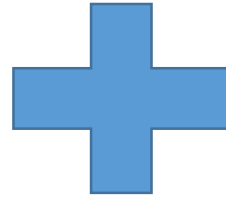


# “A Mediated Crowd”

A crowd which transcends:

- Established “agency” power lines
- Traditional socio-political structures
- The constraints of location
- The construct of intentional communication (viral)?
- A source of cohesion and of risk?

# So, where's the evidence that mediated is a reputation risk?





A quick show of hands...



First

- On 9 June 2015, Hunt gave a talk at the European Conference of Science
- Members of the audience
- This led to a Social Media
- In a telephone interview
- UCL Faculty of Life Sciences
- The European Research
- Notable and famous
- Some of them were
- None of the decision



Tim Hunt with his wife Mary Collins at their home in Hertfordshire. Photograph: Arthur O'Shea for the Observer

As jokes go, Sir Tim Hunt's brief standup routine about women in science last week must rank as one of the worst acts of academic self-harm in history. As he reveals to the Observer, reaction to his remarks about the alleged lachrymose tendencies of female researchers has virtually finished off the 72-year-old Nobel laureate's career as a senior scientific adviser.





A quick show of hands...

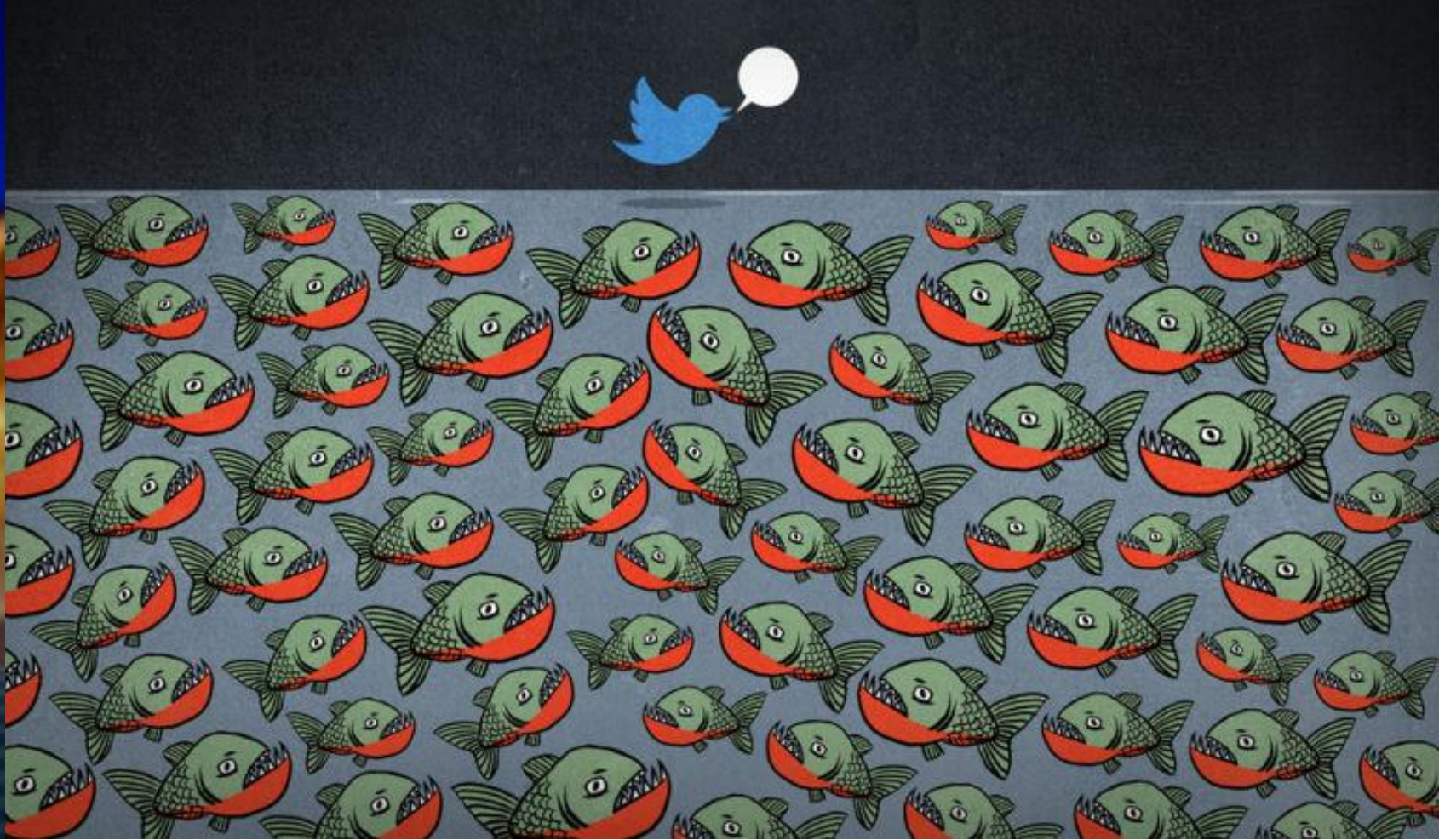


# Fired by the time she landed

- 20<sup>th</sup> December 2013 Justine (Senior Director of Corporate Communications) Tweets a joke to her 170 followers
- Boards a flight at Heathrow and lands in South Africa 11hrs later
- By which time she was the world No.1 trend on Twitter
- No doubt helped by Sam Biddle who re-tweeted to his 190,000 followers
- People waited at the airport to photograph the moment she switched her own phone back on
- “we are about to watch this @justinesacco bitch get fired in REAL time. Before she even knows she’s getting fired”.
- Workers at hotels she was due to stay at on her holiday threatened strike action if she showed up
- She was summarily fired from her job
- For some considerable time thereafter her reputation and her life were in tatters



Andrew B Myers and Sonia Retsch New York Times Feb 2015

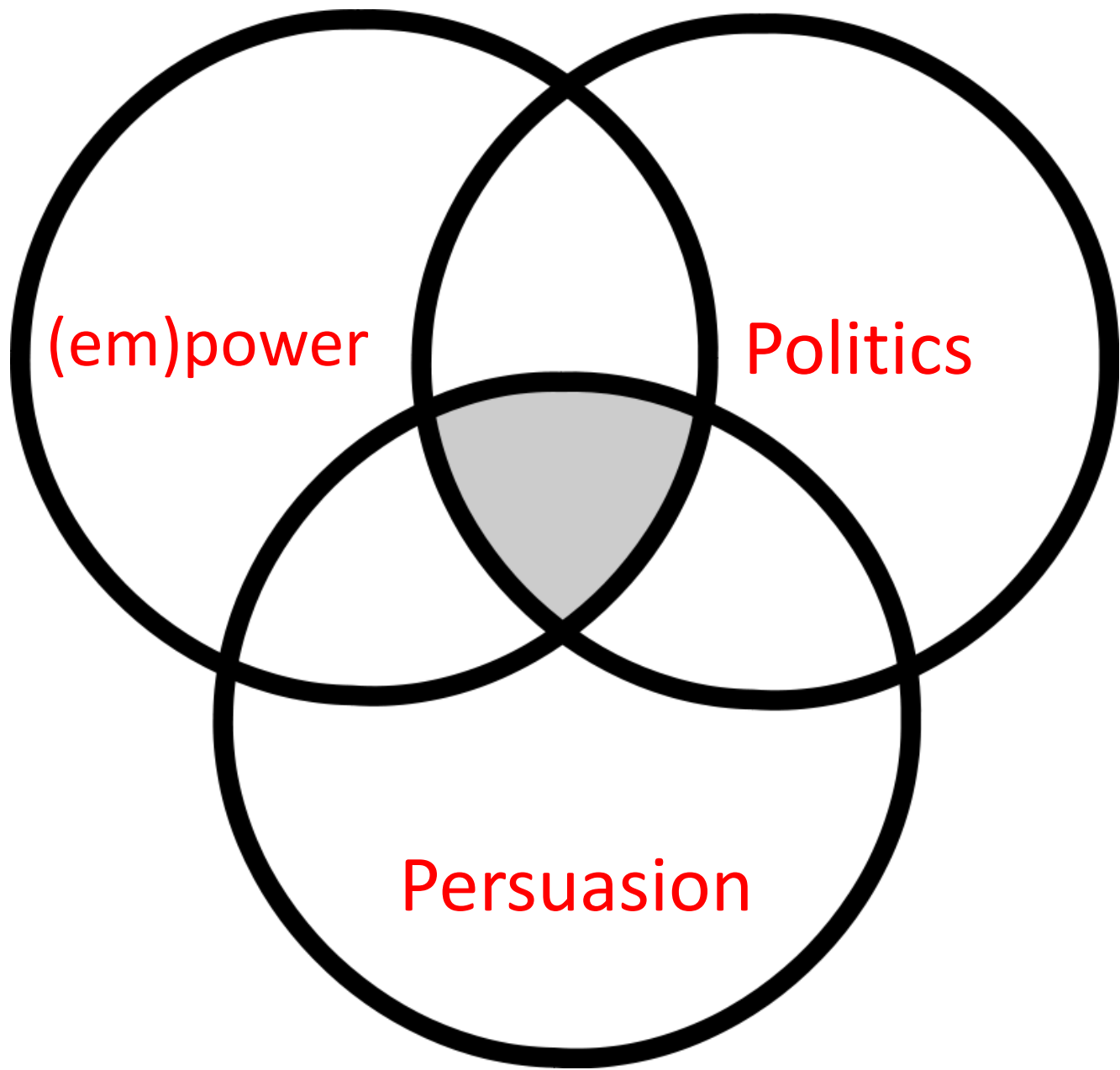
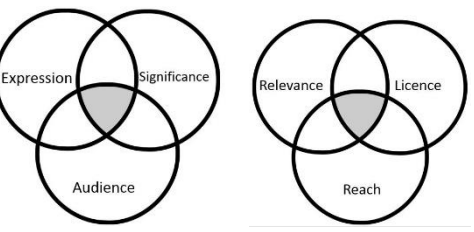
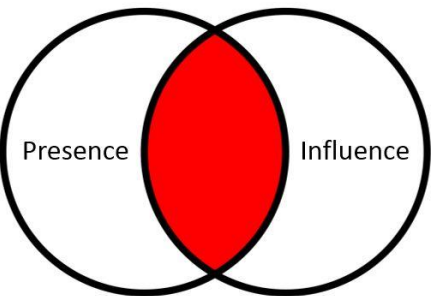


