

Analyzing Digital Platforms Appropriation to Support Organization Communication through Industry 5.0 Paradigm

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ABSTRACT

The digital revolution through the Internet, connected technologies, and virtual platforms transform whole human activities including policies, economy, education, organization, environment, and so on. Thus, in developed and developing countries particularly, social media and digital platforms appropriation result in virtualization of daily communication practices for human well-being in society and organizations. This paper aims to describe how digital platforms like social media transform organization strategies according to the exploration of Industry 5.0 as human centric paradigm to promote business activities resilience and to build social capital in a challenging context. Through a virtual ethnography case study in Cote d'Ivoire, a West African country, observation, interviews, and focus groups allowed to collect of data from a convenience sample of business owners/managers, employees, and clients in 5 start-up or Small and Medium Enterprises (SMEs) from January to May 2023. Findings underlined digital platform marketing strategies adoption, challenges encountered and outcomes for organization stakeholders in term of resilient value creation, and sustainability and human well-being. As a recommendation, a communication development approach based on binding communication, social media marketing, and the Industry 5.0 paradigm is a strategic approach for effective strategies in this changing world according to a human-centric perspective. This can provide new business opportunities, reduce poverty, increase resilience, and balance organization sustainability through intelligent marketing communication tools and social media platforms integrated with human activities.

Keywords: *Social Media, Sustainability, Digital Communication, Industry 5.0, Organization*

INTRODUCTION

In human activities, effective and flexible strategies play an important role in reaching sustainability goals and strengthening work in business and non-business organizations. At the same time, in this third millennium, technology growth and its integration in all the fields of society generate a continuous disruption and create new innovative ways to support organizations and people's resilience. Moreover, it increased human well-being through digital revolution technologies benefits face unprecedented challenges and crises encountered by humanity through digital revolution technologies benefits (Teoh et al.2022; Psarommatis and May 2022; Fan, & Ouppara, 2022; Burgos & Ivanov, 2021; Kolaro et al. 2023). Indeed, due to the globalization of trends in an inter-connected

world, digitalization and the innovation that it drives are changing organizations, individuals, and activities by transforming human habits in a sustainability perspective including society, economy, and environment in the choice of strategies (Kraus et al. 2021; Melo et al., 2023). This phenomenon is a common concern in every country in the world for decision makers, organization managers, citizens, and academics due to the impact generated in daily human well-being and activities.

Furthermore, the COVID-19 pandemic accelerated the global digitalization process with the rapid integration of connected objects (smartphones, tablets, computers, etc) in all countries to support communication sustainability for business resilience strategies in society as the case in Indonesia, Cote d'Ivoire, India, Brazil, USA. In this way, Gougou & Paschal (2024), Psarommatis & May (2022), and Rzepka (2023) stated that these socio-digital technologies increased interactions on digital platforms (social media, marketplaces, apps, websites and so on) to support organizations and human resilience too.

In other words, the socio-digital technologies helped to ensure business continuity to overcome high challenges due to the lockdown, and this adoption modified organization management strategies. This fact is mentioned in Fan & Ouppara (2022), Trischle et al., (2021), and Lee et al., (2022) research showing that in both Western and Global South countries, this shifting to digital platforms resulted in the transformation of communication strategies from traditional means to the virtual platforms. The goal was to sustain the activities with stakeholders (employers, clients, partners, prospects) in business and non-business fields. These studies in different contexts and countries revealed the importance of digital communication tools to sustain society's resilience and value creation face the crisis and overcome new challenges related to the environment for the well-being of users.

Historically, at the beginning of the third millennium, this digital transformation was focused on the social media appropriation by digital natives and other users to belong with others through sharing of pictures, comments, storytelling, and video for self-visibility on platforms like Facebook, WhatsApp, Twitter, Instagram as an example (Trischle et al., 2021; Lee et al., 2022). Yet, nowadays, these online platforms changed communication practices with a great application in intelligent marketing strategies through inbound marketing, social media marketing, intelligent business, data analytics, and so on due to their features not only to support interactions and personal branding in digital platforms but also changing the user behavior (Putri & Oktaviani, 2022). In the sale and marketing tasks, these platforms are business models that use online infrastructure to facilitate interactions between individuals, groups, or organizations through social media, online marketplaces, crowdsourcing websites, and various apps generating big data and new marketing practices (Rzepka, 2023; Moro-Visconti, 2022; Evans et al., 2021; Jerab, 2024). Particularly, social media operate continuously and are accessible regardless of time zone or geographic location to connect people and create values. From a communication perspective, they are also a good tool to increase interactions and user engagement by enabling real-time exchanges and transactions for

an effective marketing management customization (Ivanov, 2023; Bonina et al., 2021; Evans et al., 2021).

