

Spring 4-1-2015

Social Media in Practice: How Configurations of Affordances Change Business Practices

Najmeh Hafezieh

University of Edinburgh, n.hafezieh@sms.ed.ac.uk

Follow this and additional works at: <http://aisel.aisnet.org/ukais2015>

Recommended Citation

Hafezieh, Najmeh, "Social Media in Practice: How Configurations of Affordances Change Business Practices" (2015). *UK Academy for Information Systems Conference Proceedings 2015*. 25.
<http://aisel.aisnet.org/ukais2015/25>

This material is brought to you by the UK Academy for Information Systems at AIS Electronic Library (AISeL). It has been accepted for inclusion in UK Academy for Information Systems Conference Proceedings 2015 by an authorized administrator of AIS Electronic Library (AISeL). For more information, please contact elibrary@aisnet.org.

SOCIAL MEDIA IN PRACTICE: HOW CONFIGURATIONS OF AFFORDANCES CHANGE BUSINESS PRACTICES

Najmeh Hafezieh

PhD Candidate, University of Edinburgh Business School, Edinburgh, UK

Email: N.hafezieh@sms.ed.ac.uk

Abstract

This paper aims to explain how configurations of affordances of social media and mobile technologies change and shape business practices. The study draws upon the concept of affordances and the more recent perspectives around it that emphasises the practice lens. The concept of affordances has been used to explain the entanglement of the social and the material. However, the recent theoretical works around the concept suggest that the study of affordances should go beyond the affordances of a particular technology in a specific situated context. In this regard, this paper focuses on the configurations of affordances based on a framework proposed by Lindberg and Lyytinen (2013). The findings based on ethnographic and netographic observations, in this stage of the research, suggest that the 'organisation domain' plays an important role in how the 'infrastructure domain' puts into practice as the community of businesses shape their social media practices.

Keywords: Social media, Practice lens, Affordances, Configurations

1.0. Introduction

Explaining and conceptualising the relationship between the social and the material has been the central concern for Information Systems (IS) researchers. More recent perspectives on such relationship reject the former dualism between people and material means (Orlikowski, 2007; Orlikowski, 2010; Orlikowski and Scott, 2008). Moving away from the former dichotomy, 'sociomateriality' has been proposed as a useful lens to explain how the social and the material are entangled (Orlikowski, 2007) or imbricated (Leonardi, 2011) in practice. To understand the interplay or relationship, several scholars (Fayard and Weeks, 2014; Robey et al., 2012; Faraj and Azad, 2012), in their discussions, proposed the concept of affordances as a powerful notion in providing more in-depth understanding of the dynamics of constitutive entanglement between the social and the material in organisational practice. Of all material artefacts, social media websites; providing the communication and interactions among a vast number of individuals beyond temporal and spatial dimensions that have been proliferating in use (Treem and Leonardi, 2012); have captured many researchers' gaze. This is reflected in the special issues of top journals in IS discipline (MISQ and ISR) in addressing

the various issues related to these technological phenomena (Aakhus et al., 2012; Aral et al., 2013).

Social media technologies refer to a range of platforms consisting collaborative projects (e.g. Wikis, bookmarking), blogs, content communities (text/media), social network sites, virtual game world, virtual social world (Kaplan and Haenlein, 2010), microblogging (Cross, 2014), enterprise social media (Leonardi et al., 2013), company-owned social media platforms (Martini et al., 2013), and ‘common interest sites’ (Scott and Orlikowski, 2012) or ‘customer review sites’ (Xiang and Gretzel, 2010). Highlighting the inadequacy of the former definitions of social media in addressing the complex nature of the technology, Treem and Leonardi (2012) defined social media by applying the concept of affordances. They proposed four affordances associated with social media technologies: ‘visibility’ (enabling individuals “to make their behaviour, knowledge, preferences, and communication network connections ... visible to others” (p. 150)), persistence (the permanence of the original communication if kept by users), editability (the capability of users in modifying the already communicated content), and association (connection between individuals or an individual and content).