“Twitter is a fast machine that almost begs for misunderstanding and misconstrual—deliberate misreading is its lubricant. The same flatness of affect that can make it such a weird and funny place also makes it a tricky and dangerous one. Jokes are complicated, context is hard. Rage is easy.”

# What about corporate reputation?



# Influence



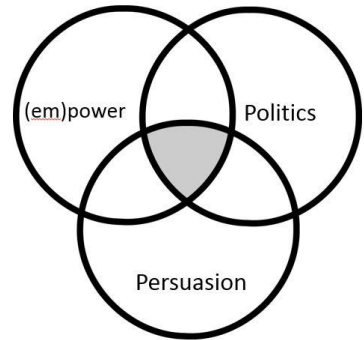
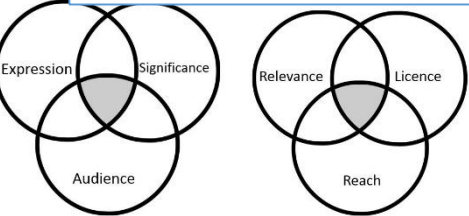
(Em)power

Consumer &  
Human Rights

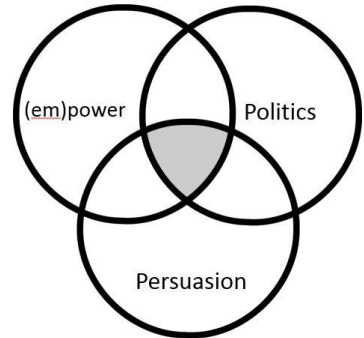
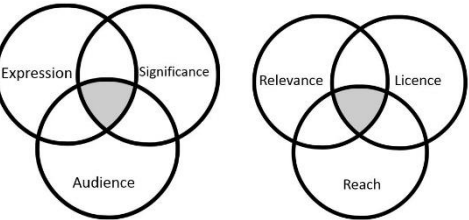
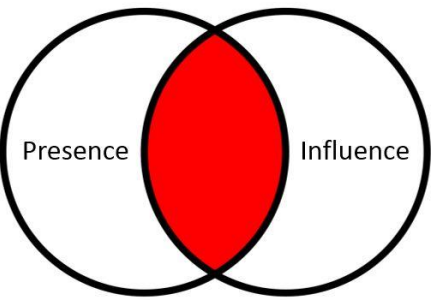
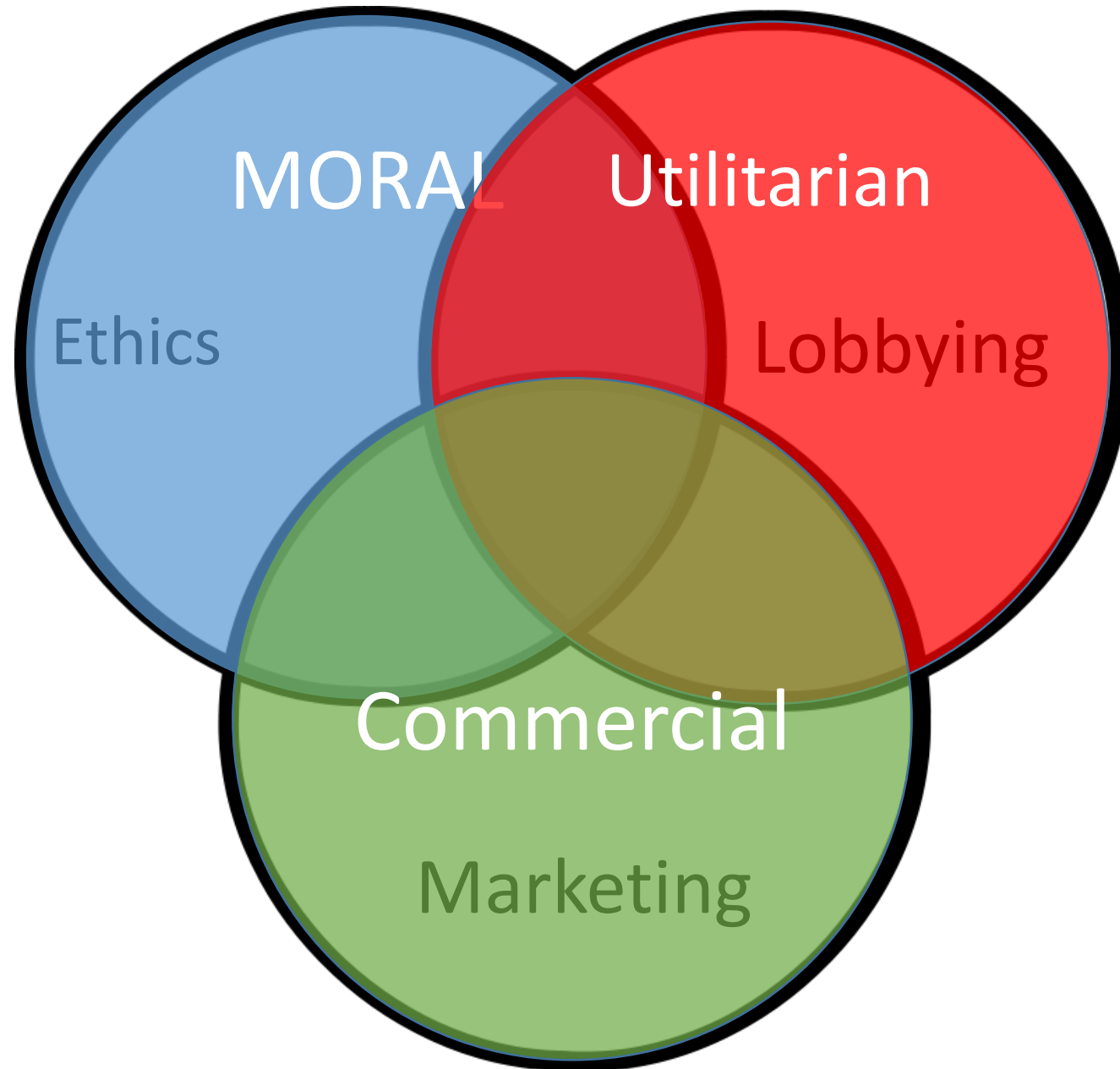
Marketplace  
Needs



