

## Social Media and Crisis Management: The Case Study of Cambridge Analytica

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### Abstract

The ever-growing use of new communication technologies and their evolving functionality transform the use of social media in businesses. The views of social media that are very different from each other, sometimes even diametrically opposed to each other, are put forward in terms of the effects of social media on individuals, social groups and society as a whole. Especially in crisis situations, through social media, businesses tend to communicate faster with their target audiences. However, they aim to protect their image and manage their reputation. In particular, the recent example of Cambridge Analytica, a company that analyzed social media data and utilized strategic management tools on social media, has had a serious role in the US elections and the crisis management of changing political balances caused by this social change has been loudly heard. In this study, a general theoretical framework related to social media and crisis management is presented, followed by views on the Cambridge Analytica crisis and its effects on Facebook.

### Keywords

Social Media  
Crisis Management  
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### About Article

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## Sosyal Medya ve Kriz Yönetimi: Cambridge Analytica Örneği

### Özet

Yeni iletişim teknolojilerinin giderek artan kullanıcılığı ve gelişen işlevselliği işletmelerde sosyal medya kullanımını dönüştürmektedir. Sosyal medyanın bireyler, toplumsal gruplar ve bir bütün olarak toplum üzerinde yapabileceği etkiler konusunda, birbirinden çok farklı, hatta kimi zaman birbirleriyle taban tabana zıt görüşler ileri sürülmektedir. Özellikle kriz durumlarında sosyal medya aracılığı ile işletmeler hedef kitleleri ile daha hızlı iletişim kurmaya yönelmektedirler. Bununla birlikte imajlarını korumayı ve itibar yönetimini amaçlamaktadırlar. Son dönemde dünyayı yakından ilgilendiren Cambridge Analytica şirketinin sosyal medya verileri üzerinden gerçekleştirdiği analiz ile yine sosyal medya üzerinden stratejik yönetim araçlarının kullanımıyla Amerika seçimlerinde kayda değer seviyede oynadığı rol ve bu gerçekleşen toplumsal değişimin dünya üzerindeki politik dengelerde yarattığı kriz yönetimi oldukça ses getirmişti. Bu noktadan hareketle yapılan bu çalışmada, ilk önce sosyal medya ve kriz yönetimi ile ilgili genel bir teorik çerçeve sunulmakta ve daha sonra Cambridge Analytica krizi ve krizin Facebook'a etkilerine ilişkin bakış açıları ortaya konulmaya çalışılmaktadır.

### Anahtar Kelimeler

Sosyal Medya  
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### Makale Hakkında

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### Introduction

The development of technology, social media, which allows us to be faster in terms of communication, gives us infinite freedom on this issue. Voice or video communication can be established from almost anywhere, from many channels without noticing the distance with only one button. Humans, who had to wait for the line to be connected for hours to speak with a relative before, minimized the problem of communication by launching an era with such a tremendous development of technology. With these developments in general, social media refers to activities, practices and behaviors among human communities that come together on-line using chat-based media for sharing information and ideas. In other words, social media is a web-based application that enables the creation of content in the form of pictures, videos, and audio elements, and the ability to publish them easily (Safko and Brake, 2009). The content of social media applications is determined entirely by individuals and individuals can interact with each other through these applications. The basis of social media strategies is "communication" and "sharing". When there was a social development before, it was a long time until everyone in society had learned about it. However, with social media, everyone can get information about the subject, no matter where and no matter what, and the responses to the subject take place at the same time. This increases the consciousness of being a society as well as acting as a society. In this context, a social cycle occurs on social media. The social media environment, by becoming the noise of very different voices, causes crisis communication as an example of very different opinions and thoughts. In the continuation of this process, opinions and interpretations of the difference are triggered by conflicts of opposing ideas. In this context, in addition to its advantages, it is possible to mention some of the problems that being in social media can create. These problems can increasingly cause large crises. In this study; Cambridge Analytica's crisis in social media is examined and some inferences are made by focusing on how they manage the crisis in social media.