These technologies are essentially transforming people’s communication, collaboration, consumption and creation manners (Aral et al., 2013). For example, examining the role of social media in political change has been growing (Anstead and Chadwick, 2008) highlighting the role of social media as a tool or catalyst for change. While many studies focus on the impacts of social media in change (e.g. in marketing activities in business) (Khang et al., 2012), recent research paid more attention to the role of human actors as co-agents in the process of change (Mohajerani et al., 2014) or how the sociomaterial practices related to particular artefacts initiate micro changes and bring forth macro changes in an organisation (Hultin and Mähring, 2014). Thus, while the research on the role of social media in processes of change is growing, this area deserves further investigation.

In addition, what has been disregarded in the research about social media is the platforms that users access these technologies. According to ComScore¹ (2013), the time that users spend on social media activities is shifting from desktop to mobile. Sixty eight percent of the time Facebook users spent on Facebook and eighty six percent of Twitter users spent on Twitter was through mobile platforms. The extensive adoption of mobile technologies and the use of social media through mobile phones provide new action possibilities for users that amplify

¹ <http://blogs.wsj.com/digits/2014/04/03/data-point-social-networking-is-moving-on-from-the-desktop/>

the impacts of social media networks (Kane et al., 2014). Although there has been research on the use of mobile phones and how their affordances (re)configure the temporal and spatial dimensions in which employees work (Wajcman and Rose, 2011), there is little understanding on the use of social media through mobile devices and how the configuration of social media affordances and mobile technology affordances change the practices (Kane et al., 2014). Drawing upon the framework of ‘affordance ecologies’, this paper aims to explore the practices regarding social media platforms, in the context of hospitality sector to examine how configurations of affordances emerge and shape business practices in this sector.

2.0. Theoretical Background

This section outlines the theoretical concepts that this research draws upon for empirical analysis aiming to provide insight into how configurations of social media and mobile technologies change business practices. Initially, I explore the concept of affordances and the development of perspectives around it. Then, by focusing on practice lens, I draw on the framework of ‘affordance ecologies’ which assists in explaining the dynamics of practices.

2.1. Concept of affordances: literature review

The concept of affordances was originally introduced by Gibson (1979) in the field of ecological psychology, as “... neither an objective property nor a subjective property; or both if you like. An affordance cuts across the dichotomy of subjective-objective and helps us to understand its inadequacy. It is equally a fact of the environment and a fact of behaviour. It is both physical and psychological, yet neither. An affordance points two ways, to the environment and to the observer” (p.129). Gibson draws attention to the relational nature of affordances as the properties in the objects (the environment) that should be perceived by the subjects (the animals) in order to provide actions. However, whether affordances are relational, or in fact, dispositional is a matter of ongoing debate among ecological psychologists. While Turvey (1992) argues that affordances are ‘dispositional properties of environment’ that provide possibilities for action (realist ontology), other ecological psychologists such as Stoffregen (2003) and Chemero (2003) present a more relational view of the concept as “properties of the actor–environment system that determine what can be done” (Stoffregen, 2003, p. 124) or “relations between the abilities of animals and the features of the environment” (Chemero, 2003, p. 181). Gibsonian view of affordances emphasises on the perception of the meaning and value rather than cognitive processes in emanating affordances.

The argument regarding the nature of the affordances as relational or dispositional was extended to other disciplines. Norman (1988), a cognitive psychologist, used the concept in discussions of ‘design’ and ‘design of objects’. Norman (1988, p. 9) initially defined affordances as “the perceived and actual properties of the thing, primarily those fundamental properties that determine just how the thing could possibly be used”, emphasising how good design results in promptly perceivable affordances that match those intended by the designer. By focusing on the role of designers in the way that designed affordances can be perceived or misinterpreted, he later defines affordances as “a relationship between the properties of an object and the capabilities of the agent that determine just how the object could possibly be used” (Norman, 2013, p. 11). Although Norman defines the concept as a relationship, his emphasis on the role of designers in meeting designed affordances and perceived affordances reveals his view to be closer to a dispositional nature of affordances (Fayard and Weeks, 2014).