Likewise, in marketing communication and public relations fields, this transformation calls to integrate social media in branding communication approaches. This dimension of digital communication integration in organizations and business activities influences resilience and provides human well-being in a digitalized world. Consequently, digital platforms become the backbone of modern workplace communication, offering a centralized hub for interaction, information sharing, and collaboration in enhancing internal and external communication within organizations (Khattak et al. 2022; Gougou & Paschal, 2024; Arjang et al., 2024). Therefore, the role of traditional marketing tools is decreased because these tools are not sufficient to provide appropriate information to the right consumers at the right time according to the constraints of the digitalized world (Nuseir et al. 2022).

In Global South countries, this shifting to digital platforms was an innovation accelerated by the COVID-19 context and this called researchers to question this transformation in education, business, urbanism, communication, and so on (Fan, & Ouppara, 2022; Kolaro et al. 2023). Particularly, in developed and developing countries, this revolution increased the social presence of people online to network and deploy their activities to reach a better outcome. Accordingly, this situation results in a digital presence of buyers, sellers, and digital users on social media and digital platforms to network, do business, and be involved in the country's economic development dynamic through digital marketing activities. Yet, while many researches were focused on technology adoption, there are limited papers on the possible impact of digital platform hubs according to a human-centric perspective for resilience, sustainability, and positive organization communication effectiveness. For illustration, in Cote d'Ivoire, a West African francophone country, digital platforms allow every individual and organization to develop new business hubs on WhatsApp, marketplaces, Facebook, and so on to make money, manage relationships, and develop a sustainable social capital.

This paper aims to describe how digital platforms like social media transform organizational strategies, particularly in the context of Industry 5.0, which emphasizes a human-centric paradigm to promote business resilience and build social capital in challenging environments. Consequently, in a rapidly changing world, this paper questions how the appropriation of digital platforms transforms marketing communication strategies to align them with a human-centric perspective.

The central problem is to analyze and describe the appropriation and usage of digital platforms like social media to sustain human well-being by providing new job opportunities, marketing communication spaces, and resilience in both developed and developing countries. This includes examining how these platforms support organizations' branding, marketing strategies, reputation management, and innovative business models. The study considers how social media and digital platforms can foster economic growth and resilience by creating inclusive spaces that enhance community

engagement and provide a foundation for sustainable organization communication design.

Additionally, the paper explores the role of digital platforms in enhancing consumer engagement and trust through interactive and personalized communication strategies. It investigates how organizations can leverage social media to foster public relations through strong relationships with consumers, thereby enhancing brand loyalty and driving long-term success. The research delves into case studies and empirical evidence to illustrate the effectiveness of digital platforms in achieving these goals.

Furthermore, the paper addresses the potential challenges and ethical considerations associated with the use of digital platforms. It examines issues such as data privacy, the digital divide, and the impact of algorithmic biases on marketing strategies. The discussion extends to the implications for policymakers and business leaders in creating a regulatory framework that supports the ethical use of digital platforms while maximizing their benefits for society.

In summary, this study provides a comprehensive analysis of how digital platforms, particularly social media, can transform marketing communication strategies within a human-centric framework. It highlights the importance of these platforms in fostering resilience, creating job opportunities, and supporting innovative business models across different socio-economic contexts (Gougou & Paschal, 2024; Khattak et al., 2022).