### Social Media

Dialogue and sharing between individuals on the Internet creates social media. Social media is a common place where people come together to share opinions, ideas and information about themselves. The social media term refers to reach other people and establish a connection with them, to create a relationship, to build confidence and products offered to people within this relationship, how to use effectively all of these technologies to be there when they are ready to buy. (Safko, 2012) When the literature on social media is examined, some prominent social media definitions are given as follows:

It refers to on-line technologies and applications that are used with the name of Web 2.0, where people share their ideas and experiences with each other. (Alikılıç and Onat, 2007) "Social media is a form of human communication where sharing and discussion are essential without time and space limitations (mobile-based)" (Vural and Bat, 2010). The social media term includes on-line tools and websites that allow individuals to communicate by sharing information across various content (Vardarlier and Eren, 2013).

Social media, also known as the new media, is seen as "systems that can include mass audience as individual users, where users can access content or applications in different time frames and interactivity" (Gray et al., 2013). The effects of social media and new media's main features on businesses in all sectors, which have reached an infinite size in their personal use, have also

led to a change in working life, new management concepts and business models have emerged. Almost all companies, political groups, non-governmental organizations and other organizations have a web page, and employees are now accessing the Internet every day and communicating over the Internet. Thus, the new media works as a clear, transparent and interactive tool. Institutions and their followers have started to have a more effective basis for monitoring each other's activities and actions. With social media, speed has come forward and its coverage has grown in both geographical and demographic terms; in this way, communication has emerged in which there is a large memory capacity where communication can be selected, extracted and addressed by the masses. In this communication format, the image and sound can be moved simultaneously in the communication environment. Therefore, the new media may provide mutual interaction in the information exchange between users or groups of users. On the other hand, it is stated that technology is a field of struggle shaped by social relations in all processes from production to consumption and that it is shaped, structured and / or constructed within social life and social relations (Yücesan and Özdemir, 2008). In this context, "some of the academic studies examining the relationship between the Internet and democracy compare the Internet environment to the participatory model of the understanding of Athenian democracy and suggest that all citizens are directly involved in the political process, just like the agoras of the period" (Toprak et al., 2009). In other words, it is expressed that the hierarchical represents a model of communication that is symmetrical, democratic, i.e. non-dominant, that gives a wider space for citizens to participate in political decision-making activities, and that it represents a transparent model of communication that enables them to participate over the network (Törenli, 2005).

Solis (2010) states that in order to understand the processes of organized teams and established hierarchies, it should look to interactive media like an orchestra. Compatible social media programs are a result of the organization's rehearsals and regulations, but are inspired also by ability, leadership and imagination. Although the doctrines that guide the development of social media suggest that this is a democratization process, it is also stated that the scaling and implementation of compliance in business processes will not be possible without leadership, instruction and management. Labor culture and attitudes are changing when newly emergent and developing media is popularized in existing institutional culture. Aside from general policies, lobbying, ambitions and contradictions, it is inevitable that existing processes and systems adapt to new media and socialize. In other words, as Web 2.0 enables social computing and collaboration, corporate infrastructures, business paradigms, value chain and work-flow have inevitably changed. Processes and methods are taken under consideration to explore new opportunities for efficiency and innovation (Tekvar, 2012).

### **Development of Social Media and Social Networks**

In Computer-Mediated Communication, the formation of virtual communities, which we can describe as the beginning of social networking, was towards the end of the 1990s. Wellman and colleagues believe that social networks continue to connect individuals and geographically distant individuals and organizations in computerized communication to zoom in on shared interests. The most important finding of Wellman et al., who examined the formation of virtual communities between 1996-99, is that they are different communities from the physical world with certain rules and dynamics of virtual communities. Virtual communities do not monitor the communication styles of physical communities. Most of them

are highly diversified, specialized, and capable of generating support based on weak links (Wellman and Gulia, 1999).