Regulation &  
Moderation



# Persuasion



# Communications in the Brave New World



Becky Williams (individual) founder  
of B4J



 Busts 4 Justice  
Global

“Busty ladies, and anyone else with a vested interest in busty ladies, in fact anyone with a vested interest in simple justice, join forces to end this blatant discrimination. **We need your, er, support.**”

-Busts 4 Justice founder Becky Williams –July 2008

July 2008



# We boobed.

It's true our fantastic quality larger bras cost more money to make,  
and we felt it was right to reflect this in the prices we charged.  
Well, we were wrong, so as of Saturday 9th May, the storm in a D cup is over!  
We will reduce the price of our larger bras by up to £2.\*  
And for 2 weeks\*\* from Saturday we will reduce ALL of our bras by 25%.  
Every woman can now experience the difference  
a well made quality bra will make.

**25% OFF**

Available instore and online at [marksandspencer.com](http://marksandspencer.com)

YOUR **M&S**

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*\*Note the LOL*



## Maclaren repeats pushchair recall notice

Despite the reiteration of a 2009 recall in the US, and compensation payments made to injured children in the UK, the pushchair manufacturer won't issue a consumer warning in this country

Jill Insley

Wednesday 25 May 2011 09.24 BST



Shares 28 Comments 6

Save for Later



“a recall in the US did not have the same connotation as in the UK ...

... "We feel we are reminding [parents] through our website and Facebook page. We've tried to get the word out through social media.”

