

Digital Activism Engagement Ecosystem:

Creating constructive conversations on the Benbere, Habari and Yaga blogging
platforms

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Abstract

The premise of this research is that digital activism, like many other forms of online engagement work in an ecosystem. And just like the success of a species is largely dependent on environmental factors, and its reaction to those circumstances, so does the success of a digital activist platform. It is a start to unify the different elements of digital activism that have been studied by various researchers and codify these into a model. The study then goes further to offer an explorative analysis on how this ecosystem works using three blogging platforms operating in Sub-Saharan Africa as examples.

Keywords: *Digital Activism, analytic activism, social change, social movement organisations, engagement, brand engagement, consumer engagement ecosystem, Democratic Republic of Congo, Habari, Burundi, Yaga, Mali, Benbere, RNW Media*

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Introduction

The immediacy of social media, its ubiquity and low learning threshold means it has come to dominate all aspects of communications in the 21st Century. In this era, digital activism has become a force for civic engagement and participation (Earl, Maher, & Elliott, 2017; Mutsvairo, 2016; Joyce, 2010). Around the world, people get informed, form opinions, share views and take action based on content circulating on social media networks like Facebook, Whatsapp, Twitter and blogging platforms (Agur & Frisch, 2019; Sorce, 2018; Kaun & Uldam, 2018).

Thus, digital activism is important to the democratic process (Kaun & Uldam, 2018; Best & Wade, 2009). Social networking sites also provide a wealth of information for policymakers and researchers studying the political makeup of citizens of a particular community (Agur & Frisch, 2019; Taal, 2017; Yang, 2016). Digital activism is of particular importance in sub-Saharan Africa which is home to the world's youngest democracies and the most autocracies (Mutsvairo, 2016).

Vibrant and tech-savvy youth, increasingly armed with cheap Chinese smartphones, and cheaper access to sites like Facebook and Whatsapp have created a new virtual commons to reshape political discourse. The strategies and effects of these movements have been well documented by researchers (Mutsvairo 2016, Taal, 2017, Wasserman, 2011). However, what is missing is the overarching narrative of how this works in practice. Is it possible to take a macroscopic view of digital activism in sub-Saharan Africa?

The paper looks at the background of digital activism followed by a theoretical framework that underpins the development of the conceptual model of the digital activism engagement ecosystem. The method used to measure the system is explained in the methodology, followed by the findings of an investigation into online insights from the case studies. The paper concludes with a discussion on the implications of this research on the wider study of digital activism.

Background

Digital activism is used to describe the digitally enabled speed, scale and scope of modern activism (Agur & Frisch, 2019). According to Joyce (2010), digital activism activities are in-depth, in that, they encompass all social and political campaigning that uses the digital network infrastructure. Digital activism excludes all activities outside this framework (Joyce, 2010). This position is, however, problematic considering the continuous interplay between online and offline dimensions of activism (Farinosi & Treré, 2010). Nonetheless, expanding on Joyce's work, digital activism has been described as the phenomenon whereby social media works to produce social change (Rotman, et al., 2011)

Mary Joyce's 2010 work also describes a digital activism environment as both the technological infrastructure that supports activism and the political, economic and social contexts in which it occurs. Through a collection of essays, Joyce surmises that differences in these factors ultimately alter how activists use technology. Thus; the environment shapes digital activism.

Digital activists use engagement online to mobilise, organise and amplify their efforts to effect socio-political change (Joyce, 2010). Although there is consensus on the impact of engagement in forming digital communities, the boundaries of actions that qualify as engagement differs from researcher to researcher (Mutsvairo, 2016, Karpf, 2016, George & Liedner, 2018).

However, the consumer engagement ecosystem (CEE) model developed by Maslowska, Malthouse & Collinger (2016) provides direction. This model helps us grasp the value of engagement by taking a meta-perspective of the phenomenon. It does not limit engagement to brand actions and purchase behaviours but also takes into account the other actors in the ecosystem and, perhaps most crucially, brand dialogue behaviours. Brand dialogue behaviours highlight the interactive and independent nature of engagement.

People online communicate in dynamic ways with brands and increasingly control the narrative. In the same vein, online citizens engage with activist campaigns to different degrees and are free to appropriate the ideologies propagated by social movement organisations. By looking at engagement as an ecosystem and not an event, the CEE model seems an intuitive fit for the purposes of analysing digital activism in an African context, where the links between online and offline actions are strong.

Scope

Citizens' Voice

Due to time and capacity constraints, the research will look at three cases. These are the Benbere, Habari and Yaga blogging platforms based in Mali, the Democratic Republic of Congo (DRC) and Burundi respectively. They work under the Citizens' Voice (CV) programme run by Radio Netherlands Worldwide (RNW Media). The three platforms all operate in repressive states with limited media freedoms.

RNW Media through its Citizens' Voice programme uses digital media to provide alternative civic spaces which can “*stimulate the move from polarised discussion to constructive debate and dialogue*” (RNW Media, n.d.). According to its Theory of Change (Citizens' Voice TOC, 2015), CV creates and maintains digital platforms offering safe spaces where young people (15-30 years) from across political, ethnic, racial, regional, religious or other divides come together in a way that is often impossible in offline spaces.

The key features of the Habari, Yaga and Benbere blogging platforms are summarised in Table 1.

Blog Name	Benbere	Habari	Yaga
Country	Mali	DRC	Burundi
Year Started	2018	2016	2015
Platforms	Website, Facebook, Whatsapp, Twitter, Youtube	Website, Facebook, Whatsapp, Twitter, Youtube, Instagram	Website, Facebook, Whatsapp, Twitter, Youtube, Instagram
Facebook Followers (As of 19th May 2019)	69, 995	275, 643	222, 044
Governance structure (EIU Democratic Index, 2018)	Hybrid government (with security issues)	Authoritarian government	Authoritarian government
2018 Freedom Index *	115	154	159
Media Freedom Description (Freedom House, 2018)	Partly Free “ <i>increasing intimidation of journalists ahead of a planned constitutional referendum and 2018 general elections, and the nonfatal shooting of a blogger known for reporting on corruption.</i> ”	Not Free “ <i>Civil liberties—including freedom of expression and association—are repressed, and corruption is systemic throughout the government.</i> ”	Not Free “ <i>a shift toward authoritarian politics, and ongoing repression of and violence against the opposition and those perceived to support it.</i> ”

*(ranking out of 180 countries)

Table 1: *Summary description of Blogging Platforms*

Problem statement

Karpf's (2010) research in Analytic activism demonstrates how social movement organisations use new technologies to improve their work. This framework is not suited to smaller organisations like blogging platforms which operate in sub-Saharan Africa. The concept is best suited for organisations whose online user-base runs into tens of millions, rather than hundreds of thousands (Karpf, 2016). It also does not make room for the offline aspect.

The hierarchy of political commitment developed in 2018 by George & Leidner encompasses the entire domain of activism, from clicktivism to hacktivism. For the purposes of the study, however, the model is too broad and the top of the hierarchy involves a narrow field of activism which does not fully speak to the main methods used by digital activists in sub-Saharan Africa. Hacktivists are an exclusive crowd, with access to skills and technologies that elude most ordinary African citizens.

Poor computer infrastructure and lack of skilled professionals could account for the low levels of hacktivism in the region (Van Niekerk, 2017; Solomon, 2017; Gandhi et. al, 2011). This study focuses, however, is on those citizens with middling levels of digital literacy who bring energy, commitment and drive to social movement organisations. The hierarchy also ignores the strong linkages between on and offline activism.

To tackle these shortfalls, a new engagement model is needed for digital activists; one that positions digital activism in an ecosystem and makes room for offline activities as well. To build this new digital activism engagement model, we use the consumer engagement model developed by Maslowska et al (2016) and synthesize it with relevant insights from existing models of digital activism (George & Leidner, 2018; Karpf, 2016).

The consumer engagement ecosystem model is the foundation for a number of reasons. Firstly, by focusing on dialogue behaviours and not purchase behaviours, the model provides an opportunity for a wider application to different types of online activity. In addition, using Brand Dialogue Behaviours (BDBs) to assess the health of the brands is instructive for digital activists who want to give voice to citizens.

To clarify, digital activists also want their users (citizens) to go beyond observing and participating, to actively creating new paradigms of political action. For the purposes of this research, we ask:

1. Based on the Customer Engagement Ecosystem (CEE) developed by Maslowska et al (2016), what would a working model of a digital activism engagement ecosystem look like?
 - a. What is the digital activism engagement ecosystem model?
 - b. How can we measure digital activism using the model?
 - c. Using Habari, Yaga and Benberi blogging platforms as examples, how can we show the model working?

Definitions

Digital Activism

Social media activity to raise awareness, produce social/political change, or grant satisfaction to a person. (Rotman, et al., 2011, p. 821)

Engagement Ecosystem

An online environment that is dynamic, nonlinear, in real-time, and reflective of the inter-relationships between activists, their audience, and one another. (Maslowska et. al, 2016)

Consumer Engagement Ecosystem

A conceptual model that encompasses brand actions, other actors, customer brand experience, shopping behaviours, brand consumption and brand-dialogue behaviours. (Maslowska et. al, 2016)

Digital Activism Engagement Ecosystem

A conceptual model reflecting the non - hierarchical inter-relationships between activists, other actors, brand experience, brand dialogues behaviours, online and offline actions that drive activism, loyalty to a cause and satisfaction.