These networks surpass distances at low cost, ensuring rapid mass communication. "Privatization of socialization", in other words, the establishment of social networks around the individual provides strengthening of socialization (Castells, 2002). With this structure, social networks replace virtual communities. Social networks, called the advanced form of virtual communities, are web-based groups that have common interests, goals and objectives that enable them to develop personal and professional relationships beyond geographical or institutional boundaries. Wellman and Gulia (1999), in their study, say people in social networks form their own personal portfolios. The weak and strong links that are often emphasized in socialization analysis can develop in the form of strengthening weak links in the formation of social networks. Weak links with or without computers facilitate the connection of people with different social characteristics and thus expand the area of socialization.

The rapid diffusion of social networks over the past few years and adoption by users have led to a more widespread and intensive use of computers. Today computers are used in almost every home in Western countries. Computer users spend most of their time online, especially in social networking networks. The more time people spend in social networks has been instrumental in the rapid development of network cover/patterns worldwide by encouraging the creation of new and more sophisticated sharing networks. As a matter of fact, there are hundreds of social networking and millions of social networking users in the world today. The fact that social networks are so developed in terms of the many services offered by the interfaces and continue to evolve brings a number of questions and problems. For this reason, especially recently, the structure, characteristics and differences of social networks have been the subject of much research (Toprak et al.,2009).

On the other hand, the only place to show the development of technology is not computers or Internet connections. Companies investing in Internet technology are also looking for innovations and services provided are constantly changing. In the early 2000s, this wave of financial inflows and collapses, which was described as the "dotcom bubble" in America, left the first steps of a great power that would constantly change internet usage of hundreds of bankrupt companies. Google, founded in 1998, was established to completely change the search engine concept and the functionality of this tool. Google has become the site that marks the new era in Europe. The fact that the site became almost monopoly in the search engine field made it a reference to other sites (Irak and Yazıcıoğlu, 2012).

Google's growth has been made possible entirely by the fact that users who are satisfied with the site have informed their friends, others have learned through the media and the Internet. In fact, people are connected to the search engine by emotional ties, when they want to resolve their curiosity. In this world, Google provides everyone looking for information with confidence (Vise and Malseed, 2005). While search engine optimization for sites will be vital in the years that follow, efforts to transform the technological advances into social networks have begun. The main starting point for online social networks is the continuation of existing social ties, as well as the development of new layers, and offers many new applications to

social networks, such as Facebook, Myspace, Orkut, V Contact, and Friendster, which are widely used worldwide. Today, social networks have become a habit and lifestyle in the routine flow of everyday life, beyond finding friends or maintaining existing friendships. Profiles created in social networks, shared videos, comments, and the size of the relations established recently, raise the concern that real life in the traditional media will be completely moved to the virtual environment. In this context, the ways of continuous communication on social networks is brought to the fore (Irak and Yazıcıoğlu, 2012).

Today, social media offers an environment where a wide audience, from managers to consultants, Internet leaders to advertisers, educators and journalists, exchange ideas. The characteristics of social media are as follows (Zafarmand, 2010);

- a. Participation: Social media eliminates the distance between viewers, listeners and the media by encouraging the participation of people interested in this media.
- b. Openness: Most of the social media services are open to participation and feedback. These services encourage voting, commenting and sharing of information.
- c. Reciprocal speaking: The content in traditional media is presented in one way to viewers, listeners or readers, while social media appears to be bi-directional communication because it includes feedback and comments.
- d. Community: People who create communities in the social media environment have an effective relationship with each other. They share common photos, political issues or favorite TV shows with each other in these communities.
- e. Connectivity: The reason for the development of most of the forms of social media is that they depend on other websites, resources and people. Social media is more concerned with sociology than technology.
- f. Creating Content in Media: Today, creating content in the media is not only limited to journalists, reporters, big and small private and public organizations, but everyone with moderate computer knowledge can publish his / her thoughts, experience, photograph, video and everything he / she produces and shares them with others.
- g. Creation of New Layer of Influencers: With the democratization of the media, social media users are known as the new layer of influencers. This new layer also complements the presence of professionals and traditional journalists. Thus, social media users are seen as equally and sometimes more reliable and important people than journalists.