LITERATURE REVIEW OR RESEARCH BACKGROUND

Industry 5.0

The Industry 4.0 paradigm is a technology-centered approach allowing to question how the integration of technology in daily transforms societies (Olsen and Tomlin 2020, Ivanov et al. 2021, Zheng et al. 2021). Yet according to the European Commission (2021), Industry 5.0 complements the existing Industry 4.0 paradigm by highlighting research and innovation as drivers for a transition to a sustainable, human-centric and resilient. It means that the digital technologies in Industry 5.0 are also present in Industry 4.0. According to Ivanov, (2023) Industry 5.0 does not replace Industry 4.0 but rather supplements and extends it with a focus on *sustainability, human-centricity, and resilience* to provide additional value. It is a combination of organizational principles and technologies to design and management operations and supply chains as resilient, sustainable, and human-centric systems (Ivanov, 2023). For this reason, industry 5.0 paradigm plays an important function to understand this shifting to a human centric appropriation of digital's platforms. A framework of Industry 5.0 takes into account major dimensions (Ivanov, 2023):

- a. the major *technological principles* of Industry 5.0 are collaboration, coordination, communication, automation, data analytics processing, and identification,
- b. Industry 5.0 covers four areas: *organization, management, technology, and performance assessment*,
- c. Industry 5.0 three levels are *society level, network level, and plant level*,

- d. Industry 5.0 frames a new triple bottom line: *resilient value creation, human well-being, and sustainable society*.

Therefore, in our study, the appropriation of social media platforms takes into consideration all aspects and dimensions of Industry 5.0. paradigm. Indeed, Digital platforms transform communication and public relations strategies in all contexts by supplying collaboration portals led by technological principles, covering organization management and performance, and transforming society levels for resilient value creation, human well-being, and sustainable society. In our study, it was an appropriate approach as a technological foundation to analyze digital platforms through the industry 5.0 paradigm transforms various business and non-business organizations through the adoption of new communication strategies for sustainability. Consequently, this paradigm can be a useful theoretical lens to understand clearly some digital strategy implications on social media and digital platforms as areas of communication marketing practices. These platforms influence social capital construction and business models through users continuous interaction online during personal and professional activities through digital technologies daily.

Digital transformation and organization ecosystem

Teoh et al. (2022) research aimed to examine the interactive components of the digital micro and small medium enterprise (MSME) ecosystem in an inclusive digital economy for accelerating the MSME's digitalization. In an empirical paper, the authors used multiple case studies to question the model of the digital MSME ecosystem in Indonesia. Findings underlined three main dimensions of the digital MSME ecosystem to overcome for a sustainable organization in a digitalized world. These three (3) dimensions to follow and adopt effectively in the digital economy ecosystem are (i) human capital in digital talent, (ii) socio-technical adaptation, and (iii) government support for MSMEs adopting the digital ecosystem economy. In the whole case, these findings call to rethink digital organization sustainability by a focus on these three dimensions in strategies designed for resilient value creation. This paper was useful as a thinking model of how digitalization in SMEs can transform the country's economic levers in an industry 5.0 perspective. However, as it is a multisite case study in Indonesia, another research focused on communication digitalization and platforms in Africa context is relevant to contribute in this scientific debate. Consequently, our study is required through our current research as a contribution.

Melo et al. (2023) paper aimed to describe, analyze, and determine the state-of-art performance evaluations of digital transformation in SMEs, mainly focusing on performance measurement and whether the tools encompass the three pillars of sustainability (*environmental, social, and economic*). The authors adopted a literature review approach in a qualitative research design to measure SMEs' performance under digital transformation (DT). Through a systematic literature review (SLR), these scholars used a search on Web of Science (WoS) and Scopus resulting in the acceptance of 74 peer-reviewed papers published until December 2021. Findings revealed an increase in

research interest in digital transformation and its effects on society in Western and Global South countries on Digital transformation and its effects in society with Italy, China, and Finland were the countries that have the most published on this theme according to the data frame periods. It was a valuable contribution of Melo et al., (2023) to roadmap the research interests related to sustainable digital transformation in small and medium enterprises (SMEs) and whole of the society. These outcomes underlined the necessity to question how digitalization affects whole human life and sustainable development goals (SDGs) achievement in all disciplines and research fields. This aspect justifies our current papers focused on digital platforms and social media in a digital communication and public relations scope. Consequently, an investigation in an empirical approach from Africa was required to increase the knowledge got about digitalization in organization ecosystems through a focus on digital communication and social media platforms, in countries of Global south.

To conclude, the author underline that among the practical research, digital platforms, big data, sectorial and regional prioritization, and cross-temporal investigations remain the most relevant topics with the most urgent necessity of investigation.