Theoretical Framework

Engaged citizens: paradigms of digital activism

Two models of digital activism will be explored in this section, Karpf's Analytic activism (2016) and the Hierarchy of political commitment developed by George and Liedner (2018). These models were chosen because they are the most recent frameworks developed to conceptualise how traditional activism has adapted web 2.0 technologies.

Analytic activism

Clicktivism and slacktivism refer to likes, shares, retweets and reposting of activism materials online. They are criticized as low-quality engagement behaviours (Karpf, 2010). These actions are deemed to be driven by convenience rather than a real desire to change the status quo (Karpf, 2010). Nonetheless, Karpf (2016) argues that these passive behaviours represent a "*difference-of-degree rather than a difference-in-kind*". This legitimization is important because new media tools have created new ways of exercising civic agency. For instance, with the rise of clicktivism, the UK parliament has a guarantee to respond to petitions with 10,000 signatures on its website (UK Government and Parliament, n.d.). These developments demonstrate how a click can gain value and contribute to changing socio-political norms.

Karpf's model of Analytic Activism (2016) introduces activists who leverage on these new developments by converting data and analytics into outputs that help them craft media interventions to promote a specific political agenda. These activists use experimentation like A/B testing, big data and social media listening to devise new strategies for increased engagement, identify mobilization opportunities and organize members. He, however, identifies limits of his model, describing a floor and frontier for analytic activism.

Firstly, scale is essential. Karpf posits that without large volumes of valuable data, analytic activism is not useful. This is the floor, the minimum requirement. In regards to the frontier, Karpf admits the inability of analytic activism to handle complexity. Beyond a certain threshold of variables, analytic activism loses meaningful impact. Karpf's analytic activism is useful to gain an understanding of the organizational processes that shape and produce viral activist campaigns like Kony 2012¹.

¹ Kony 2012 was a short documentary produced by Invisible Children, a civil society organisation. The video was first released on March 5 2012.on youtube. Within three days it was watched more than 21 million times. It was

Table 1.1 Three Uses of Analytics in Activism

<i>Uses of Analytics</i>	<i>Scale</i>	<i>Purpose</i>	<i>Limitations</i>
Tactical optimization	Small	Improve efficiency/effectiveness of individual tactics	Low durability, focus on "growthiness" (chapter 5)
Computational management	Large	Evaluate competing tactics and strategies	Analytics floor (chapter 5)
Passive democratic feedback	Variable	Obtain governance feedback from supporters/members; set the organization's direction or priorities	Listening without conversation (chapter 6)

Figure 1 Reprinted from "Analytic activism: Digital listening and the new political strategy." by Karpf, D. (2016), p.16, New York, Oxford University Press.

The framework conceptualizes trends in the world of digital activism. The digital petition industry, virality, fundraising and campaigning activities can be explored and explained from the perspective of analytic activism.

Hierarchy of Political Commitment

George & Leidner (2018) developed a hierarchical model based on Milbrath's hierarchy of political participation, as a way of investigating the impact of digital activism. Their hierarchy of political commitment takes hacktivism into consideration and considers digital activism as enabled by all information systems, not limited to social networking sites.

To contextualize the framework, digital activism is defined as "*the appropriation of information systems (IS) to enact political action.*" The eight-tiered hierarchical model reserves the top spot (dubbed gladiatorial activism) for open data initiatives, information exposure like WikiLeaks and hacktivism (Figures 2 & 3). Although the model is instructive to understand different aspects of digital activism, it misses the mark when it comes to considerations from the perspective of citizens. It does not fully explore their behaviours online or how engagement galvanizes action. Finally, hacktivism can give one individual extensive power to influence social change. Whilst this is not a bad thing, depending on the definition of digital activism, it can undermine the tenets of a social movement.

called the most viral video ever by time magazine and spurred a global manhunt for Joseph Kony, a rebel militia leader for the Lord's Resistance Army. ((Vidal, 2012). He has not yet been found.

Hierarchy Level	Type	Potential impact on a cause or organization	Effort
Spectator Activities	Clicktivism	Affects those in your social media network on an individual level, does not force action	Low
	Register a view	Potential impact ranges from very low to medium, depending on volume, does not force action	Low
Transitional Activities	Fund a cause	Potential impact ranges from very low to low, does not force action	Medium
	Political consumerism	Potential impact ranges from very low to medium-low, affects sellers and providers, impact ranges depending on volume, does not force action	Medium
	Guaranteed response	Medium, affects administration but only guarantees a response, not what the response will be, forces action	Medium
Gladiatorial Activities	Data activism	Medium-high, affects citizens, data journalists, governments, researchers and academics in health care, STEM, and business, action taken by individuals	High
	Information exposure	High, affects governments, citizens, industry, on individual and organizational level, action taken by individuals, may have severe impact on the actor if done openly	High
	Hacktivism	High, affects governments, citizens, industry, on individual and organizational level, action taken by individuals	High

Figure 2 Reprinted from “Digital activism: A hierarchy of political commitment.”, by George, J., & Leidner, D. (2018, January). In *Proceedings of the 51st Hawaii International Conference on System Sciences*. P.2302

Figure 3 (Reprinted from “Digital activism: A hierarchy of political commitment.”, by George, J., & Leidner, D. (2018, January). In *Proceedings of the 51st Hawaii International Conference on System Sciences.*, p.2303)

Blogging as activism

Benbere, Habari and Yaga are each operated by a collective of at least 100 bloggers. The country coordinators for the blogs also double as the presidents for their national associations of bloggers. Using blogs to drive change was a strategic choice for Citizens' Voice (*M. Lenoir, Personal communication, April 16, 2019*). Young people prefer to learn from their peers rather than from 'big brother' or a removed authoritarian voice (*Lenior, Personal communication, April 16, 2019*). This is the strength of blogs, especially when combined with social med. It is also why we are seeing a reduction in the influence of traditional media. (Insert ref) Blogs are seen as contributors to freedom of expression (Kahn & Kellner, 2004). In Burundi, blogs have become a substitute for media plurality following the forceful closure of radio stations and increased media censorship (Steers, 2016).

According to Kahn and Kellner (2004), bloggers have a natural affinity for democratic self-expression. The researchers attribute to the success of blogs to its relative technological simplicity. By integrating blogs with new media tools like Facebook and Whatsapp, writers for Yaga, Habari and Benbere further expand their reach and provide new fora for discussion.

Blogs are especially useful for marginalised groups to carve out a space in which they can set the agenda. The role of blogs in feminism, LGBT and other persecuted communities have been well documented (Keller, 2012; Clothey, Koku, Erkin & Emat, 2016; Currier & Moreau, 2016). In addition, Kahn and Kellner (2014) posit that the idea of a dynamic network of ongoing dialogue, debate and commentary is central to blogs. Given this interactive feature, blogging is almost a native fit for the purpose of creating an alternative digital space for discourse.

With Habari for instance, the national dispersion of bloggers is reflected in the diversity of content created. Given that the blogs are not media organisations, they can circumnavigate some barriers erected by repressive states (*G. Muyembe, personal communication, April 23, 2019*). Bloggers also have the freedom to analyse situations after the fact and positively frame the narrative, unlike news organisations who must broadcast events as they happen, even if they are missing relevant context and gain a new outlet of ideas that traditional media cannot cover (*Muyembe, personal communication, April 23, 2019*).

Blogs such as Benbere, Habari and Yaga provide a space for political discussion and create opportunities for readers to access viewpoints unavailable in their social network (Mutz & Martin, 2001), encouraging discussion and dialogue that might not otherwise occur. Political discussion leads to increased awareness of collective issues, which can increase tolerance, and reveal opportunities for involvement, thereby encouraging engagement in civic and political life (Gil de Zúñiga et. al, 2017).

New perspectives of digital activism

This study proposes a new way of looking at the effects and impact of digital activism. The three blogging platforms, especially through social media, offer their audience ways to consume content, participate and create influential communities. In this regard, there seem to be parallels in the way social media users engage in digital activism and the ways consumers engage with brands online. The tools being used are virtually identical, although the methods differ. Benbere, Habari and Yaga like many commercial brands, boasts a presence on Facebook, Twitter, WhatsApp, and Instagram. The value of these audiences lies in their engagement. First, we take a look at how brands work in the activist space, followed by an overview of brand engagement, then delve into the Consumer Engagement Ecosystem.

Branding in Activism

Kylander & Stone (2012) hold that across all sectors, a brand is more than a visual identity of an organization. A brand is a psychological construct. According to the researchers, brand managers in the for-profit sector, describe their work as creating “a total brand experience.” In the nonprofit world, executives talk more about their “global identity” and the “what and why” of their organizations.

In the activism world, the role of the brand is to provide a sort of cognitive shortcut for their audience, donors and partners to drive broad, long-term social goals (Kylander & Stone, 2012). A strong brand gives greater credibility and trust in social actions and can also act as a catalyst for wider involvement. (Kylander & Stone, 2012). Finally, strong brands provide an alignment of image and identity, contribute to internal cohesion and external trust, which enhances operational capacity and increases social impact (Kylander & Stone, 2012).