### **Advantages and Disadvantages of Social Media**

When social media is used consciously, it has many benefits. Social media use positively allows people to express themselves and demonstrate their competencies easily. It is also a fact that it provides benefits in solving a problem. Social media is important in following new developments and current news, in accessing videos and articles with educational content. These factors will enable people to develop themselves and individuals to express themselves better and to feel comfortable psychologically. The advantages of using social media are listed below:

- a. Social media is fast and up to date. Users can publish their own content instantly and share it with the world at the same time.
- b. Social media is cheap. Investment costs, which are worth millions of dollars in traditional media, can be replaced by small figures in social media. There is no cost to create an account on Facebook, Twitter and similar networks.
- c. Social media is reliable.
- d. Social media offers two-way relationship and conversation opportunities.
- e. Social media allows sharing. People share thoughts, images and audio files that attract their attention through social media with other users.
- f. Social media is changing Internet users not only as information-consuming people but also as information-producing and information-consuming people at the same time.
- g. Social media allows Internet users to choose the content they want.
- h. Social media provides the opportunity for famous people, politicians and various firms, companies and public organizations to establish mediated relationships with their own masses and thus allow them to respond to each question and criticism very quickly and easily when necessary.

In addition to the advantages of social media, it also has some disadvantages for individuals and businesses. Social media offers the media the opportunity to spread very quickly. Negative news or events can spread very quickly through this media.

- a. Conducting activities in social media requires extensive efforts. Any failure in this work can cause very bad results.
- b. Content is produced by thousands of people on various topics through social media. If there are no good and appropriate filters on the content, people who want to have information on a specific topic have problems with using which source and information by encountering excessive information on the Internet.
- c. It is possible to carry out social media activities in every environment with Internet connection, computer or advanced mobile phones. Even if this feature is considered an advantage, it may be a disadvantage because it distorts work-life balance of people who are very focused on working.

As social networking became even more popular, researchers began to observe the benefits of it from a variety of social issues. Social networking is used by organizations to stay in touch with their employees as well as for advertising purposes. According to Jody Nimetz, the five main uses of social networking include brand awareness, online reputation management tool, recruitment, new technologies and information about competitors, and the use of it as the main Information tool to capture potential candidates (Jinsong et al., 2009). According to Liebeskind (Liebeskind et al., 1996), biotechnology firms are used to share scientific information that may become "isolated and irrelevant" in social networking sites.

Social networks are also used by health workers to disseminate peer-to-peer information, as well as to manage corporate information. It's seen that social networking sites like Facebook, MySpace and YouTube have also help access and share political information during U.S.

elections. Social networks are also increasingly used in legal and criminal investigations. The information shared on sites like MySpace and Facebook has been used by the police and university authorities to sue the users of the sites mentioned (Mahajan, 2009).

### **The Concept of Crisis and Crisis Management**

In the face of a rapidly changing world, short and long-term goals of an organization depend on employees having the necessary knowledge and skills and creating a team that can cope with potential business problems (Vardalier, 2017). If the business prepares a “worst case scenario”, it can handle other possible situations (Lockwood, 2005). According to Pearson and Claire, uncertainty and urgency are two main factors that define a crisis, and these two essential factors affect leaders’ ability to assess and decide information during a crisis. The crisis consists of two main headings: the uncertainty and the pressure of time. In some studies, it has been suggested that crisis is formed as a result of the decisions made, and in a few qualitative studies, the crisis is directly related to the decision-making process (Alkharabsheh vd., 2014).