In sociology, Hutchby (2001) applied the concept of affordances to the discussions of technology. He argues that the relational aspect of affordances assists in avoiding the radical position of social constructivism and technological determinism. Moreover, he emphasises the way that affordances function: they enable or constrain actions. Whilst affordances of a technological artefact do not dictate actions, “they do set limits on what it is *possible* to do with, around, or via the artefact” (p. 553). Within the field of IS, the concept has gained a growing popularity among IS scholars as the relational view of affordances has proved relevant in bridging the social and the material (Leonardi, 2013, Treem and Leonardi, 2012, Leonardi, 2011). IS Scholars examined the relationship between technological artefacts and human actors in their interactions in organisations as they enact the materiality of artefacts (Faraj and Azad, 2012, Zammuto et al., 2007). Of particular interest is the work by Zammuto et al. (2007) in which they applied the affordances concept to ‘organising’ to explain the interplay between IT systems and organisational forms.

2.2. Affordances: practice-based perspective

Despite the insightful efforts, the notion of affordances has been used in previous studies mainly focusing on technological affordances (Fayard and Weeks, 2014). In order to be able to more effectively focus upon the relational conception of affordances, several scholars have proposed to study its relational nature through the lens of practice perspective (Faraj and Azad, 2012, Fayard and Weeks, 2014, Robey et al., 2012). In this regard, Fayard and Weeks (2014), in their recent influential article, have proposed an ‘integrative practice-based

perspective' of affordances that considers them both as dispositional and relational because such understanding enables researchers to explain organisational practices as constituting human actors and material artefacts that goes beyond the dichotomy of the social and the material. From dispositional point of view, affordances are intrinsic in the artefacts that are actualised when perceived by actors and from relational point of view, affordances emerge when an individual with specific goals and social and biological characteristics enact the "socially and materially constructed environment" (Fayard and Weeks, 2014, p.243). However, they further argue that the social context of practice should also be considered, since affordances cannot explain this socio-cultural context of practice. Thus, Fayard and Weeks (2014) proposed Bourdieu's (1990) concept of 'habitus' as a complementary concept to 'affordances'. "Affordance offers a useful way of thinking about how practice is patterned by the social and physical construction of technology and the material environment and habitus offers a useful way of thinking about how practice is patterned by social and symbolic structures" (Fayard and Weeks, 2014, p. 247).

In addition, Lindberg and Lyytinen (2013) proposed the 'affordance ecologies' in response to a need to expand the research on affordances beyond the situated practice in the context of one specific technology and user to consider the ways that configurations of affordances are organised and reorganised across repertoire of technological artefacts. Their proposed framework consists of three dimensions of 'infrastructure', 'organisation', and 'practice', unlike the conventional IS research focus on 'technology', 'organisations', and 'people'. The 'infrastructure domain' indicates the underlying information technologies and related organisational structures. This domain provides the basis of the ecology, a range of tools and facilities that are required for the operating of the firms and industries. The 'organisation domain' indicates the institutional dispositions that inform the ways that available technologies in the infrastructure domain is understood and used. Borrowing from Feldman and Pentland's (2003) concepts of ostensive and performative, they suggest that these two dimensions together form the ostensive affordances at a certain point of time within the ecology. This chimes with Fayard and Weeks' (2014) integrative view of affordances and complementary notion of habitus (the socio-cultural context of use).

According to Lindberg and Lyytinen (2013, p. 53), "the complete set of ostensive affordances are exemplified by typical ways of using staged design tools, document databases of past projects and design templates, communication protocols associated with email, smartphones and so forth". Thus, the ways that the material properties of the infrastructure can be enacted

to fulfil the intended tasks constitute ‘ostensive affordances’. In the context of this research, the set of social media websites and applications, various types of mobile technologies including smartphones and tablets, along with the approaches of how to frame these tools (infrastructure) constitute the ostensive affordances of the ecology.

The ‘practice domain’ is established based on practice theory that social life is dynamic and is emanated through recurrent ongoing everyday actions (Feldman and Orlikowski, 2011). The behaviour is shaped and guided by infrastructure and organisation domains and emerges in practice domain (performative affordance). This framework by Lindberg and Lyytinen (2013) along with Fayard and Weeks’ (2014) view of affordance for practice highlight the significance of practice lens. Thus, using the framework of ‘affordances ecologies’ through practice lens, this research will examine the dynamics of configurations of affordances in the context of social media and mobile technology use. Particularly, I intend to focus on each domain of affordance ecology to explore how practices are staged by the combination of infrastructure and organisation domains.