For these reasons, the ‘brand’ terminology is maintained in the description of the model. However, the concept is understood as it operates in the non-profit sector.

Brand engagement

In everyday language, the word engagement connotes participation, sharing, involvement and association. When talking about digital communities, online engagement has behavioural, cognitive and emotional dimensions (Brodie, Ilic, Juric, & Hollebeek, 2013). It includes sharing, co-developing, learning, advocating & socializing on web 2.0 platforms. Such behaviours lead to satisfaction,

empowerment, connection, bonding, trust and commitment. For brands, engaged customers exhibit enhanced loyalty (Brodie, Ilic, Juric, & Hollebeek, 2013).

From the perspective of business, Hollebeek, L. (2011) outlined three themes of brand engagement as immersion, passion and activation which represents the degree to which a customer is willing to engage a brand. Similarly, in a study, Shao (2009) proposed that people engage online in three ways: by consuming, by participating, and by producing brand-related media.

This was expanded upon by Muntinga, Moorman, and Smit (2011) who developed the COBRA (consumers online brand-related activities). COBRAs classified different brand-relation activities on social media content along three lines: consumption, contribution, and creation. These behaviours are synonymous to the observation, participation and co-creation themes identified by Maslowska, Malthouse & Collinger (2016) in their Consumer Engagement Ecosystem model.

Consumer Engagement Ecosystem

Today people are connected in historically new ways. The adoption of voice recognition technology, the promise of the internet of things and the ongoing hegemony of social media is shifting the power of brand narratives from companies to the consumers (Maslowska et al, 2016). The consumer engagement ecosystem (CEE) model recognizes the new phase of consumer-brand dialogues as dynamic, nonlinear, and reflective of inter-relationships.

Figure 4 shows the flows that make up a consumer engagement ecosystem.

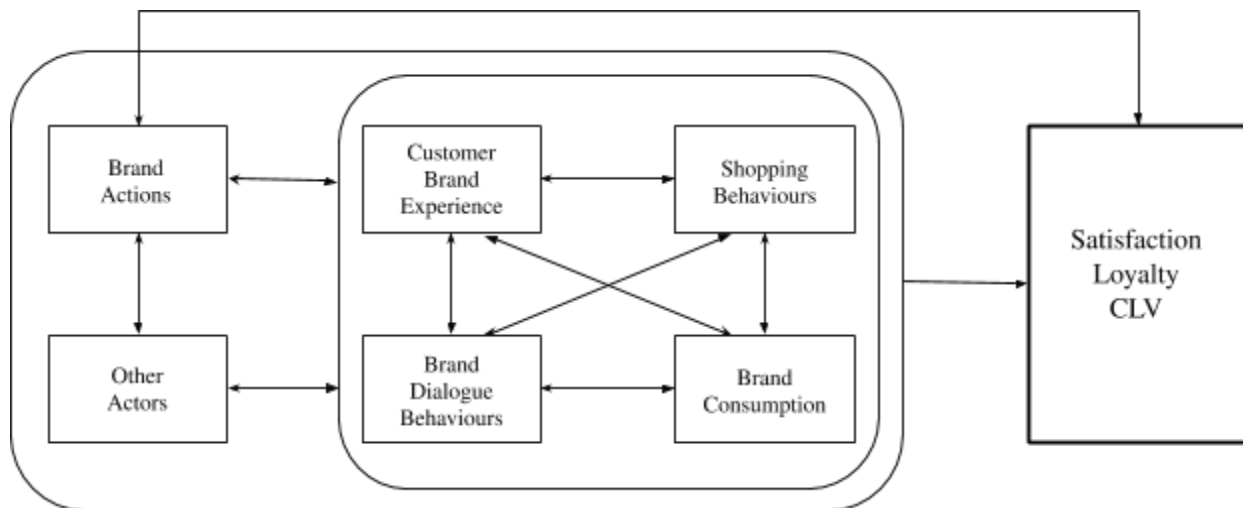


Figure 4 The Consumer engagement ecosystem

Reprinted from "The customer engagement ecosystem", by Maslowska, E., Malthouse, E. C., & Collinger, T. (2016). *Journal of Marketing Management*, 32(5-6), 469-501. Copyright 2016 by Taylor & Francis

According to Maslowska et al. (2016), the elements of the model are as follows:

Brand actions: all prompts from the company, beginning with product development, marketing, including the price, advertising, promotion, and distribution.

Other actors: stakeholders that can influence/affect the relationship with the customer. It includes primary stakeholders (e.g., employees, customers, suppliers) and secondary stakeholders (e.g., competitors, media, regulating agencies).

Customer Brand experiences: the thoughts and feelings that individuals have about the product and service.

Shopping Behaviour: There are two types; shopping to buy and experiential shopping. Experiential shopping occurs both online and offline. Customers can visit an offline store to try the product and later buy online, known as showrooming, or find product information online, then purchase offline, known as webrooming

Brand dialogue behaviours (BDBs): The ways in which consumers engage with brands. BDBs convey all brand-related non-purchase behaviours. It has three tiers of engagement; Observation, Participation and Co-creation. Given its centrality to the ecosystem, BDBs are further explored below.

Brand consumption: When a brand user publicly shares experiences with peers and with the company. It overlaps with BDBs depending on the motive. Only if the brand is used as it is intended by the company, can it be classified as brand consumption behaviour.

Satisfaction: The consumer's fulfilment response. Engagement behaviours lead to more satisfaction and affective loyalty, and at the same time satisfied and loyal customers take part in more engagement behaviours.

Brand Dialogue Behaviours

Brand dialogue behaviours (BDBs) refers to what is traditionally seen as engagement and is tied to the personal goals of consumers. The three tiers are:

- Observation (low engagement, low motivation, low value)
- Participation (medium engagement, improved motivation, improved value)

- Co-creation (highest level of effort, highest involvement which usually translates to highest engagement)

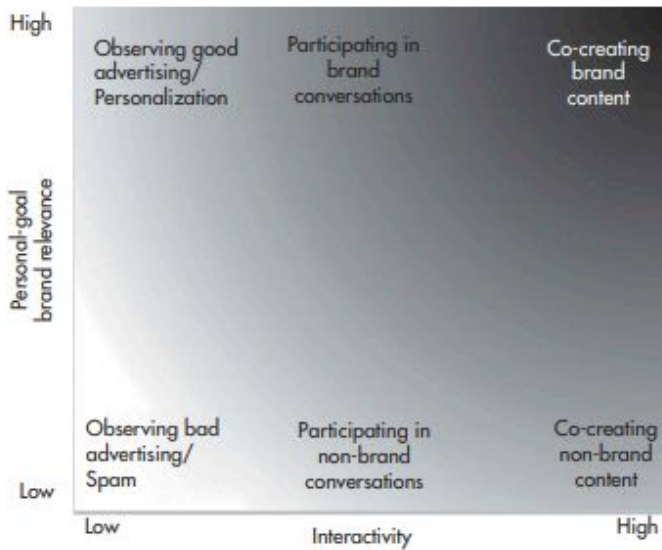


Figure 5. Categories of brand dialogue behaviours. Reprinted from "The customer engagement ecosystem", by Maslowska, E., Malthouse, E. C., & Collinger, T. (2016). *Journal of Marketing Management*, 32(5-6), 469-501. Copyright 2016 by Taylor & Francis

Examples of *observation* behaviours include watching or reading advertisements, reading reviews and consuming personalised offers from the brand. It is the sort of passive behaviour that closely resembles traditional brand engagement strategies.

Participation BDBs is demonstrated when consumers respond to stimuli provided by brands. This includes commenting on posts, liking and sharing content. This tier of behaviours is criticised as providing vanity metrics that do not truly capture the relationship the brands have with consumers. Nonetheless, the action taken especially when combined with social media listening tools and sentiment analysis can give insight into consumer perceptions of the brand.

The highest tier is *co-creation*. This is when consumers produce content that promotes the brand, either by their own volition or in response to stimuli from the brand. Producing reviews, memes, fanfiction and vlogs are examples of co-creation. For Maslowska et al (2016), co-creation BDB reflects the highest forms of engagement. More examples of BDBs can be found in Appendix 1.

The Digital Activism Engagement Ecosystem

Similar to the Customer Engagement Ecosystem, the digital activism engagement ecosystem consists of brand experience and brand dialogue behaviours. However, brand consumption and shopping behaviours are not relevant for digital activists (Karpf, 2016). Although there are monetary aspects of activism, like fundraising, these activities differ fundamentally from commercial shopping behaviours.

Some activists, especially those operating as Non-Profit Organisations (NPOs), like Amnesty International and Oxfam have well-established brands. Nonetheless, brand consumption is not a big part of their strategy or theory of change (Amnesty International, 2018, Oxfam, n.d.). Therefore brand consumption is excluded from the model.

Instead, online actions are used to denote the breadth of actions that the audience can engage in that is not brand dialogue behaviours, this includes fundraising and signing petitions. BDBs and online actions can overlap but the distinction lies in whether it is action called for by the brand (online action) or initiated by the user (BDB).