Crisis management is the actions taken by managers in problematic times due to faulty production, lack of raw materials, lack of quality and marketing. In other words, crisis management is the ability to make systematic decisions and to establish the necessary teams to implement these decisions and to make new decisions in order to finalize the actions as soon as possible (Fener and Çevik, 2015). Mitroff has defined crisis management as “The risks that may arise for the external environment, managers, employees and processes of the organizations, as well as the necessary controls in connection with the internal crisis.” Crisis management is the area of expertise that attempts to predict the events that will disrupt the important relationships in the future. Managers try to meet the crisis management processes at a reasonable cost in line with their targets. Accordingly, determining the problem when the crisis is encountered, defining the problem within the framework of planned targets, determining the most applicable opportunities, checking the benefits of the decision to determine the final solution create the crisis management process (Fener and Çevik, 2015).

### **The New Nature of Crisis**

Recent crises, due to unexpected or unpredictable circumstances in most countries, are challenging risk managers due to their lack of communication and disruption in the information flow. Examples include the event of September 11, 2001, SARS and H1N1 outbreaks in 2003 and 2009, the 2004 Indian Ocean tsunami, Hurricane Katrina in 2005, the Icelandic volcanic eruption in 2010 and the ash cloud in Europe and the 2011 Thoku earthquake in East Japan, tsunami and Fukushima Daiichi nuclear accident associated with it have resulted in cascade effects. In these disaster situations, risk managers have been caught unprepared with their processes and structures. These new crises differ in many respects from the past. These differences can be listed as follows: unexpected large scale, in that they are not experiencing new or similar event, or, at least in the experience of human or crisis managers, an unusual combination, defined as cross-border structures, cross-border geographical crisis and/or spread across policy boundaries. These crises lead to deep uncertainties, leading to

tensions between public structures and many corporate partners in the private sector. These cross-border impacts are described by the OECD as "a global shock", which means "a rapid start-up event that results in serious devastating consequences involving at least two continents." Considering that this concept may also be caused by aftershocks after the crisis, it can be given as an example for the active threats in the definition: global expansion, health, climate, social or financial systems (Baubion, 2013).

### **Increasing Vulnerability of Modern Societies**

The differentiating qualities of the new crisis ecosystem reflect the notion that the 21st century could lead to more and more damaging and costly shocks. While enterprises are creating a more complex structure compared to the past, their relations with each other are also evolving, but as new or different threats emerge, they are open to the attack and with the effect of their opening out, they are vulnerable to the attack (Baubion, 2013).

Future Global Shocks (OECD, 2011) has identified key factors that increase the impact of the classical crisis and cause it to become stronger. Increased mobility in our global world facilitates the spread of risk carriers such as viruses or terrorists. Globalization also caused the centralization of critical systems due to the mutual dependence of systems such as production, distribution and infrastructures that form these systems and the intensification of these central regions. Supply chains and vital service networks are increasingly exposed to many dangers and threats as they are becoming more and more globalized. They are also vulnerable, interdependent. Our communities and economies increasingly rely on supply and service networks for their daily process and operations. The crisis that affects a node of such a system can put the whole at risk with large-scale and gradual impacts. Urbanization and population intensification, as well as the creation of attractive targets for terrorist attacks, exacerbates the fragility of societies by creating vital spots for catastrophic events, which have a great potential for direct loss. (Baubion, 2013).

The characteristics of hazards and threats are also changing. While the frequency and severity of extreme weather events are accompanied by climate change, rising sea levels will jeopardize coastal lines where most megacities are developing. While new infectious diseases are occurring regularly, they are spreading more rapidly with the increasing mobility of economic activity. Terrorism and other deliberate acts take new forms because the leaders have adapted the way they work in this new geography.

### **New Media and State-Related Crises**

In addition to the emergence of new threats and vulnerabilities, the factors that need to be taken into account in the changing paradigm for crisis managers are the transformation of governments and media. While crisis management will always remain one of its key roles for businesses, the wave of privatization of governments and centralized management systems limit the capacity of direct action to prevent or reduce the risks that may be occurring in sectors that are critical to the good functioning of communities, such as public services. Crisis managers must adapt their attitudes to deal with stakeholders with different interests, priorities, logic and values. In many OECD countries, critical infrastructures are largely



operated by the private sector. Citizens also tend to organize themselves to intervene in the crisis through civil society and Non-Governmental Organizations, so that activities are consulted during the crisis preparation. Within this period, the openness and transparency of enterprises, the continuous analysis of the media and the widespread dissemination of information through online social media pressure enterprises and decision makers. When a crisis occurs, it grows even more: Due to the emotional nature of a crisis, the expectations of citizens are at the highest level. Businesses are demanding more transparency, responsibility and higher ethical standards; this is almost a risk that companies require immediate response (Baubion, 2013).