3.0. Empirical study

3.1. Research setting

The hospitality and tourism sector was selected as the setting for empirical investigation of this research. As one of the largest sectors (Urry, 2003), tourism constitutes 9% of global GDP, 9.1% of employment, and 6% of world’s exports (UNWTO, 2014). According to UNWTO, in 2014 there were 1,087 million international tourists worldwide. Information which is regarded as the lifeblood of tourism sector (Sigala, 2012) is being produced, diffused and consumed by customers in the form of user generated content (UGC) or electronic word of mouth (e-WOM) (Litvin et al., 2008; Rong et al., 2012; Sparks and Browning, 2011). This information impacts on all phases of travellers’ decision making process from ‘need identification’ to ‘post-purchase support’ (Sigala, 2012, p. 8) and therefore can be considered as the most significant and influential source affecting all stages of travel planning (Xiang and Gretzel, 2010; Yoo and Gretzel, 2008). In addressing the importance of social media and UGC, a number of researchers investigated the impact of e-WOM on the purchase of travel and tourism products (Kim et al., 2004), hotel room bookings (Sparks and Browning, 2011), and customer purchase intentions and their behaviour (Sparks et al., 2013). Another group of researchers examined customer intentions to use UGC as a source for travel planning (Ayeh et al., 2013) and also their intentions to share their experiences through social media (Munar and Jacobsen, 2014; Yoo and Gretzel, 2008). The focus of these studies is on the customer

perspective, but they also include important implications for the suppliers of tourism and hospitality.

One example of such social media websites that are generating a large amount of UGC is Tripadvisor, which produces both qualitative (reviews) and quantitative (ranking) content (Scott and Orlikowski, 2009). Recent studies of Tripadvisor suggest that the website reconsiders and reorganises the boundary of expertise (Jeacle and Carter, 2011) which shifts the performing of online accountability that reconfigures the relations of accountability in the sector (Scott and Orlikowski, 2012). Apart from Tripadvisor as the largest travel community, the adoption and use of other social media platforms by practitioners in this sector has been the focus of other studies (Ayeh et al., 2012, Munar, 2012). Such studies mainly regard reliance on marketing aspect of social media and also interactions with customers and related strategies. This function of social media is well documented in marketing studies that highlights their role as tools of marketing and advertising.

3.2. Research methods

In this research, I aim to focus on practices of tourism and hospitality practitioners regarding the use of social media technologies in order to explore the configurations of affordances and how practices emerge when the infrastructure and the associated material properties are organised in certain ways for use.. Establishing on Newman's (1998) reconceptualization of research site as the dynamic and mediated aggregation of actors and issues, I investigate the dynamic configurations of actors, intentions and issues implicated in social media practices (mainly Facebook and Twitter) to investigate them with respect to business practices and enactment of possibilities.

In order to get an understanding of three dimensions of the affordance ecologies, using various methods of data collection is required including interviews and direct/participant observations (Walsham, 2006). In the current stage of this research, ethnographic observation and netnographic observation have been used in the initial phase of data collection. In order to understand the 'organisation' domain of affordance ecologies and how various arrangements are shaping practitioners understanding and use of social media technologies, I am conducting ethnographic observation of social media associated training workshops and events that are organised by Edinburgh Tourism Action Group (ETAG). Data has been collected from six hours of observation in the form of notes through attending two events.

The first was a training session on ‘creating compelling content for social media’ and the second was a brainstorming session of creating a social media calendar for Scotland.

Moreover, I am conducting an explorative netnography (Kozinets, 2010) as a pilot study to provide the basis of understanding of the ‘practice domain’ to assist in revising the methods and finalising the participants of the study. With the focus of netnography on structure and content of Facebook and Twitter and due to the large amount of data through Facebook and Twitter, I concentrated, at this stage, on two different hospitality practitioners in Scotland. The first site, dubbed RES, is a restaurant/café located in a relatively remote area though is strategically positioned on a busy main road. The second site, dubbed RWR, is a restaurant with accommodation sharing a similar geographical character in another region. Both cases are advertised on VisitScotland.com (Scotland’s National Tourism Organisation website), the former categorised in the food and drink section and the latter in accommodation.