Digital platforms and communication marketing strategies

Khattak et al. (2022) research paper aimed to investigate the impact of digital platforms, frugal innovation, and innovation culture (IC) on innovation performance (IP). Through a quantitative research design in Pakistan, authors tested the mediation role of IC between digital platforms and IP, as well as moderating role of frugal innovation between IC and IP. They used a survey to collect data from 387 top management officials from small and medium enterprises (SMEs) working in emerging economies. According to correlation and regressions statistics, this study highlighted an overlooked link of digital platforms with IP and also, showed the mediating role of IC in order to sustain economic growth in SMEs settled in low-income countries . In other words, the SMEs of emerging economies in the world are working in a dynamic scenario, and their performance in terms of innovation is critically needed. Only those businesses that update their products and services according to customers' demand can achieve success through digital marketing platforms to flourish their businesses. This study offered a specific focus on SMEs appropriation of digital platforms and this contribution was very important in the perspective of our current research. Even if the investigation took place in Pakistan, it is a global contribution in a standpoint of global world connected through social digital platforms. However, as it was a quantitative paper, our current reflection adopts a qualitative approach to question the human-centred dynamic of digital platforms like social media in business communication strategies sustainability and resilient value creation in the context of Africa.

Arjang et al. (2024) research aimed to investigate the intricate dynamics of social media utilization and online platforms presence in shaping customer engagement for small and medium-sized fashion enterprises (SMEs) in Bali. Indeed, in communication

marketing, social media and digital platforms appropriation transform business strategies. This case study in Bali through a sample of 120 fashion SMEs was adopted by the authors. They used a quantitative research design through a cross-sectional survey to provide insights into selected SMEs digital strategies and recording customer interactions online, according to a human-centric approach of digital platforms. The findings of the research underlined a positive and significant impact of social media utilization on online platform users presence to sustain SMEs activities. Subsequently, it results in a high customer engagement on this new support of communication marketing to increase organization performance. To extend, authors gave practical implications and recommendations for fashion SMEs seeking to optimize their digital strategies and foster meaningful customer engagement in the vibrant cultural context of Bali. Even if this paper used a quantitative research design and took place in Bali, it was a useful contribution related to our current paper scope. However, a deep analysis of data in a qualitative research context seems required and justifies this paper in the African context.

In brief, this literature review and research background highlighted the importance of the Industry 5.0 theoretical lens to understanding the evolution of the digital revolution and its effects on organization and non-organization strategies. Specifically, this paper contributes highly to understand the social media and digital platform tools usage to strengthen organization communication and business sustainability in a Global South context. Therefore, to reach this goal, it was important to adopt an appropriate approach described in the research methodology section.

METHODOLOGY

This paper aims to describe how digital platforms like social media transform organization strategies according to the exploration of Industry 5.0 as a human-centric paradigm as way to promote business activities resilience and build social capital in a challenging context. So, it applies a qualitative research design following a multisite ethnography approach (Jia, 2024), to investigate. Indeed, this approach allowed to collection of data from participants according to their own views, experiences, and practices related to digital platform integration in communication marketing approaches. To reach this goal, the choice of inclusive/exclusion criteria related to the study scope was useful for building a reliable data analysis's analysis.

Firstly, to avoid self-perception biases, participants were selected in individual, and collective organizations or businesses as entrepreneurship initiatives using digital communication tools to survive by interacting with stakeholders (Employees, partners, clients, and digital users) through social media and digital platforms. Secondly, the criteria took into account digital presence online, offers of marketing services, outcomes, and continuous transactions for sustainable social capital. These two criteria allowed the investigation of start-up, formal, and informal businesses led by young entrepreneurs in order to get money, reduce unemployment, create values, and contribute to the country's development through a sustainable communication strategy

for organization resilience (Ivanov, 2023; Rzepka, 2023; Khattak et al., 2022; Gougou & Paschal, 2024).

In brief, the study took place in Côte d'Ivoire, a West African Francophone country where the pace of organizational digitalization has accelerated due to international trends and the impacts of the COVID-19 pandemic. The pandemic served as a catalyst for digital transformation across various sectors, including education, healthcare, and commerce. With physical distancing measures and lockdowns in place, organizations had to quickly adapt to digital tools and platforms to maintain operations and continue serving their communities.