### **Changing Perspective for Risk Managers**

Risk managers are struggling with the complexity of globalization, especially at the level of governments. Today, this changing perspective requires governments to adapt their processes, structures, tools and equipment to manage the risks that the changing world brings. For risk managers, the following elements are important in this context (Baubion, 2013):

- Prediction of unpredictable/unknown risks,
- Agree with other administrative levels or countries and/or international organizations,
- Reducing the capacity of central governments as a result of privatization,
- New actors with different agenda and approaches: private sector,
- Continuous review of media and citizens through social media,
- Higher demands and expectations of citizens.

While all this is happening, governments should maintain the capacity to cope with more traditional crises, as in the past. What is needed to adapt to the new features of crises and societies is not to replace the existing capacities but to add to them.

### **Cambridge Analytica**

Cambridge Analytica is a UK-based political consulting firm that analyzes data within the framework of data mining, data brokerage and strategic communication for elections. Cambridge Analytica, the subject of the crisis, has announced that it intends to serve the business world and political parties who want to change the behavior of consumers, followers, and voters. The company, by analyzing its data using behavioral sciences began serving as the subsidiary company of SLC Group in 2013, which will help organizations to identify/find target people and masses such as company, party, state, NGO etc. The partial owner of Cambridge Analytica is the conservative Robert Mercer family, the director of the American risk portfolio. Cambridge Analytica has offices in London, New York and Washington D.C.

Alexander Nix, founder of Cambridge Analytica, is a financial analysis expert. In 2003, he started working at SCL Elections of SCL Group, which has presented itself as a company that acquires knowledge, analysis and strategy for governmental and military institutions for 25 years. There is also Turkey office of the SCL Group. Alexander Nix announced in 2014 that Cambridge Analytica has conducted 44 election campaigns. In 2015, the company provided data analysis services for U.S. Senator Ted Cruz's presidential election campaign. Cambridge Analytica led Donald Trump's candidacy for the 2016 US presidential election and the Brexit

campaign for Britain's separation from the EU. The role of Cambridge Analytics in these elections is controversial and there are cases filed in both countries.

Political scientists question the impact of Cambridge Analytics on voters (<https://www.bbc.com/turkce/haberler-dunya-43469086>). In March 2018, news emerged about Cambridge Analytica's business methods. The New York Times and The Observer reported that Cambridge Analytica and Facebook made a data breach. According to this, access Facebook gave to a university official access to user data led to data being passed into the hands of Cambridge Analytica. In this respect, Cambridge Analytica also used this data in Donald Trump's presidential election campaign. In response to media reports, the UK Information Commission Office has requested permission to investigate the servers of the Cambridge Analytica company.

The Facebook page and ads of the Cambridge Analytica company are banned by Facebook. On March 23, 2018, the British Supreme Court authorized the Office of the Information Commission for investigation (<https://webrazzi.com/2018/03/22/cambridge-analytica-hikayesi-facebook-ve-buyuk-veri/>). It is cited that there were two opportunities that opened up the field for the company to undertake this work. First, two Ph. D. students (Kosinski and Stillwell, 2013) from The Psychology Center of Cambridge University in 2008 began to work on the theory of behavior dating from the 1980s called "The Great Five". The theory they advocate is that each individual's behavior can be resolved through 5 building blocks (openness to innovation, perfectionism, being social, compromise and fragility) in their personalities. To test the theory and to find results, they developed a Facebook application called "My Personality". They started to work with volunteer subjects via this personality test application that asks users simple questions. In the years when all user information in Facebook accounts was fully open to application developers, our information was used for nearly two thousand projects. Your information was accessed even when a Facebook friend used the applications. Dozens of companies/people quietly began working on this "behavioral engineering", ignoring rules, law and morality by accessing the "Like" feature for which permission was not necessary from Facebook users. As soon as doctoral students Kosinski and Stillwell published their research in 2012 as an article, Facebook turned the Like feature off to external measurement. However, this research has already been a "source of inspiration" for opportunists.