I have collected all of the Facebook and Twitter entries of both RES (from the outset of activity in September 2011 to November 2014 for both Facebook and Twitter) and RWR (from the outset of activity in October 2011 for Facebook and in November 2012 for Twitter to November 2014) directly from the websites. All entries have been collected and examined with the focus on their content and the structure of associated website (Twitter/Facebook). This data has been supplemented with public documents regarding Scotland’s tourism strategies, and ETAG’s social media training seminars and workshops and with Facebook and Twitter’s guides for businesses.

4.0. Configuration of affordances and practice

The nature and content of social media practices are highly varied that reveals not only marketing-oriented interactions, but others. To understand the core essence of overall social media practices, I centre my focus initially not on the purpose of the content, but on the ostensive affordances (Lindberg and Lyytinen, 2013) which include all the information technologies (Facebook and Twitter and associated hardware and software), organisational structures as well as institutional arrangements that direct the use. Then, I shift my focus to the purpose of the content to see how the ostensive affordances (dispositional affordances in this specific socio-cultural context) are enacted in practice bringing forth performative affordances (Lindberg and Lyytinen, 2013).

The infrastructure domain provides the basis of access to the material artefacts under study which has been available to both of empirical cases. However, the role of institutional

arrangements in embracing social and digital technologies appears to be influential in such practices. Promoting a move toward digital technologies in Scottish hospitality sector is not a new phenomenon (Harwood, 2011). The extension of this move to social media technologies is accompanied by a wide range of training sessions and workshops by Edinburgh Tourism Action Group (ETAG) and other bodies (such as Scottish Enterprise) for businesses in Scotland sector; from developing and implementing social media strategy to creating engaging content and managing different types of social media (Twitter, LinkedIn, Google plus). This is evident in early Tweets by RES of attending a social media training session and entering the network of organisers and trainers through Twitter. This has provided the context in which the affordances are enacted and resulted in performative affordances.

Further insight to the 'organisation domain' has been provided by the recent observation of two sessions organised by ETAG. The first conducted by an experienced blogger and content creator was on 'creating compelling content. With the emphasis on content of any type (textual, visual or media), there was an overview of various social media platforms in terms of content creation. By using the metaphor of 'bridge', the speaker emphasised on the significance of choosing the right platform that connects the business to the target market. Then, the creation of content for each category was discussed, from texts on blogs to photos on Instagram and Pinterest, and videos on Vine and Youtube. There were 16 attendees representing a wide range of organisations from art and movies (National Galleries of Scotland and Filmhouse) to destination marketing (Marketing Edinburgh and Historic Scotland).

The second was a brainstorming session organised by ETAG in order to generate a social media event calendar for Edinburgh and Scotland. There were 65 attendees discussing the events and associated social media ideas in 12 groups, each group representing one month (I was participating in Group May mainly as an observer). The rationale behind generating this social media calendar is to apply the material properties of social media (particularly hashtags) to bring forth synergy among the community of businesses in Scotland. The session was facilitated by an experienced marketing and business development consultant and the output of brainstorming discussions, occurring in four twenty-minute sessions in categories of "Scotland-wide events", "Edinburgh specific events", "food and drink specific events", and "festivals" for each month (group), was presented by one of each group's members.

This six-hour observation has provided insight into the 'organisation domain' of how the 'infrastructure domain' (materiality) can be used in 'practice domain'. The observation of

these sessions is still ongoing not only to understand the dynamics of these three domains of affordance ecology, but also to target potential interview participants for the next stage of the data collection.

On the other hand, reviewing Facebook and Twitter entries by RES and RWR reveals a similar pattern of practices in both cases. The content of these entries comprises sharing photos of food, events, scenery; customer relationship management; advertising jobs and staffing; searching for suppliers and outsourcing small tasks. However, both of these hospitality practitioners initiated their social media use by trying to utilise the material properties of the platforms to build up their networks. This can be exemplified in the use of 'hashtags' and 'mentions' on Twitter in welcoming new followers and asking for 'mention'. Although the aim is to study these practices to understand the configurations of affordances, it is worth considering the affordances of social media explored by Treem and Leonardi (2012). Through affordances of 'visibility', 'persistence', and 'association', RES and RWR changed their practices around the use of social media. This is reflected in the recruitment process of these two cases which is fundamentally conducted through social media (because of persistence and association affordances) and the visibility affordance of the platforms assists them to gain knowledge of potential candidates (since their information, if exists, is generally accessible).

