Dispositions of traditional large-scale enterprises towards social media usage are studied in this thesis. The study is performed as a research engagement for Ernst & Young Oy. The main research questions of the study are: How are large-scale Finnish companies disposed towards social media usage? What does the transformation from traditional to social media supported practices mean in large-scale company and what is required for successful transformation? The research was conducted with a survey and a Facebook analysis. The survey was made for the executives in 500 biggest companies in Finland. The purpose of the Facebook study was to analyze how the companies that responded to the survey used Facebook.

The result of this thesis is a maturity framework of social media business usage approaches and dispositions in large-scale enterprises. There are two main approaches in the maturity framework: i) usage of social media within company borders for internal purposes and ii) usage of social media in collaborative company borders crossing practices with external individuals. Nature of the knowledge sharing culture that management of the company supports, determines the degree of strategic differentiation of the approach (i or ii) chosen. Thus, the two main approaches are divided to two sub-approaches having different strategic differentiation, value creation model type, characteristic in social media site and social media usage purposes. With maturity framework, the present state of social media usage approach can be identified and goal state can be determined. In addition, the framework supports in understanding the transformation from one usage approach to another. The maturity framework is meant to support business executives in decision making of how to pursue for business objectives with social media.

This study showed that the general approach in most of the Finnish large-scale companies is the usage of social media within collaborative company borders crossing practices with external individuals in traditional value creation manner. Social media is then used as a channel for communication and marketing purposes to deliver content to external stakeholders. The strategic differentiation of the approach is defined as lowest in the maturity framework, because new technology is integrated to support old practices of delivering content as one-way information flow from top (companies) to down (external individuals). In participatory value creation type, social media is used as a platform for emergent virtual encounters and co-creation of content and value with external individuals. In these few companies, social media is used in co-creative manner for research and development and production purposes. Bottom-up and self-organizing knowledge sharing culture supported by the management is characteristic for participatory usage. The degree of strategic differentiation in this usage type is higher than in traditional approach in the maturity framework.

Keywords: social media, business, usage, Facebook, maturity framework