**Joellen Bradford CMO**



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Kryptonite New York Chain 1210  
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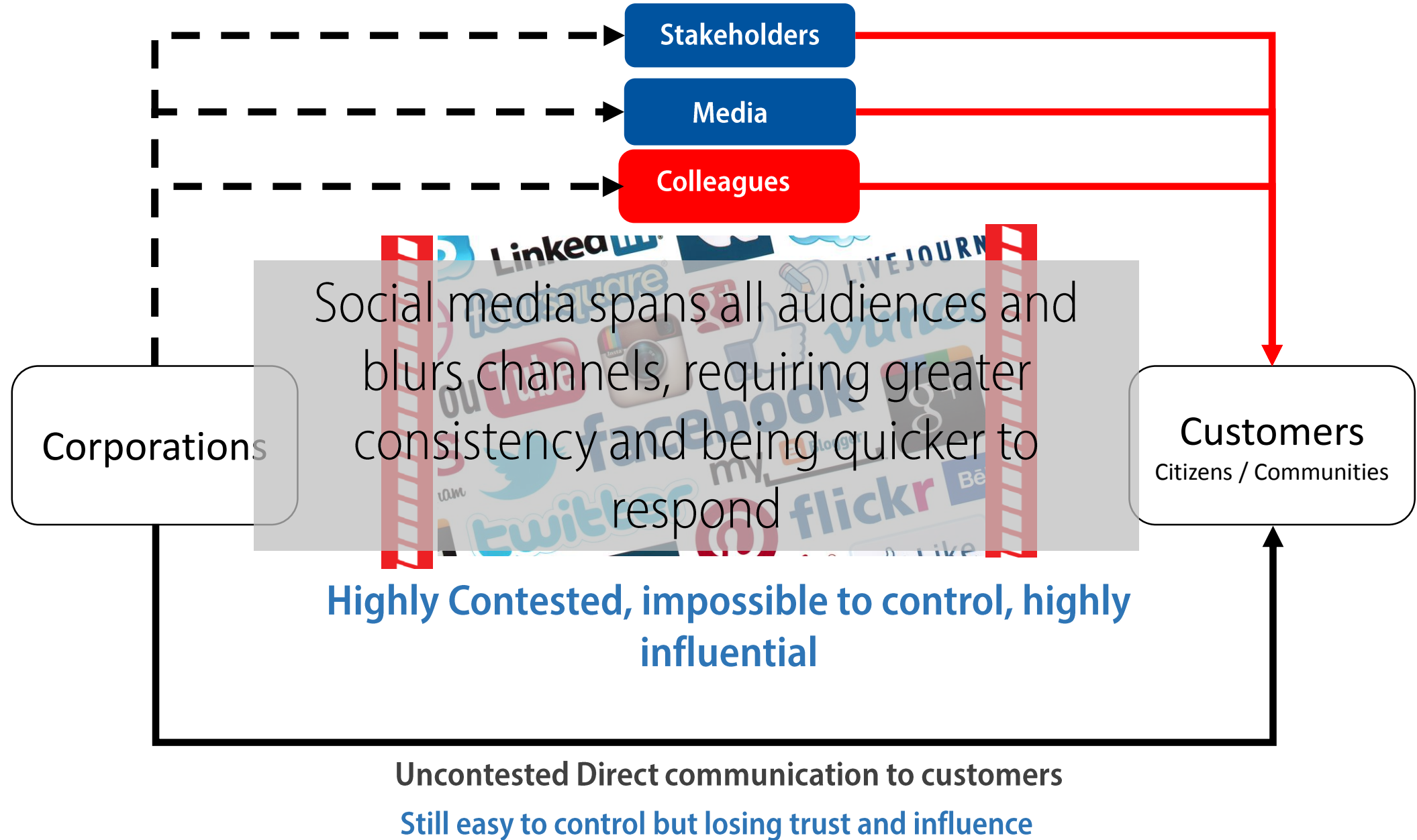
Show only Kryptonite items

★★★★★ ▾ 18

# #Justsayin...

15<sup>th</sup> October 2015: Amazon.co.uk

Indirect communication to customers  
Contested, hard to control, still influential



# “Nothing, Something and Everything”

A conversation with George and Paul



# Nothing has changed...

*“That said **the risk itself has not fundamentally changed** from the previous uncontested channels. What has changed in the way you manage it. There is simply more comment out there.”*

*“The application of communications professionalism in addressing audiences to influence outcomes, promote and protect the business stays the same. What we have to deal with is the amplification that is evident as **Social Media is another communications channel...**”*

*“Industry doesn’t suffer from social media issues, it suffers (justifiably or otherwise) from “issues” as it has always done and always will. **The rules stay the same.** Social Media has to be managed in reactive and proactive ways.*

# Some things have changed...

*“The root cause of any serious Social Media problem will almost certainly be a pre-existing failure in Issues Management, Social Media all but guarantees, at any random point in time, is that **millions of people can get to hear about it far more easily** than has ever been the case in history...”*

*“The social media revolution has driven a significant, internally game-changing, **drive for transparency** in all aspects of brands including practices behind their manufacture....”*

*“It is **next to impossible to work out where the influencing is happening**, you can’t technologically index this activity meaningfully, you can’t even profile it, so you have to fall back onto big indicators like sales data and life choices.....”*