Another crucial addition to the engagement model is offline actions which can be initiated by the brand or can develop as an organic spillover of widespread disaffection legitimized online (Mutsvairo, 2016). The brand itself and other actors participate in creating engagement. All of these components create flows of information that affect each other and comprise what we call the digital activism engagement ecosystem (Figure 6).

The Digital Activism Engagement Ecosystem

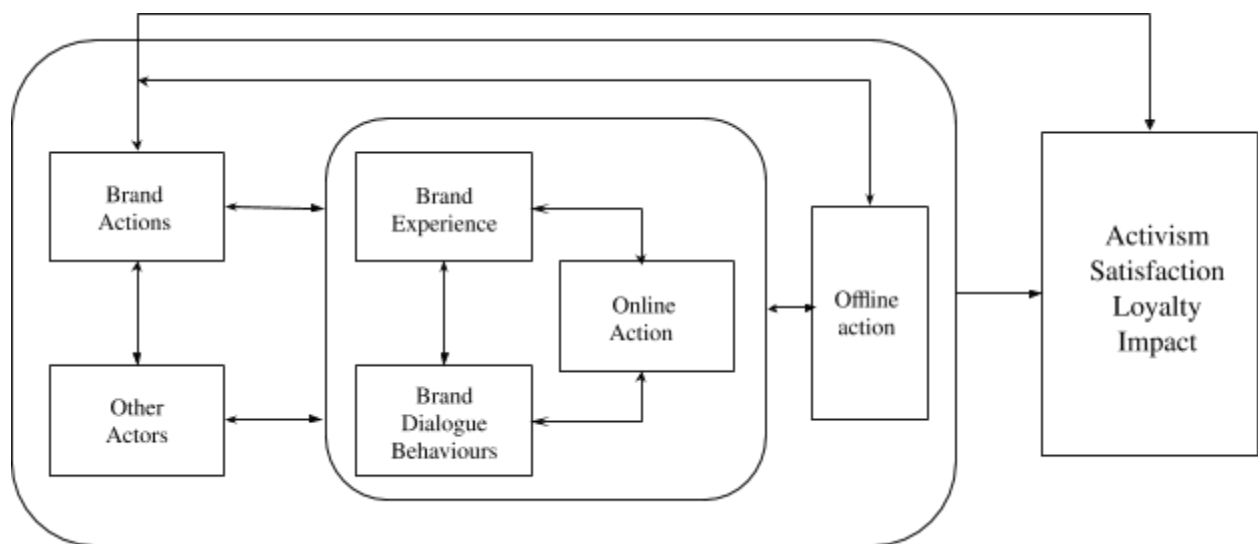


Figure 6: DAEE is dynamic, non-hierarchical and iterative

Elements of the Digital Activism Engagement Ecosystem

Brand actions: Like Maslowska et al, brand actions are considered as all the prompts published by the brand across all platforms. This includes blog posts, facebook posts, videos published, status updates, advertisements, fundraisers and petitions published.

Other Actors: This refers to other stakeholders that can affect the way the target audience engages with the brand. As Joyce (2010) demonstrated in her digital activism environment, social and political factors affect the way an audience engages with activists online. Repressive and authoritarian governments can track block applications used by digital activists. Activists in these contexts must find creative ways to encourage continued engagement. In the same vein, media coverage can validate and amplify the efforts of activists (Mutsvairo, 2016). Other individuals (e.g friends, celebrities & politicians) influence engagement in digital activism (Walsh, 2004). The other actors' element encompasses online chatter, partner, beneficiary and donor behaviour that affect the reception or rejection of brand actions.

Brand experience: Brand experiences refers to the thoughts and emotions that individuals have about the brand after interacting with its outputs in pursuit of personal goals (Maslowska et al, 2016). Goals are cognitive representations of desired results that a person attempts to achieve. The nature of a goal affects an individual's perception of the world and determines how much resources they are willing to invest in a behaviour (Markman & Brendl, 2000; Tate, Stewart, & Daly, 2014). As such, goals constitute key motivation drivers (Blazevic et. al., 2013; Chartrand, Huber, Shiv, & Tanner, 2008). A positive experience in pursuit of a goal attracts an individual to the brand and vice-versa (Calder & Malthouse, 2008).

Brand dialogue behaviours: As developed by Maslowska et al (2016), this refers to engagement behaviours that are focused on the brand. For digital activists, this is probably the most crucial element of the ecosystem. The behaviours can be positive, negative or neutral and cover a vast array of actions. Since they often happen in highly networked environments, they can affect other consumers, leading to engagement amplification. BDBs can be broken down into observation, participation and co-creation behaviours, each reflecting an increasing level of engagement.

Online actions: The line between online actions and BDBs is blurry. Online action refers to the specific behaviours that the brand prompts from users. For instance, asking its audience to retweet a hashtag or soliciting funds and signatures. Online action refers to specific outputs that digital activists campaign for. It is usually project-based, goal-oriented, close-ended actions driven by the brand. In

contrast, BDBs are more open-ended interactions that help grow the activist brand and maintain a community. Online actions refer to the call to action.

Offline actions: As Mutsvairo (2016) discussed, a big aspect of digital activism is organisation and mobilization. In some instances, the call to action for offline participation in actions like protests, sit-ins, debates, capacity-building workshops and media interviews (Mutsvairo, 2016). Reflecting the iterative nature of the ecosystems, some offline activities could be initiated by the community, partners and other stakeholders with the brand being invited to participate (Wasserman, 2011). These offline actions also feedback into the digital space through live video streams, photo updates and posts which serve as fodder for a continued discussion around the issue (Seelig, Millette, Zhou & Huang, 2019).

Activism/Satisfaction/Impact/Loyalty: According to Seelig et. al (2019) in today's participatory, co-operative media culture, actively engaged people who share digital content, in turn, inspire others to care about important social issues. High engagement on digital platforms leads to amplification, impact and increased activism (Joyce, 2010, Mutsvairo, 2016). In relation to activism, brand engagement behaviours also have consequences for credibility and impact (Bimber, 2017). Meanwhile, Vivek et al. (2012) draw the link between engagement, commitment and trust. Maslowska et al (2016) also acknowledge that engagement and satisfaction are mutually reinforcing. Thus, more engagement can lead to greater satisfaction with the brand and at the same time satisfied and loyal customers take part in more engagement behaviours.

Methodology

An exploratory mixed-methods approach was used to investigate how the digital activism engagement ecosystem works. Desk research was used to develop the elements and variables to measure the Digital activism engagement ecosystem. Findings from the desk research were tested in semi-structured interviews with seven (7) members of the Citizens' Voices team. Engagement data on website and facebook usage of Benbere, Habari and Yaga Platforms was examined to observe how web and social media is used by the digital activists. This was combined with data from Narrative reports on offline events.

RNW Media documents consulted to compile examples of meaningful metrics to operationalise their engagement ecosystem are as follows ;

- Citizens' Voices Theory of Change
- The quarterly narrative report,
- Performance, Monitoring, Evaluation and Learning (PMEL) framework,
- Yearly Targets,
- Core Indicators RNW Media 2019
- Weekly dashboard report
- Guidelines for collecting data on non-digital indicators

These documents were selected to give insight into the operational and strategic framework of RNW Media and Citizens' Voices.

Operationalizing DAEE

Selecting relevant metrics for DAEE is context dependent and must reflect the aims and objectives of the activist platforms. A platform with a fundraising focus will have to differ from one focused on building awareness. For Citizens' Voices, the theory of change document defines success as young people having "the civic agency to make more inclusive societies, which engage them in decisions and respond to their needs"(CV Theory of Change, 2015; see Appendix 3)

Using self-defined indicators, activities, outputs and targets as contained in the documents listed above, measuring the Digital Activism Engagement Ecosystem on the Yaga, Benbere and Habari platforms involve the variables outlined in Table 2. The brand dialogue behaviours were captured in an engagement dashboard (see Appendix 2) shared among the programme management team. Online and offline action variables were extracted from the Narrative reporting and target framework documents. The

country, digital and programme management teams use officially track progress using these metrics as well.

DAEE element	Variables from desk research
Brand Actions	No. of articles published on blog, No. of videos posted on social media*, No. of comments responded on social media, No. of event invites issued on social media, No. of debates and discussions organised, No. of event locations
Other actors	No of partnerships with other organisations, No of broadcasts on radio/Newspaper articles/ Online News coverage
Brand experience	No of survey respondents, Survey sentiments, No of social media positive engagement, qualitative feedback from audience, platform accessibility score (includes load speed, downtime, language and localization)
Brand Dialogue Behaviours	Social media reach, No. of Whatsapp group members, No. of direct messages, average time on page (website and social media),time when users are most active(website and social media), bounce rate (website and social media), No.of sessions on website, demographic data, SEO, Organic versus paid search and reach, Devices data, interests of users, etc (see Figure X for example dashboard)
Online Action	No. of Comments, No. of Shares, No. of social media reaction/Likes, No. of Website Pageviews
Offline Actions	No. of debates, No. of discussions, No. of panellists, No. of participants (divided by gender), No. of local organisation representatives, No. of locations, No. of media/journalists present, Theme
Satisfaction	No. of Website Users, No. of Social media fans, No. of users indicating they have changed their attitudes as a result of the platform (by type)

Table 2: *Example metrics for DAEE*

Semi-structured Interviews

To test the variables extracted from the desk research, seven interviews were conducted with the teams working on the platforms. Four of the respondents worked on the Citizens’ Voices programme in Hilversum Netherlands. Three were the country coordinators for each of the platforms, working in Mali, Burundi and the Democratic Republic of Congo. The respondents were selected based on their strategic and operational roles, given that the DAEE model takes a macroscopic look at digital activism.