Conducting an analysis of Twitter accounts through a Twitter analytics tool (Twitonomy) revealed two important aspects of practices. First, the majority of the Tweets by RWR originated from iPhone application (71%) which offers a significant aspect of use due to the 'constant connectivity' provided by mobile phones (Wajcman and Rose, 2011). Second, a large proportion of RES' Tweets is shared through its Facebook (33.5%) highlighting the interconnectedness of the platforms, while 32.9% of the Tweets have been sent through Twitter for Android. This has resulted in new possibilities for practices that are changing or extending the conventional practices. For instance, the communication functioning of these social media platforms offered interactions among practitioners of the sector (as a community) throughout Scotland. This is not limited to interactions; however, the provision of support and motivation to newer users strengthens the logic of community in this sector. This is reflected in re-sharing and retweeting other practitioners' social media content, mentioning and even recommending other businesses through enacting particular materiality of social media (for example #ff).

Therefore, these preliminary ethnographic and netnographic observations have revealed the existence of new practices, among the community of businesses across Scotland, which have emerged through the arrangements of the infrastructure domain. The shift of social media use from desktop to mobile and the connectedness of the platforms generated configurations of affordances within this particular context. However, in the case of social media technologies, the boundary between the ostensive and performative affordances is blurred, because due to the networked structure of these technologies (Kane et al., 2014), practices on the network might constitute the infrastructure domain and affect the organisation domain. Thus, this research has the potential to make important contributions to the framework of affordance ecologies by investigating how these configurations unfold in practice and generate new practices.

5.0. Conclusion

This paper is part of a larger study that aims to investigate the practices of businesses regarding social media and how such technologies are changing the business practices. To highlight the relationship between the material and the social (entanglement of practice), I use the most recent perspectives toward affordances to consider the socio-cultural and institutional setting of use. By focusing on the shared understanding of practices, I explore the ways that these shared meanings are changing the practices and bring forth new practices.

Drawing upon preliminary netnographic and ethnographic observations, I emphasised on various configurations of affordances throughout practices that support the logic of community in this sector. Further data will be collected through further observations along with in-depth interviews with representatives of businesses and social media consultants who facilitate training sessions across Scotland to provide more understanding into how configurations of affordances in this specific context unfold. The contribution of this research is twofold. First, from theoretical perspective, this research contributes to the recent studies of human-technology relationship by explaining how configurations of affordances change business practices highlighting the role of non-human agencies in change processes. Second, from the empirical perspective, this research helps business practitioners and supporting bodies to better understand the associated uses of social media and mobile technologies. Moreover, there are important implications for designers of these technologies such as Facebook and Twitter in understanding business practices and the associated changes as their current emphasis is on marketing aspects and customer relations (Facebook for Business, 2014, Twitter Business, 2014). This work will be focused on the conference's theme of

“Information Systems Impacts” and the emerging theoretical ideas will be assisted and enhanced through the individuals’ feedback in the conference.