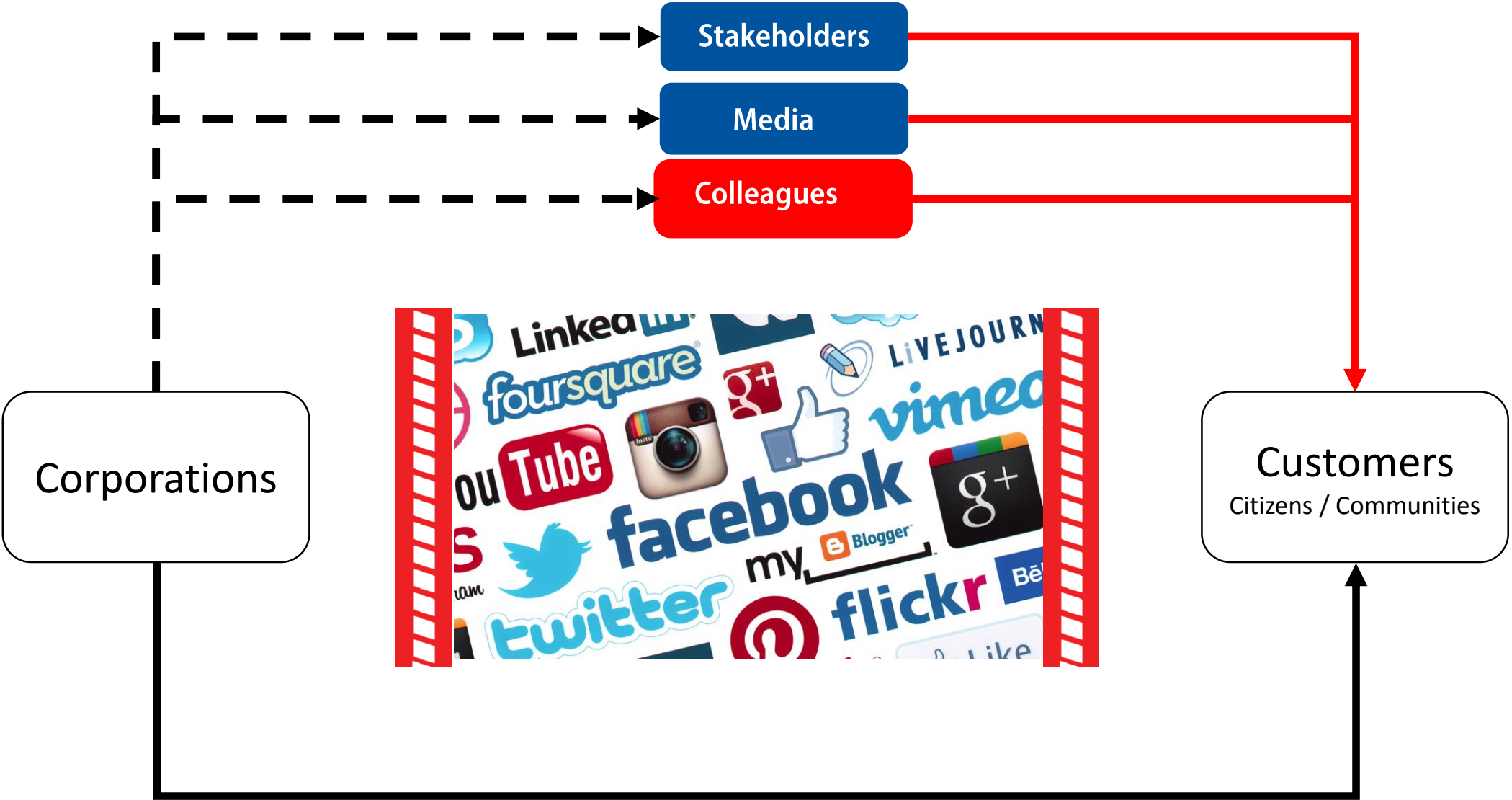
# Everything has changed...

*“The effect of Social Media-mediated transparency on corporations is as incalculable as it is profound, trust conversations have never been more a more prominent, or a more permanent, part of the reputation risk landscape....”*

*“Everything has changed the volume, speed, inherent & perceived risk of reputational failure, the amplified visibility of reputational issues and reputational harm. Social media changes the risk landscape because a threat of exposure (deserved or not) can now come from almost any quarter....”*

*“What the media do is recreate reality with less effort....”*

Indirect communication to customers  
Contested, hard to control, still influential