Interviews with country coordinators who work in Africa were conducted via Skype and lasted 30 minutes. All three respondents had worked on the blogging platforms since inception. Yaga started in 2015, Habari in 2016 and Benbere in 2018.

Four respondents work with the Citizens' Voices team of RNW Media in Hilversum, Netherlands. These interviews were face-to-face interviews that lasted 45 minutes to an hour. All the participants had at least five years of experience working in Non-profit Organisations and digital activism.

The interviews were used to get an understanding of digital activism and engagement on Citizens' Voices platforms. The responses helped operationalize key concepts to investigate the engagement ecosystem in digital activism.

The questions were emailed to respondents two to three weeks before the interviews were held. There were five questions asked to all respondents, but as it was semi-structured interviews, follow up questions were also posed as needed.

Questions

1. Engagement as Digital Activism

Which definition do you agree with:

- a. Digital activism is political participation, activities and protests organized in digital networks beyond representational politics.
 - b. Digital activism is the use of digital technologies by an individual, group, or organization to enact political change.
 - c. Digital Activism is the use of an engagement ecosystem to create experiences that motivate political participation, action and change
 - d. Digital activism is the appropriation of information systems (IS) to enact political action.
- (Please embolden to select)
2. What are high, medium and low engagement behaviours? Please list.
 3. How does offline work with online engagement?
 4. How do you use data gathered on your platform?
 5. How does engagement work with your business model?

Notes on questions

Question 1: To find out how practitioners conceptualise the work they do and ensure that responses to subsequent questions are given in the context of the research focus.

Question 2: To test the variables found in the research and see if they resonate with practitioners. Although a list was to be used as an aid, all of the respondents did not fill it in independently. It was only during the discussion that the variables were mentioned.

Question 3: To investigate the role of offline events in their approach to building digital communities. To wit, if the main aim is to get people online engaged, why are they holding offline activities as well?

Question 4: To understand how brand dialogue behaviours are assessed by practitioners.

Question 5: To summarise the role engagement plays in their work as activists. Business model in this case did not really apply, it was more about their Theory of Change.

Engagement Activities

Given the limited time frame, not all elements of the engagement ecosystems were measured. The highlighted boxes in Figure 7, below shows the elements measured.

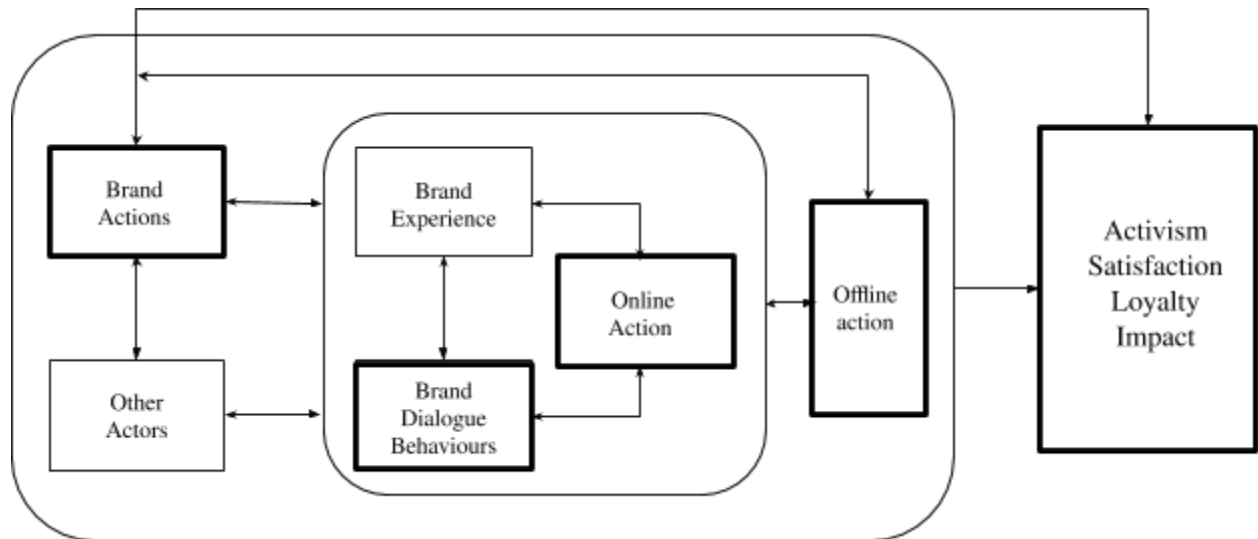


Figure 7: *Elements of DAEE measured*

Brand actions was selected because it is the catalyst of the process. In addition, given the research's interest in online-offline links, it was relevant to see how the brand's activities acted in those dimensions. Brand Dialogue behaviour/Online Action was used to measure online engagement and offline action measured off-line participation. Activism/Satisfaction/Loyalty/Impact was selected to see what the communities were built.

The online data collected on the three blogging platforms were:

- Google analytics data (2018-Q2, Q3 & Q4, 2019-Q1)

- Facebook insights data (2019-Q1)

- Activities and outputs from the Narrative reports (2019-Q1)

- Online engagement Targets (2019- issued yearly)

The metrics used to investigate engagement activities on the platform are in Table 3. These metrics were chosen based on variables defined for brand dialogue behaviours through interviews and desk research.

Elements	Measurements (Whole Numbers)
Brand actions	Articles published, Videos published, Radio broadcasts, Debates organized, Discussions (Cafe Blog) organised. *Photos published, Links published
Brand Dialogue Behaviours/Online action	Pageviews on website *Reach, Likes, Comments, Shares
Offline action	Participants, panellists *Videos posted about offline event, likes, comments and shares on videos related to offline events
Activism/Satisfaction/Loyalty/Impact	Users, *Followers, New likes

*Yaga Facebook only

Table 3: *Metrics used for engagement activities*

Engagement activities was limited to the first quarter of 2019 because reporting is done on a quarterly basis and the research was investigating a working model, so the closest temporal data was preferable to historical data.

Given the limited timeframe for the research, only one platform was analysed using some brand dialogue behaviour metrics. Facebook was the primary data source for engagement because Google Analytics showed that readers never commented and hardly shared blog posts on the website. The metrics used were likes, comments and shares. To visualise the data a dashboard of graphs from the empirical findings was developed using the plotly python library.

Findings

Interview findings

The first finding of the interviews answers the research sub-question b. How can we measure digital activism using the model? In terms of the elements of the Digital Activism Engagement Ecosystem, the examples provided by respondents, as seen in Table 4, lined up with findings from the desk research.

DAEE element	Variables Mentioned in Interviews
Brand Actions	Articles, videos, moderation and events organised
Other actors	Partners and the media
Brand experience	Platform performance like load time, responding to comments
Brand Dialogue Behaviours	Views, likes, comments, shares, retweets, hashtags, using our content to create memes
Online Action	Comments, shares, likes, views
Offline Actions	Debates and discussions, radio broadcasts, workshops organised
Satisfaction	Returning users, social media fans and followers, positive feedback on platforms, positive feedback from surveys

Table 4: *Example variables given by Activists*

Two key insights on the DAEE model emerged from the interviews with respondents. The first was the overlap between Brand Dialogue Behaviours and online action. All the respondents said that for them these are the same. Further explanation from the researcher on the delineation brought clarity. However, all respondents maintained that for CV the two are synonymous, even while admitting that for others, the distinction will be useful.

The second was in regards to satisfaction or impact. All respondents alluded to the limitations of measuring activism, change or impact. They classify the variables mentioned as proxy metrics that do not really tell the story of change. Respondent 6 underscored that the best an activist platform can claim is contributing to change, however quantifying the contribution is difficult.

This was echoed by Respondent 4 who said:

“when people engage and contribute to a discussion online, we know it brings them satisfaction and contributes to freedom of expression but knowing whether we are responsible for widespread

behaviour change is difficult. Especially if you look at just engagement. We sometimes use surveys to ask people directly, but part of our job is living under an accountability ceiling.”(2019)

The accountability ceiling refers to the level to which the platform can measure the outcomes of its work. For instance, it can track the number of people clicking on a blog post educating voters, but cannot count how many of those users went on to cast a vote, which will mean their post lead to a higher voter turnout. (Respondent 4, 2019)

All the respondents took part in some sort of offline activities, either as organisers or guests. The team that works in Africa all agreed that including an offline component was important. For Benbere, the credibility that was built on their blog was leveraged to organise a meeting between two warring factions in Mali. This was the first time that the two groups had sat to discuss differences and forge a way forward. According to Respondent 1;

“The only way to build the bridge was by making them sit at the same table. We could not have achieved this if we stayed on our blogs. The real conversation is face to face... but also if they did not trust us to be independent they will not have come. The stories on our blogs showed we are independent.”