In this study, researchers used a convenience sampling method to recruit the participants and collect the data offline and on virtual platforms. Participants selected were informal and formal entrepreneurs, startup managers, employees, active customers on their social media according to industry 5.0 dimensions (Ivanov, 2023). It is a scope of digital communication innovative strategies to support human and organization resilience, sustainability, and value creation in a low-income country context (Trischle et al., 2021; Lee et al., 2022).

Firstly, researchers selected participants in their own network. It means that as a digital specialist, they could ask young entrepreneurs involved in digital communication practices to participate in this research. Selected participants were both in informal and formal businesses using social media and platforms to sell, discuss with clients, and build their social capital. This choice was motivated by the growth of entrepreneurship to overcome poverty through service offering online in the world and particularly in Global South countries.

Furthermore, a sample of 10 organizations was available. However, knowing that this paper is focus on marketing and digital communication, only, entrepreneurship initiatives deploying all or part of their communication strategies on social medias were selected. All of them are in Abidjan, the capital city of Cote d'Ivoire. Finally, after a selection process, the investigation took place in 5 entrepreneurial initiatives located in Abidjan, the biggest city of the country: *CYPHER Global* (technology start-up), *Presto Cote d'Ivoire* (home service providers), *Propitiatoire Corporation* (training and consultancy startup), *Nadia Druide* (fashion shop) and *Lynx boutique* (retailer of fashion and clothes). Below the chart of the organization and participant sample according to profiles.

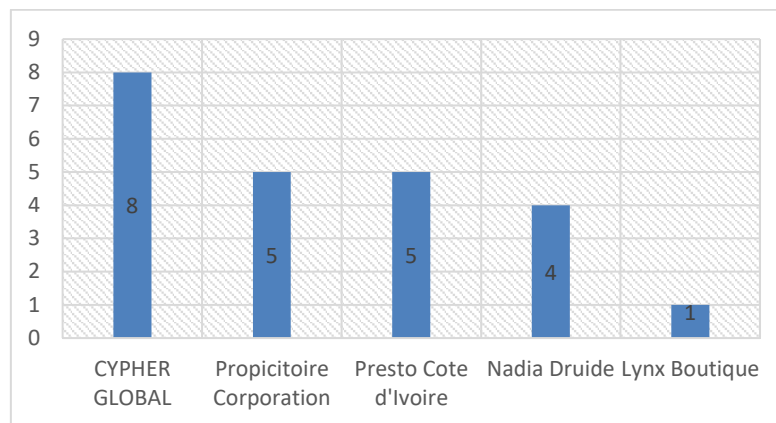


Figure 1: Sampling organization workforce.

According to a multisite ethnography research design, the data collection used observations, interviews, and focus groups. Firstly, the observation took place online on the digital platforms/ Social media of the selected sample. It consists of identifying the marketing communication strategies and consumers' reactions vis a vis of this digital approach. Indeed, as shifting to digital changes in communication marketing strategies, it was essential to observe the behaviors of the audiences and also the impact on the business outcome according to industry 5.0 variables (Ivanov 2023; Arjang et al., 2024). The observation took place from record data from January to May 2023 to record data. All the observations took into consideration, *comments, like, sharing*, and interactions in the communication process on the digital platform.

Secondly, in order to increase the understanding of the new strategies, we used an interview of participants to collect more data's. This was an open interview guide. Firstly we adopted an open-end guide using some variables of Industry 5.0 as a theoretical lens to explore digital platform integration in communication and business strategies. Participants were Clients, social media managers, CEO, and employees. It took place in April and May 2023 for a duration of 30 minutes. Participants were from Cypher Global, Lynx boutique, Presto Cote d'Ivoire and Propitiatoire Corporation for a total of 12 respondents. It took place from April to May 2023 for the duration of 30 minutes per interview.

Thirdly, a focus group of 4 participants was allowed to enrich the results of the semi-structured interview to collect and document the attitudes and opinions of the participants regarding their collective perceptions on the same items undermined in the interview sections. The focus group took place in person for 45 minutes. The main questions were focused on the usage, challenges, and outcomes of social media and digital platforms in collaboration, communication marketing, and organization sustainability through a positive social capital acquisition.