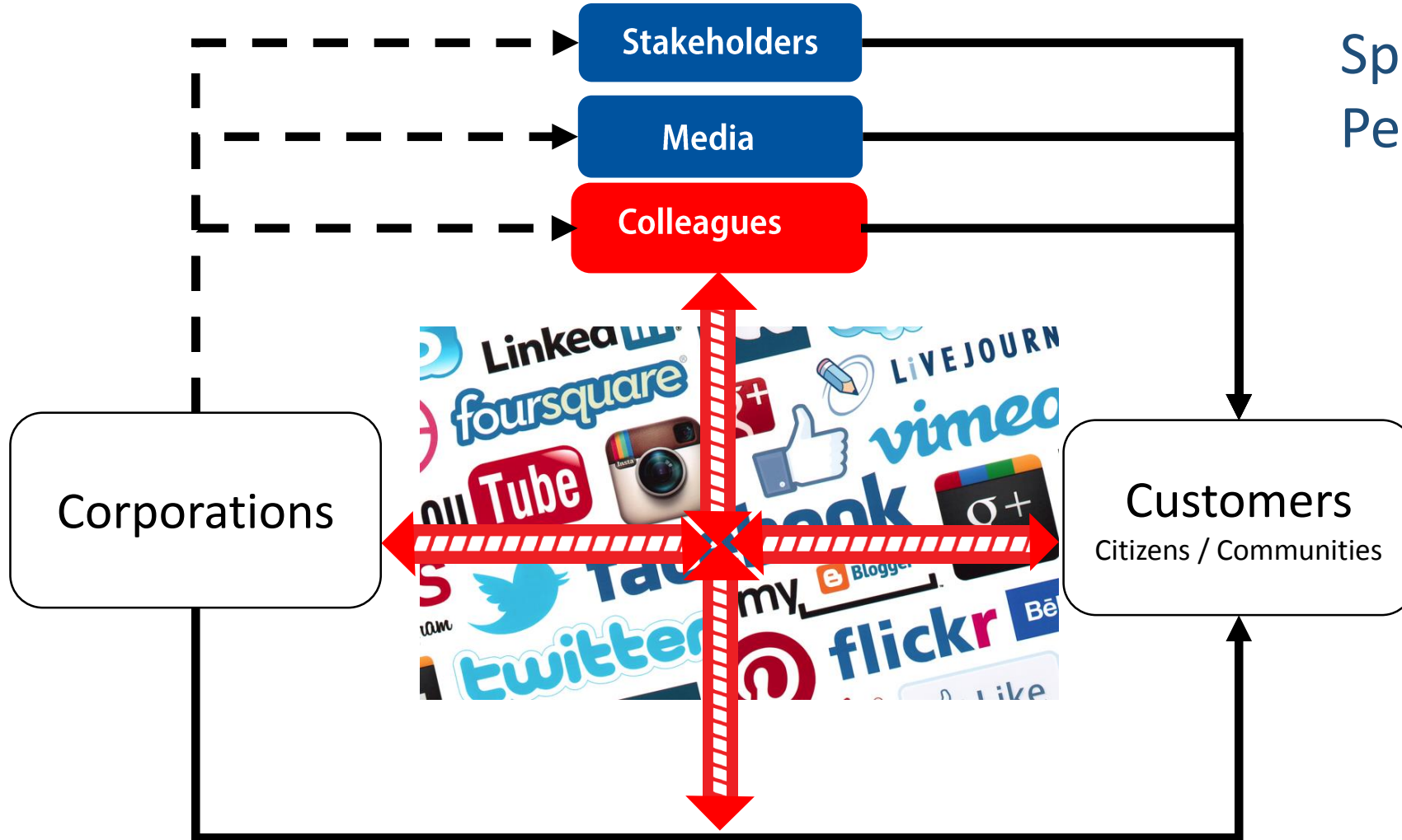


Uncontested Direct communication to customers  
Still easy to control but losing trust and influence

Indirect communication to customers  
Contested, hard to control, still influential