Another respondent talked about the way the online-offline links are intertwined and form a feedback loop that helps them in their work in fostering cohesiveness in the youth. Respondent 3 said;

“The two elements interact. When we need to organise an activity like a workshop or debate, we inform our readers online and invite them to participate. Every time we do this, there are more people turning up than those who signed up online. During the workshop, we give the participants the chance to ask more questions with a hashtag so we can answer it online. We also organise activities outside the city to bring together people in the region, usually in the local language. Afterwards, a video is uploaded to show the urban online. We work with small associations who can organise the locals for us. Usually, the leaders of these associations are also online.”

Meanwhile, Respondent 2 talked about using offline media to promote their online content.

“Normally we make a weekly transmission on the radio for young people who can call in and send SMS to include themselves in the conversation. This radio program is like a weekly review of the blog. We organise debates in schools, and they have Club Yaga for students in secondary school. ”

The Yaga clubs mentioned are especially interesting since many High school students do not have ready access to digital technologies, these clubs are another way to organise users and build a community that exists both in the digital space and in the real world.

Respondent 6 said that the country teams are encouraged to include offline activities in their plans, however, there are no yearly targets set for this as there are for the online metrics. This is part of their approach to meet the young people where they are, which is usually online. It is also to avoid the temptation organising events just for the sake of it. Respondent (5) said offline activities help bridge the digital divide and bring the platforms to those who are not online.

Engagement Activities

Yaga and Habari organised 12 events each in the first quarter of 2019 and Benebere organised 5 events. Articles refer to blogs posted on the website only. As expected, this formed the majority of their brand actions. The ‘other’ column refers to photos uploaded, tweets, Whatsapp links and cartoons created. Table 5 summarises activities undertaken by the blogging platforms in the period reviewed.

	platform	debates/face aux Jeunes	discussions/ cafeblog	radio	texts published	videos	other	Total participants	total Panelists
0	Yaga	3.0	9.0	21.0	100.0	20.0	15.0	1051.0	9.0
1	Habari	8.0	4.0	1.0	142.0	24.0	12.0	553.0	25.0
2	Benebere	2.0	3.0	0.0	103.0	18.0	12.0	180.0	6.0

Table 5: *Brand Actions and Events Summary for Benebere, Habari and Yaga*

Figure 8: *Brand actions of Benebere, Habari & Yaga*

Yaga approaches their offline audience mainly through radio broadcasts. The platform also favours the discussion and workshop format of ‘cafe blog’ over debates. Habari, however, holds more debates than discussions. Benebere, the youngest platform, did not engage with radio stations at all throughout the period.

Table 6 shows the number of users on the platforms and participants that attended offline events.

Platform	Website Users	Facebook followers	Facebook New likes	Event Participants
Yaga	180956	218033	5687	1051
Habari	170145	270425	9520	553
Benbere	89384	67122	10422	180

Table 6: *User Summary*

High user numbers on blogging and Facebook platforms is not always mirrored in higher numbers of offline events organised and higher numbers of participants. Yaga, with 398, 989 combined users had 1051 participants. Habari with combined 440, 570 users had 553 people participating. Benbere events were patronised by 180 people and it has 156,506 online users.

For Yaga, the importance of social media is reflected in the total number of Facebook followers which is almost double their website users. This is also the case with Habari, which had 9,520 Facebook new likes and 170, 145 website users in the quarter. Benbere is the only platform with more website users than Facebook followers but a look at their new likes for the quarter show high growth of 10, 422 new likes in the quarter.

In terms of how the Yaga community engages on Facebook, the vast majority of people who see Yaga content on facebook do not engage with it.

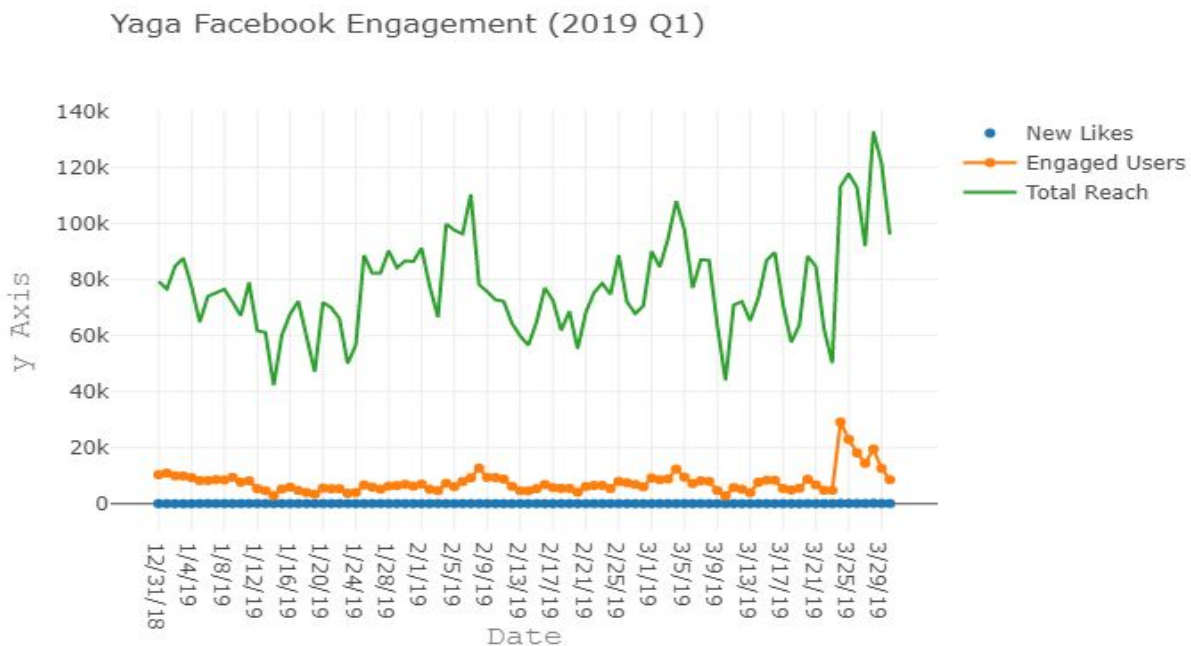


Figure 9: *Reach and Engagement on Yaga reflecting observation and participation behaviours*

On average, reach was ten times engagement. The average daily total reach: 77,446.10 compared to the average daily page engaged users: 7,647.64. The higher the reach, the higher the engagement. Brand dialogue behaviours on the platform showed interesting results.

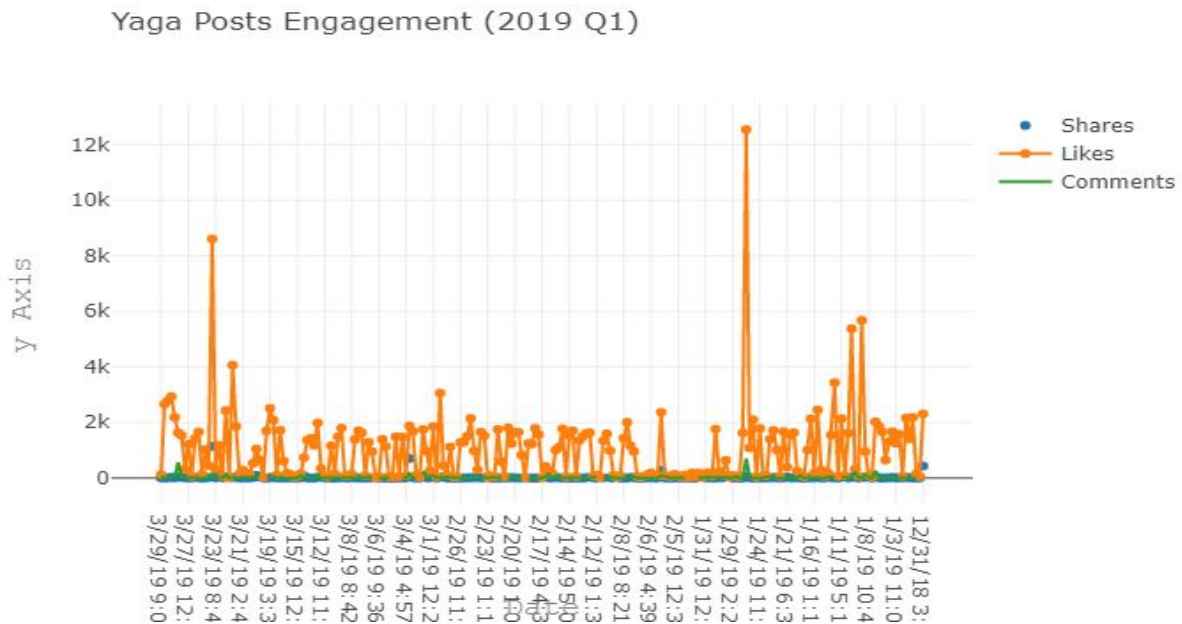


Figure 10: Likes are the most common participation behaviour for Yaga followers

For the period under review, liking a post is the most common form of behaviour on the platform. Followed by sharing and then commenting. An investigation into the spikes of increased engagement showed that popular post types were photographs. The post with the highest number of likes and comments (12,552 and 702 respectively) was an announcement of the Whatsapp number for Yaga followers to join. The post with the highest number of shares (8,614 times) was a video of celebration in the streets of Bujumbura after the national team beat Gabon in a football match. The summary descriptions for the posts with the highest number of likes, shares and comments are in figures 11 and 12.