Second event; Christopher Wylie who is an informant was a doctoral student at the London School of Economics at the time. Wylie, who saw this research in 2013 and was excited about it, told SCL Elections CEO Nix about the project in his head. They set up the Cambridge Analytica company to make it look like academic work and link its name to Cambridge University. Wylie and Nix needed a data pool now. They met and agreed with Dr. Aleksandr Kogan (Neo Scientist), an academic from Cambridge University. Kogan launched a new personality test application on Facebook through his company Global Science Research in 2014. Thus, they created a data pool by spending \$1 million and using a test named "this is your digital life", working with the logic of a Trojan horse, and accessing without authorization profiles of friends (Kosinski, M. Stillwell, D. and Graepel, T., 2013). The data pool was used to produce customized "political" ads. The said 50 million Facebook user data was obtained through "this is your digital life", where 270,000 Facebook users share their data.

In 2015, the third-party application named "this is your digital life" received information from Cambridge Analytica, which included the list of users who had permission to share information (<http://www.hurriyet.com.tr/teknoloji/facebook-skandali-sonrasi-cambridge-analytica-sirketi-kapaniyor-40824237>).

Alexander Nix took the project to sell it to Steve Bannon, the founder of the Breitbart website, a far-right publication. Then Bannon began working as the chief strategist who managed Trump's electoral campaign. Bannon became a shareholder of the company and between 2014 and 2016, joined the board of directors of the company. He asked his close friend Robert Mercer for support to develop the project and move it up. Billionaire Robert Mercer, a Trump supporter and donor, gave Cambridge Analytica \$15 million in financial resources. The Cambridge Analytica team worked with Trump's selection team to analyze millions of data and identify the most persuasive voters, identify the issues they are interested in, and express that they are taking action with "targeting a person".

Work undertaken during preparation for action:

- a. They prepared all Trump speeches and messages according to their personality, behavior and needs data sets.
- b. They tested political messages. They reported a radical discourse such as "Islam has no place in this country" and looked at profile reactions.
- c. They produced effective lies and spread them. "The cost of immigrants to our country is above our military spending." etc.
- d. In 17 states, every day on Facebook, they made pro-Trump pro-shares and surveys that were shaped by the personality of the profiles in their hands. Sometimes they even paid those who filled out the questionnaires.
- e. They showed African-Americans who would not vote for Trump in Miami news that would deter them from going to polls (for example: against Clinton). In this way, they affected the participation in the region by 7-8%.
- f. They showed different parts of Trump's speeches to right-wingers and others to the liberals etc. to fit the expectations of the parties.

According to their data, they determined undecided votes between the two parties, and they concentrated on them. They identified uneducated, poor, active people living in the same neighborhood. Then they shared news that they would not like, and induced fights with people in opposite status, etc.

The most tragic issue here was known who the profiles were. So by showing news and ads to the right choice at the right time, in 2016 elections, Trump's path was opened. Through the company, they did all the research, obtained data, and analyzed it. After targeting, they managed the entire digital campaign and strategies were determined with the data they obtained. Theresa Hong, managing the Digital part of Trump's election campaign, said: "We spent \$85 million. Without Facebook, we wouldn't have won the election." Alexander Nix explains how they secretly campaigned in elections around the world using the data they have. More importantly, it clearly states how much they exceeded ethical limits in this process

(<http://www.milliyet.com.tr/Cambridge-Analytica-nedir--Cambridge-Analytica-ve-Facebook-veri-skandali-nedir--molatik-7467/>).