Less direct

Speed &  
Penetration



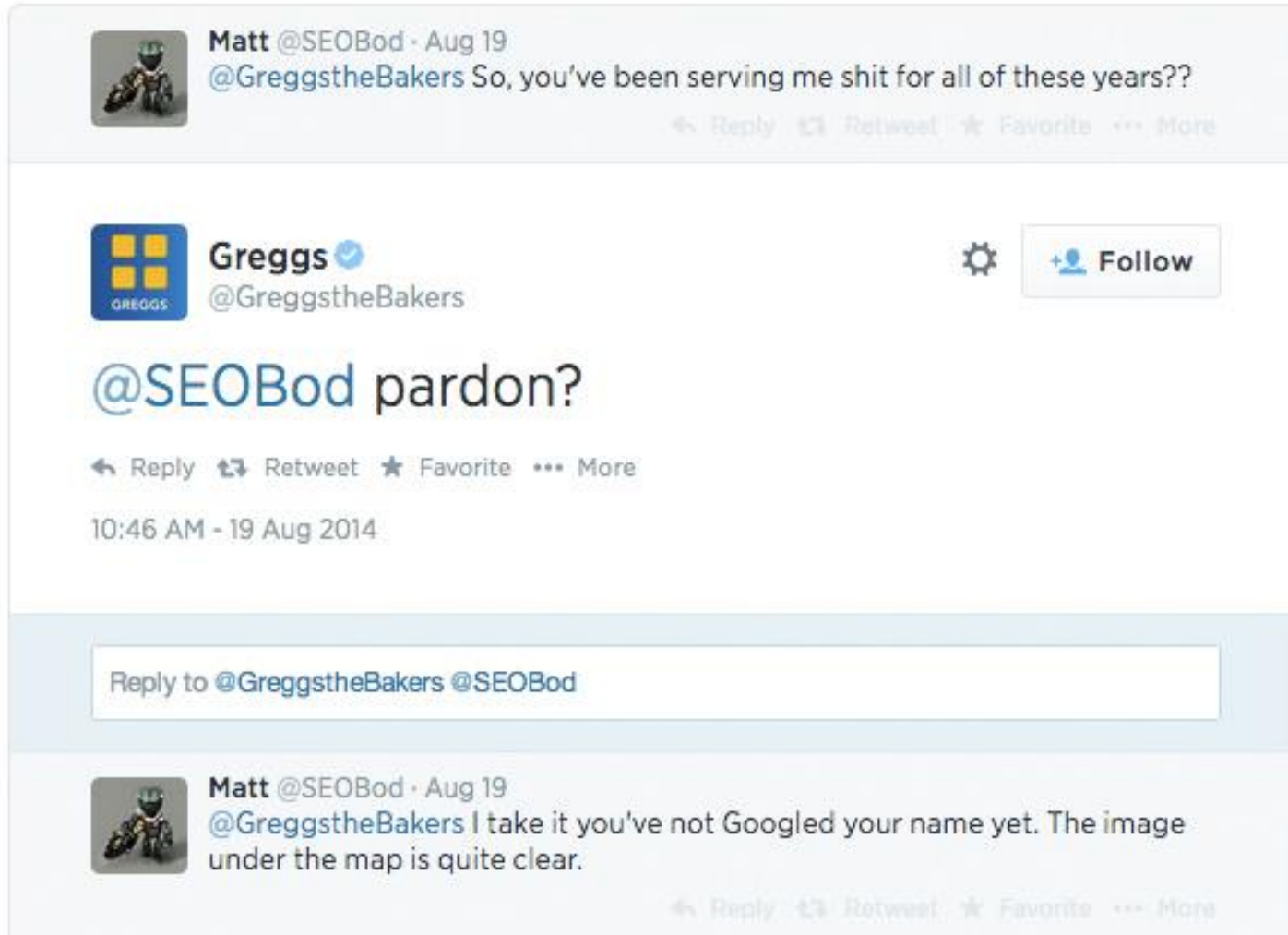
Very public

Uncontested Direct communication to customers  
Still easy to control but losing trust and influence

Unpredictability

# The advent of the metamedia-individual

## A short case study



# The advent of the metamedia-individual

## A short case study

### Greggs

Company

Greggs plc is the largest bakery chain in the United Kingdom with over 1,000 outlets. It specialises in savoury products such as pastries, cakes, sandwiches and sweet items including doughnuts. [Wikipedia](#)

**Headquarters:** [Newcastle upon Tyne, England, U](#)

**Stock price:** [GRG \(LON\)](#) 559.50 GBX -0.50 (-0.09%)  
19 Aug 14:14 BST - Disclaimer

**CEO:** [Roger Whiteside](#)

**Founder:** [John Gregg](#)

**Founded:** 1939



**Greggs** ✓

@GreggstheBakers



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[@SEOBod](#) [@seoscroggie](#) we've seen it!  
We're working on changing it now \*shakes  
fist\* those pesky kids!!

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RETWEETS  
4

FAVORITES  
4



10:54 AM - 19 Aug 2014



Greggs  
@GreggstheBakers



+ Follow

Hey @GoogleUK, fix it and they're yours!!!  
#FixGreggs

↩ Reply ↻ Retweet ★ Favorite ... More



RETWEETS  
820

FAVORITES  
555



3:02 PM - 19 Aug 2014

Flag media



Gregggs @GreggstheBakers · Aug 19

Aaaand relax! Maybe those kind folks  
[@GoogleUK](#) could give us the doodle  
tomorrow?



584



452



[View more photos and videos](#)

*...this PR win didn't happen by accident. The company's presence on social media platforms has been growing steadily for the past three or four years, and its ability to deal with feedback via social media was in evidence long before Google's algorithm dealt this blow.*

**Digiday**

Two things you didn't know or didn't notice...





From the madness of the crowd...  
...to the mediated crowd

Social Networking and Social Media  
blur the boundaries



- Of reality
- Of identity
- Of communications
- Of community



From the madness of the crowd...  
...to the mediated crowd



These are blurred by consent

- This offers huge societal / personal / corporate negatives
- This offers enormous societal / personal / corporate positives
- The rules are changing and so is the risk
- But not always as dramatically as people may believe

...‘fundamental’ shifts in communication technology change ‘the conditions of daily life, but they do not determine the basic character of that life’.

Fischer (1992), in reference to the telephone

The elephant in the room