Post ID	1541734479425197_2217619548503350
Permalink	https://www.facebook.com/permalink.php?story_f...
Post Message	Rejoignez « Yaga » sur WhatsApp ! Inscrivez-v...
Type	Photo
Posted	1/28/19 1:01 AM
Audience Targeting	
share	57
like	12552
comment	702

Figure 11: *Highest number of likes and comments*

Post ID	1541734479425197_2249761851955786
Permalink	https://www.facebook.com/permalink.php?story_f...
Post Message	Après la victoire du Burundi sur le Gabon, émo...
Type	Video
Posted	3/23/19 4:10 PM
Audience Targeting	
share	1145
like	8614
comment	144

Figure 12: *Highest number of shares*

Links were the most dominant type of post, followed by photos and videos. The type of post also affected the type of engagement; links and videos get more likes and comments than photos. The photo announcing the launch of WhatsApp business for Yaga is an outlier.

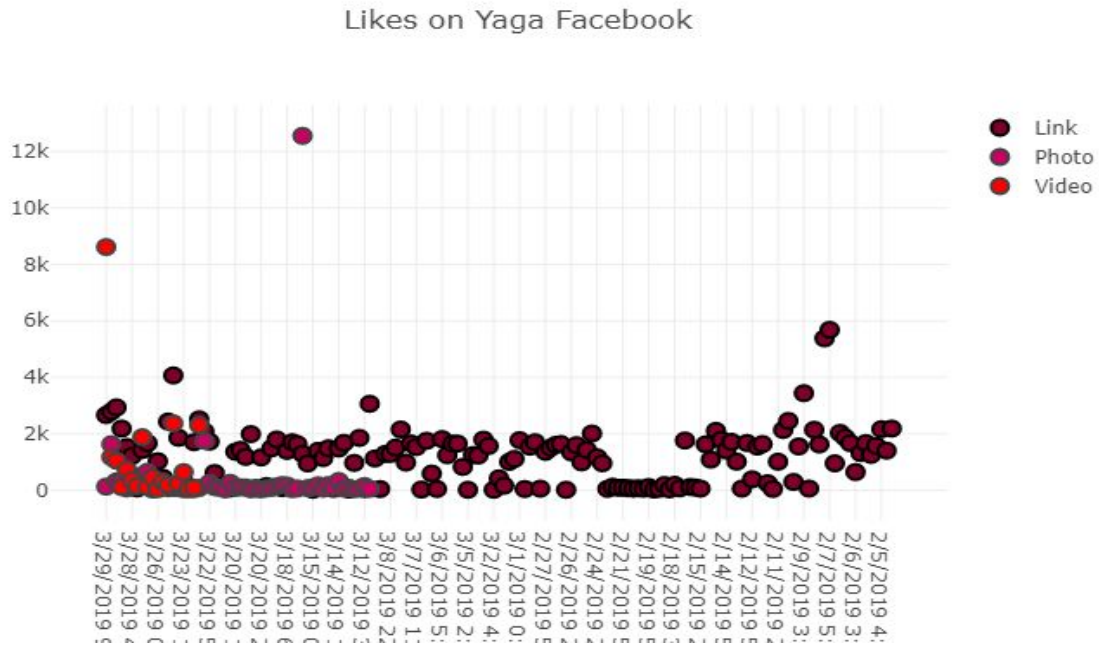


Figure 13: *Likes on Facebook by type*

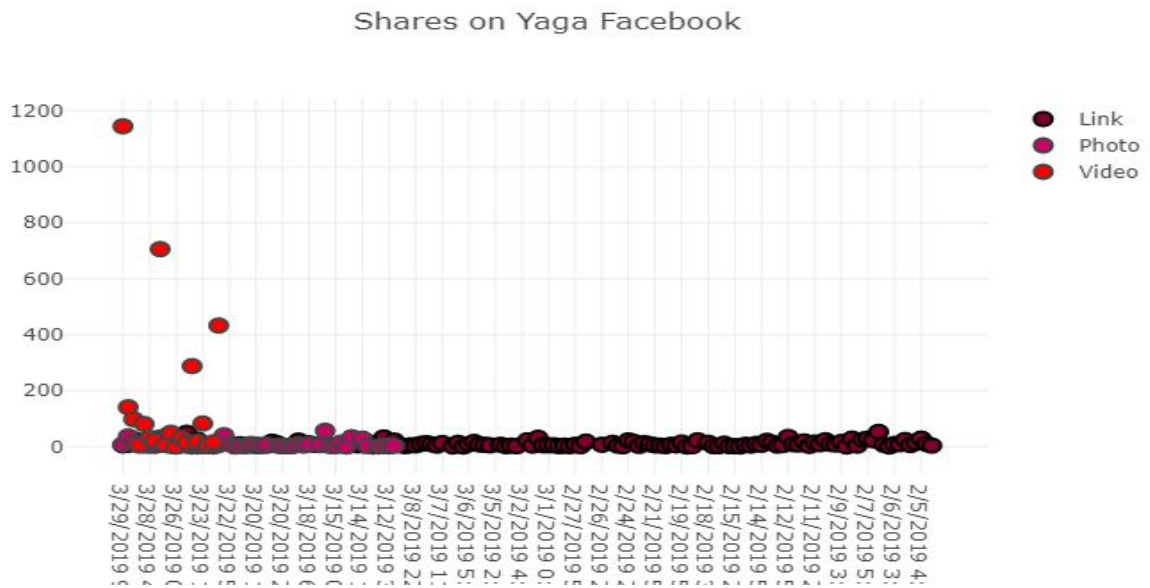


Figure 14: *Shares on Facebook by type*

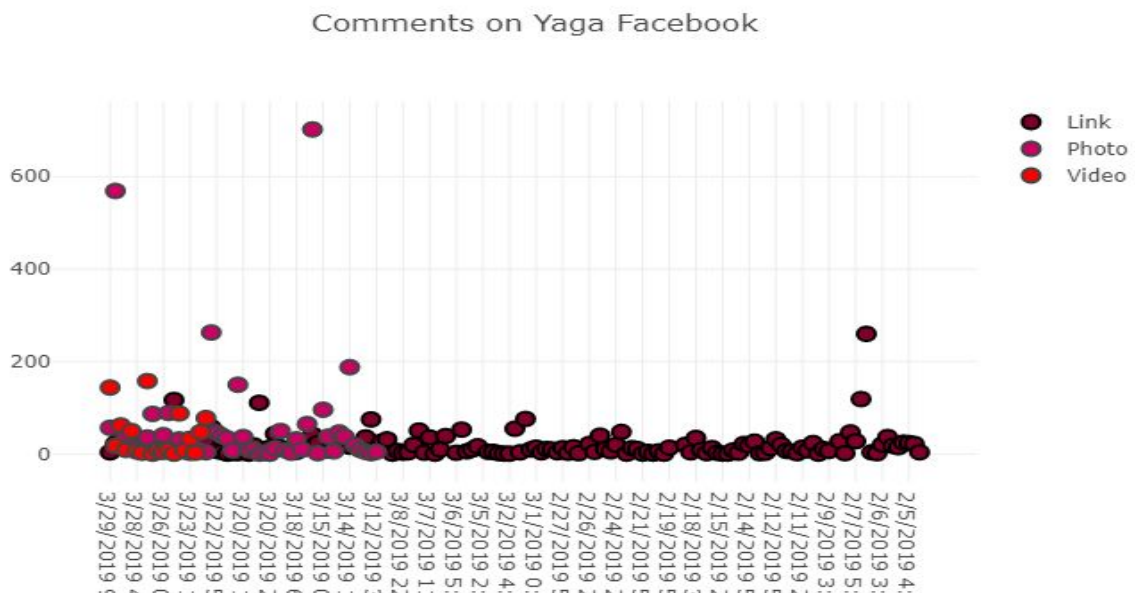


Figure 15: *Comments on Facebook by type*

The engagement on video and photo posts were more clustered around a certain period (March), whereas links were more distributed. The link between the video posts and the offline events was analysed. Using Yaga’s narrative report, a database of videos reported to be a direct output of an offline event was plotted against the engagement metrics of likes, shares and comments.