All these data collected were processed through content and conversation analysis (Werth,2022; Akbar et al. 2022) and NVIVO Software. Social media platforms were described according to the communication, content activities, and interactivities on these virtual communication platforms. The content analysis was led by industry 5.0

items and findings are finally organized into 3 data sets related to digital communication adoption, challenges encountered and outcomes or benefits in the organization's communication marketing activities. The corpus allowed us to draw a reflection on the communicational realities and approaches on digital platforms to sustain young entrepreneurs' business resilience, and sustainability according to a human-centric perspective.

RESULTS AND DISCUSSION

According to our research scopes and theoretical lens, findings are organized into 3 sections: Digital communication started adoption, challenges encountered, and outcomes or benefits in the organization's activities.

Digital communication strategies adoption

Digital communication strategies are a very important trend in the world and entrepreneurship particularly. According to the participant it helps to launch own business and make money easily whatever the social status:

As student, I decided to sell fashion clothes and social media like WhatsApp, Instagram and Facebook were the best tools to reach my clients and promote my offers without lot of money advertisement. It is in the trends and I use it easily because of my smartphone's features. (P7)

Moreover, the CEO of a consultancy start-up as young entrepreneur stated the view below:

We are a consultancy and training start-up. So, it is important to be online in order to get our clients and promote activities. We use social media and marketplaces to interact with all our partners and sustain confidence. We use social media platforms to seek new business opportunities too and brand our different activities or realizations (P5).

In addition, a woman owner of the fashion cloth retailer Lynx Boutique stated that:

Digital marketing is in the trend in our country and I just decided to embrace it in my shop in order to get more customers. It can be an opportunity since the COVID-19 outcomes revealed that in-person transactions are not often the best strategies for us to sustain our businesses and communication with everyone (P2).

Similarly, a woman, manager in Presto Cote d'Ivoire, mentioned the view below:

Around me, digital platforms used by young people are a daily reality. So, it was compulsory for us to be in the trend and sustain our relationships.

According to our experiences, we must adopt it to do like others and remain belonged thanks to the technology transformation to support our management approach for a sustainable business and relation with our stakeholders (P9).

The data showed that social media and digital platforms integration in communication and marketing strategies are due to a contextual digitalization environment. In the country due to COVID-19 outbreaks, organizations were obligated to shift to digital platforms in order to maintain activities and offers to be in the trends. According to the participants, the digital platforms increased organizational and communication resilience face to the context of uncertainty and create new ways to communicate, coordinate activities, sharing information and sustain the businesses activities. The observations on the social media platforms show the high activity on these platforms like Facebook, Instagram, and WhatsApp So, many young people in Cote d' Ivoire invest time and content to promote business opportunities and be at the top on these platforms as influencer or business agent every day (Gougou & Paschal , 2022; Ivanov 2023; Arjang et al., 2024).

In addition, the social media and digital platforms feathers support communication and interaction between the organization's stakeholders (Employees, clients, partners and so on). The efficiency of information sharing influences the behaviors and engagement in favor of the organization's activities and complete the goals. For example, the content analysis of *Linx Boutique*, *Presto Cote d'Ivoire*, and *Propitiatoire Corporation* WhatsApp recordings highlighted the high communication rate and users' engagement improving human well-being and society resilience. This fact sustains the engagement of the organization heads, marketing communication managers, and young entrepreneurs in favor of high usage of Facebook and other digital platforms in their activities as a way to make a human-centered business and money through digital networking power (Rzepka, 2023; Bonina et al. 2021; Evans et al. 2021). In this context, digital platform appropriation increased users' Social capital and visibility as the human-centric effect of sustainable communication through retweets and mentions on various connected platforms including social networks (Facebook, Instagram; WhatsApp, local directories, ad sites, and similar things).