In the results of the crisis (<http://digitalage.com.tr/modern-sosyal-muhendislik-cambridge-analytica-skandalindan-cikan-sonuclar/>);

- a. Investigations have been initiated in the UK/USA.
- b. Company activities have been suspended for now, CEO Nix has been dismissed.
- c. Facebook is currently making evasive explanations. There were dismissals in the company, it has lost significant value in the stock market.
- d. Mark Zuckerberg said, "we made mistakes", and he explained, "so far we have not lost any serious users."
- e. President of the European Parliament A. Tajani stated that they "invited Mark Zuckerberg to the European Parliament; saying they needed to show that Facebook's personal data is not used to manipulate democracy in front of the representatives of 500 million Europeans.
- f. The EU Digital Commission stated that election campaigns for targeted audiences are considered voter manipulation, deemed invalid. Because he said that the promises in the election campaign concern the entire public.
- g. In particular, US public opinion has begun to give great reactions. "Delete Facebook, regulate Facebook" tags have been shared and accounts have been deleted. Crisis communication was tried to be managed to prevent it from becoming a major civil action.

At the end of all these events, Facebook said in an official statement, "We have allowed this work because it was not commercial. As a result, people knowingly shared their information, no system was accessed, passwords and sensitive information were not stolen or hacked. We did not know that these research results were given to Cambridge Analytica." Following accusations against the companies, Facebook shares fell by 12 percent in two days. (<https://www.ft.com/content/2af83cd4-eda3-11e8-89c8-d36339d835c0>), (09.04.2018).

### Conclusion

It can be said that the new technological revolution started with a new social era. Developments in communication technologies have also transformed social movements. New communication technologies can be considered as a means of achieving participatory democracy because of their ability to increase the amount of information, enable individual communication, interact and provide universal access (Karapınar, 2006). When using social media tools individually, there are priority issues to be considered. Care must be taken not to share personal information (address, location, holiday date, credentials, telephone, etc.). Trusting privacy settings in social media accounts is a beginning. Although more powerful account settings and tools can help protect your privacy, there are other ways in which your personal information may be infiltrated. Knowing and targeting these potential privacy risks will help protect your data. When an application is concerned about the amount of information it wants to grant access to, it is best not to install that application at all. There are also ads that

appear as sponsored shares on social networking sites. Companies can make agreements that allow them to use brand-related activities on the site, such as liking sponsored shares with social networks. To avoid sharing too much information, you should check your application settings. Considering how social networks work, your friends' privacy settings have a direct impact on your privacy. If your friends have fewer restrictive settings, it becomes possible for a wider audience to see what you share. When using social media socially, it is necessary to create public opinion and pressure on social media tools to be regulated/audited in an accountable manner to the whole world.

When the concept of crisis is examined, first of all, in order to limit the losses of the enterprises in this process, they need a leader. The leader's actions and explanations during the crisis period have a great impact on the public. With the work of the crisis management team and the influence of the leader, the enterprises can pass this process in a positive way. Another important point for businesses in crisis situations is that if social media is faced with an issue that could pose a mass problem rather than an individual, it is necessary to respond to this situation in an urgent manner by considering the sensitivity of different environments. Plans that every detail has been examined and regulated by experts in crisis management teams must be prepared before the crisis. The presence of crisis management plans makes enterprises ready for actions that need to be taken in case of a crisis and ensures that the first crisis situation does not extend for too long. Being fast in crisis time in social media has great importance. Since the crisis management in social media is not a temporary study, the follow-up of the issue may take many years. Accordingly, if necessary, an apology should be made and the necessary explanations should be made in a way not to be misunderstood. In the crises that start in social media, the institution should take into account what users are writing and instead of making a counter attack, it should try to find a solution as soon as possible. Otherwise, the dimensions of the crisis will grow and the issue of the social network of the institution will be transferred to different networks where the institution cannot directly intervene and a process for the loss of reputation will begin.

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