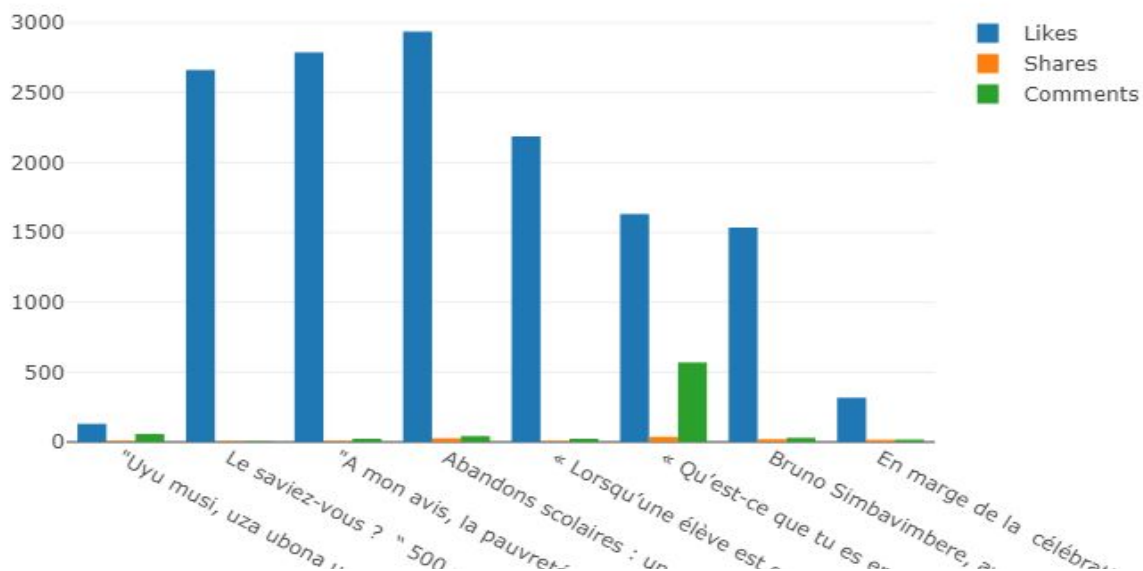


Figure 16: Videos related to offline events organised by Yaga

The video with the most likes was an invitation for the public to attend a debate on the impact of dropout rates on the national campaign for education for all Burundians. The video with the highest number of comments was also related to education. It was a short video report (1m 12s) of a discussion held in Ngozi on the reluctance of poorly educated parents to invest in the education of their children. There were 8 videos related to offline events and 11 that were unrelated.

Compared to all other videos, the average engagement behaviours for videos related to offline events tended to be lower as seen in Table 8. However, the 2,937 likes seen on the invitation to the debate video is telling. According to the narrative report, that event had a total of 267 participants compared to 185 for the previous event which was not promoted online.

Average engagement for videos related to events: Mean likes: 170.12 Mean shares: 15.75 Mean comments: 10.12	Average engagement for all other videos: Mean likes: 1771.82 Mean shares: 277.55 Mean comments: 59.18
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Table 8: Comparison of average engagement of Videos

Discussion and conclusion

The Digital Activism Engagement Ecosystem model works this way. An activist organisation undertakes certain actions online that is received by its target audience. This audience is also influenced by other actors such as the media, which shapes their perception of brand actions. Depending on the brand experience, the target audience engages in a variety of dialogue behaviours with the brand. These behaviours can be observation, participation or co-creation. Prompted by the activist platform, users can engage in online and/or offline actions. Taking action and engaging in this ecosystem leads to activism, loyalty to a cause and personal satisfaction, which in turn leads to more engagement. All elements of the model interact and influence each other, in a continuous feedback loop that is dynamic and non-hierarchical.

Three cases were used to exemplify the ecosystem: Benbere, Habari and Yaga blogging platforms. Engagement was found to be low on the blogging websites. Most users a page then leave the site. However, engagement was much higher on their Facebook pages. Yaga and Habari users access content more on Facebook than native blogs. Benbere still has more website users than Facebook followers, but their Facebook fanbase is growing.

In regards to brand actions, Habari, Benbere and Yaga, were skewed toward producing articles. Nonetheless, offline activities also form a key component of their work. Yaga, for instance, holds a weekly radio broadcast to review the blog. All the platforms held at least one offline event per month.

Finally, bigger online communities are more likely to get bigger turn outs offline but the relationship is not too clear. Although Habari and Yaga had greater turnout than Benbere, there are some confounding variables involved. Benbere organised fewer events than the other two. Also, Habari has a larger online community than Yaga, but about only half the turn out to their events. However, Yaga has stronger links to the offline community through their use of radio broadcasts. Perhaps this could be the reason for their higher turnout compared to Habari.

Based on observations on Yaga's facebook page, videos and photos were more likely to go viral. However, posting regular links seem to play a crucial role in maintaining a baseline of engagement on the platform. Offline events provided new video content for Yaga facebook. Although the average engagement for these videos was lower than for non-event videos, it was valuable for promotion. Interview participants also attest to the role of offline events in mobilising its community and admit that some successes can only be achieved this way. They recognise that digital communities build credibility, loyalty and commitment.

Including offline actions in the model is a key contribution to understanding how digital activists operate, especially in Sub-Saharan Africa where there are high barriers to entry for digital technologies. Interviews with activists showed that online tools are used to organise, promote, amplify and discuss the fallout from offline events. In the same vein, increased discussion around an issue online can prompt a digital activist platform to organise an event offline.

An unexpected finding for this research was the popularity of a Facebook post announcing a new Whatsapp group for Yaga followers. Although it was not in the scope of the research, the interest in this post on Facebook could indicate a new shift in how the community operates. Perhaps engagement will shift from Facebook to Whatsapp. More research is needed to see if this holds true. Furthermore, the popularity of a video showing football supporters celebrating in Bujumbura also hints at how other actors can influence engagement.

The model assumes some features of Karpf's analytic activism, for instance, tactical optimization; where metrics (e.g. Google analytics and Facebook insights) are used to track the outputs and outcomes of projects. DAEE also recognizes the role of clicktivism, with those behaviours classified as observation and participatory brand dialogue behaviours. Unlike analytic activism though, this model works for activist that have relatively small data sets like the case of our three blogs which together command less than 600,000 Facebook followers.

In regards to the hierarchy of political commitment, brand dialogue behaviours largely correspond to the spectator, transitional and gladiatorial activities as explained by George & Leidner (2018). A key difference is narrowing the focus to Web 2.0 technologies. DAEE also breaks down the hierarchy. The DAEE is dynamic, inter-relational and iterative. The desired goal of the platform determines the approach and success makers.

Limitations

The study is limited to three blogging platforms; this sample is small. The population is narrow, involving brands working in francophone sub-Saharan Africa and supported by a Dutch-run organisation. Also, not all elements of the engagement ecosystem model were empirically investigated. Finally, the findings from engagement activities are descriptive and not prescriptive. It will be interesting to track performance of the elements against targets. The research was conducted in only 8-weeks. The amount of data available was overwhelming and needed extra work to scale it down.

Further Research

Further research with a larger sample and a wider population will expand on how the model works in practice. Looking at different kinds of activist platforms, for instance, those that must also raise

funds will show how the model works in different contexts. Research into whether the elements (e.g. online and offline actions) interact in different ways in Africa than in Europe will be beneficial, as will a comparison on how the model works with local and international activist platforms. Finally, further empirical research is needed to demonstrate how other actors and brand experience work in the ecosystem.

To conclude, the digital activists' engagement ecosystem (DAEE) expands on work by previous researchers who took a holistic view of the phenomenon (Joyce, 2010, Mustviaro, 2016). With three examples, it shows how brand actions lead to certain kinds of activism depending on the condition of elements in the engagement ecosystem. It recognizes that activism can be brand-led or citizen-led actions. It also recognizes the feedback loop in which digital activist must operate in today.

The model also brings together two related disciplines, brand engagement and digital activism. Using the Customer engagement ecosystem as a foundation, the DAEE synthesizes the key theories and elements of what makes an activist platform work in web 2.0 media. Activists can learn from brands new ways of engaging their audience. This new conceptual framework is given practical usefulness through an empirical analysis of engagement, using variables derived from industry documents and experts. By demonstrating how the ecosystem can be investigated empirically, this research project also jump-starts a new way of examining the work of activist and how new media has changed civic agency.

Disclosure Statement

I declare that this thesis has been composed solely by myself and that it has not been submitted, in whole or in part, in any previous application for a degree. Except where states otherwise by reference or acknowledgment, the work presented is entirely my own.

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Appendices

Appendix 1

Examples of brand dialogue behaviours

Examples of brand-generated behaviours:	Examples of others-generated behaviours:
Viewing brand-related video or listening to brand-related audio Watching brand-related pictures Reading branded magazines/articles Reading brands' comments or participating in branded conversations on the brand's profiles on social network sites or on official online brand community forums Browsing the brand's website Downloading branded widgets Reading brand newsletters Downloading branded apps Joining/liking a brand profile on a social network site or joining brand offline or online community Commenting on brand-related weblogs, video, audio, pictures Filling out surveys about the brand Moderating discussion board and social media pages	Viewing, sharing, posting, or creating brand-related User Generated Content, such as video, audio, pictures, images Reading brand-related articles (e.g., opinion piece) Consuming brand-related news coverage (newspaper, videos, tweets etc.) Reading other users' comments on brand profiles on social network sites or participating in branded conversations on unofficial online brand community forums Writing brand-related articles Contacting company's support Spreading word of mouth Customizing products to share with others/the brand Providing ideas for new goods or services (co-development) Self moderation by members of the community

Note: the list is not exhaustive

Adapted from Maslowska et al (2016).

Appendix 2

Citizens' Voices Theory of Change



Appendix 3

Weekly Dashboard example (Website and Facebook metrics)