References

- AAKHUS, M., AGERFALK, P., LYYTINEN, K. & TE'ENI, D. 2012. Information systems for symbolic action: Social Media and Beyond. *Call for papers MISQ Special Issue*.
- ANSTEAD, N. & CHADWICK, A. 2008. Parties, election campaigning, and the Internet Toward a comparative institutional approach. *The Routledge handbook of Internet politics*, 56-71.
- ARAL, S., DELLAROCAS, C. & GODES, D. 2013. Introduction to the special issue-social media and business transformation: A framework for research. *Information Systems Research*, 24, 3-13.
- AYEH, J. K., LEUNG, D., AU, N. & LAW, R. 2012. Perceptions and strategies of hospitality and tourism practitioners on social media: An exploratory study. *Information and Communication Technologies in Tourism 2012*. Springer.
- BOURDIEU, P. 1990. *The logic of practice*, Stanford University Press.
- CHEMERO, A. 2003. An outline of a theory of affordances. *Ecological psychology*, 15, 181-195.
- CROSS, M. 2014. Chapter 1 - What is Social Media? In: CROSS, M. (ed.) *Social Media Security*. Boston: Syngress.
- FACEBOOK FOR BUSINESS. 2014. *Optimise your Facebook marketing* [Online]. Available: <https://www.facebook.com/business/goals>.
- FARAJ, S. & AZAD, B. 2012. The materiality of technology: An affordance perspective. *Materiality and organizing: Social interaction in a technological world*, 237-258.
- FAYARD, A.-L. & WEEKS, J. 2014. Affordances for practice. *Information and Organization*, 24, 236-249.
- FELDMAN, M. S. & ORLIKOWSKI, W. J. 2011. Theorizing practice and practicing theory. *Organization Science*, 22, 1240-1253.
- FELDMAN, M. S. & PENTLAND, B. T. 2003. Reconceptualizing organizational routines as a source of flexibility and change. *Administrative Science Quarterly*, 48, 94-118.
- GIBSON, J. J. 1979. *The ecological approach to visual perception*, London, Lawrence Erlbaum Associates.
- HARWOOD, S. 2011. The domestication of online technologies by smaller businesses and the ‘busy day’. *Information and Organization*, 21, 84-106.
- HULTIN, L. & MÄHRING, M. 2014. Visualizing institutional logics in sociomaterial practices. *Information and Organization*, 24, 129-155.
- HUTCHBY, I. 2001. Technologies, texts and affordances. *Sociology*, 35, 441-456.
- JEACLE, I. & CARTER, C. 2011. In TripAdvisor we trust: Rankings, calculative regimes and abstract systems. *Accounting, Organizations and Society*, 36, 293-309.
- KANE, G. C., ALAVI, M., LABIANCA, G. J. & BORGATTI, S. P. 2014. WHAT’S DIFFERENT ABOUT SOCIAL MEDIA NETWORKS? A Framework AND RESEARCH AGENDA. *MIS Quarterly*, 38, 275-304.
- KAPLAN, A. M. & HAENLEIN, M. 2010. Users of the world, unite! The challenges and opportunities of Social Media. *Business Horizons*, 53, 59-68.
- KHANG, H., KI, E.-J. & YE, L. 2012. Social media research in advertising, communication, marketing, and public relations, 1997–2010. *Journalism & Mass Communication Quarterly*, 89, 279-298.

- KOZINETS, R. V. 2010. *Netnography: Doing Ethnographic Research Online* London, SAGE Publications Ltd
- LEONARDI, P. M. 2011. When flexible routines meet flexible technologies: Affordance, constraint, and the imbrication of human and material agencies. *MIS quarterly*, 35, 147-167.
- LEONARDI, P. M. 2013. When does technology use enable network change in organizations? a comparative study of feature use and shared affordances. *Mis Quarterly*, 37, 749-775.
- LINDBERG, A. & LYYTINEN, K. 2013. Towards a Theory of Affordance Ecologies. *Materiality and Space: Organizations, Artefacts and Practices*.
- LITVIN, S. W., GOLDSMITH, R. E. & PAN, B. 2008. Electronic word-of-mouth in hospitality and tourism management. *Tourism Management*, 29, 458-468.
- MARTINI, A., MASSA, S. & TESTA, S. 2013. The firm, the platform and the customer: A “double mangle” interpretation of social media for innovation. *Information and Organization*, 23, 198-213.
- MOHAJERANI, A., BAPTISTA, J. & NANDHAKUMAR, J. 2014. Exploring the role of social media in importing logics across social contexts: The case of IT SMEs in Iran. *Technological Forecasting and Social Change*.
- MUNAR, A. 2012. Social media strategies and destination management. *Scandinavian Journal of Hospitality and Tourism*, 12, 101-120.
- MUNAR, A. & JACOBSEN, J. K. S. 2014. Motivations for sharing tourism experiences through social media. *Tourism Management*, 43, 46-54.
- NEWMAN 1998. Here, There, and Nowhere at All: Distribution, Negotiation, and Virtuality in Postmodern Ethnography. *Knowledge and Society*, 11, 235-267.
- NORMAN, D. A. 1988. *The Psychology Of Everyday Things*, New York, Basic Books.
- NORMAN, D. A. 2013. *The Design of Everyday Things*, New York, Basic Books.
- ORLIKOWSKI, W. J. 2007. Sociomaterial Practices: Exploring Technology at Work. *Organization Studies*, 28, 1435-1448.
- ORLIKOWSKI, W. J. 2010. The sociomateriality of organisational life: considering technology in management research. *Cambridge Journal of Economics*, 34, 125-141.
- ORLIKOWSKI, W. J. & SCOTT, S. V. 2008. 10 Sociomateriality: Challenging the Separation of Technology, Work and Organization. *The academy of management annals*, 2, 433-474.
- ROBEY, D., RAYMOND, B. & ANDERSON, C. 2012. Theorizing information technology as a material artifact in information systems research. In: LEONARDI, P. M. & KALLINIKOS, J. (eds.) *Materiality and organizing: Social interaction in a technological world*. Oxford, United Kingdom: Oxford University Press.
- RONG, J., VU, H. Q., LAW, R. & LI, G. 2012. A behavioral analysis of web sharers and browsers in Hong Kong using targeted association rule mining. *Tourism Management*, 33, 731-740.
- SCOTT, S. V. & ORLIKOWSKI, W. J. 2009. 'Getting the truth': exploring the material grounds of institutional dynamics in social media. *Working paper series*. London, UK: Information Systems Group, London School of Economics and Political Science.
- SCOTT, S. V. & ORLIKOWSKI, W. J. 2012. Reconfiguring relations of accountability: Materialization of social media in the travel sector. *Accounting, organizations and society*, 37, 26-40.
- SIGALA, M. 2012. Introduction to part 1. In: SIGALA, M., CHRISTOU, E. & GRETZEL, U. (eds.) *Social media in travel, tourism and hospitality: Theory, practice and cases*. Ashgate Publishing Ltd.

- SPARKS, B. A. & BROWNING, V. 2011. The impact of online reviews on hotel booking intentions and perception of trust. *Tourism Management*, 32, 1310-1323.
- SPARKS, B. A., PERKINS, H. E. & BUCKLEY, R. 2013. Online travel reviews as persuasive communication: The effects of content type, source, and certification logos on consumer behavior. *Tourism Management*, 39, 1-9.
- STOFFREGEN, T. A. 2003. Affordances as properties of the animal-environment system. *Ecological Psychology*, 15, 115-134.
- TREEM, J. W. & LEONARDI, P. M. 2012. Social Media Use in Organizations: Exploring the affordances of Visibility, Editability, Persistence, and Association. In: SALMON, C. T. (ed.) *Communication Yearbook 36*. Routledge.
- TURVEY, M. T. 1992. Affordances and prospective control: An outline of the ontology. *Ecological psychology*, 4, 173-187.
- TWITTER BUSINESS. 2014. *How Twitter can help your business* [Online]. Available: <https://business.twitter.com/how-twitter-can-help-your-business>.
- UNWTO 2014. UNWTO Tourism Highlights Edition. 2014.
- URRY, J. 2003. Social networks, travel and talk. *The British journal of sociology*, 54, 155-175.
- WAJCMAN, J. & ROSE, E. 2011. Constant connectivity: Rethinking interruptions at work. *Organization studies*, 32, 941-961.
- WALSHAM, G. 2006. Doing interpretive research. *European journal of information systems*, 15, 320-330.
- XIANG, Z. & GRETZEL, U. 2010. Role of social media in online travel information search. *Tourism Management*, 31, 179-188.
- YOO, K. & GRETZEL, U. 2008. What motivates consumers to write online travel reviews? *Information Technology & Tourism*, 10, 283-295.
- ZAMMUTO, R. F., GRIFFITH, T. L., MAJCHRZAK, A., DOUGHERTY, D. J. & FARAJ, S. 2007. Information technology and the changing fabric of organization. *Organization Science*, 18, 749-762.