Finally, participants' statements mentioned that social media and digital platforms influence the organization's sustainability and create new employment opportunities for the youth as digital natives. It means that in a context of low-income countries, shifting to digital is a great opportunity to generate new jobs, get more market opportunities and establish a resilient organization strategy (Rzepka , 2023; Khattak et al., 2022; Ivanov, 2023). Therefore, social media and digital platforms increase the information traffic and, in a changing context, this approach reduces misunderstandings and assure a good social capital acquisition due to transparency and access to right information immediately online. This finding is supported by Ivanov (2023) paper underlining that resilience, efficiency, and sustainability indicators should be considered in organizational strategies optimization models for an effective

communication and Public Relations. Consequently, in the Industry 5.0 perspective, social media and digital platforms can expand efficiency and productivity by increasing organization communication resilience, sustainability, and viability.

In sum, social media and digital communication platforms improve the organization and entrepreneurs' *resilience, efficiency and sustainability* that could justify this shift to digital platforms in order to enrich marketing communication activities in individual, organization and social initiatives. This fact is showed by Industry 5.0 technological principles underlining that this strategic choice improves organizational technological integration for a positive performance in society through networking for resilient value creation, human well-being, and sustainable society. However, this contextual transformation based on digital communication and marketing on social media and digital platforms encountered challenged mentioned by whole participants in western and Global South countries (Fan & Ouppara, 2022; Gougou & Paschal, 2024; Ivanov 2023; Psarommatis and May 2022).

Challenges encountered

The daily communication ecosystem between humans, connected objects (IoT), and digital platforms in the activities of organizations generates disruptions and transformations that bring several challenges. This is a very important element to take into consideration when implementing a 5.0 communication project. According to the opinions of the participants:

Here, the challenge was the material acquisition and also usage. The digital literacy is a big issue and things go very fast online in sort that it was very difficult to follow transactions often before withdrawing. I am in fashion as a retailer and often, clients withdraw while we have already the goods to deliver. It affects my revenue and reduces my autonomy as a young student (P12).

For the CEO of Cypher Global, a high-tech start-up,

In our organization, digital platform acquisition is called new investments and we have to pay frequently. The economic challenges related to the lack of dedicated worker to use these tools for business disturbed our previsions. I am CEO and also a digital communication manager very often. Moreover, some prospects prefer traditional marketing and refuse our distant intervention on their machines to solve bugs. There are risks of fishing and bad buzz too (P1).

Another Start-up manager in Propitiatoire Corporation stated that:

I don't know if we could survive due to the high competitions on the market. It increases the number of competitors able to create their business online instinctively. So, the advantages of social media platforms as support of

networking and fast communication creates new drawbacks resulting in a high number of same offers which reduced our market part and marketing performance (P5).

Similarly, the manager of Linx Boutique, a retail shop stated that

The big risk is the confidence in the online offers due to fishing and manipulations related to misinformation. For us, we received often offers which where fakes and we needed to pay more attention to sustain or business in an interconnected world. Being digital means giving up the confidence to be more aware of the trends and digital risks growing around us. Our client's digital mastery is another challenge too (P2).

According to participants, many contextual challenges prevent a human-centric appropriation of digital platforms in daily marketing communication strategies. Indeed, as in all countries in the world, the digitalization of human activities is called to install an infrastructure to provide technology, to adopt new managerial policies and digital skills also. It means that technology, organization and environment of digital platforms could demotivate users' engagement due to a lack of materials, low internet quality or access, lack of human skills and digital literacy in various contexts described in this paper. This fact increased misunderstandings related to the behavioral change from traditional communication tools to a virtual one according to the habits of clients, prospects, and employees or partners using social media, marketplaces, or business apps. Furthermore, in many academic studies, the adoption of digital communication tools was threatened by these challenges linked to technology cost, accessibility, affordability, and predominance of in-person communication users from X generation or rejecting digital communication models. These challenges limited young entrepreneurs and SMEs' capacity to reach resilient value creation and community well-being (Dewindaru et al., 2022; Gougou & Paschal, 2023; Rzepka, 2023).

In addition, according to the Industry 5.0 paradigm, the other challenges encountered in digital communication can be related to the areas of organization, management, technology, and performance assessment. In the context of SMEs in the Global South, Western countries, and in Cote d'Ivoire, it is noticeable that technology inclusion in daily managerial practices disrupted society management and users' habits with new risks and a digital mastery imbalance depending on people's and organizations' digital capacities. Particularly, digital platforms could offer transversal communication stress due to the fear of bad buzz in an uncontrolled virtual world. So, the human-centric marketing dimension could be disturbed in this perspective because it requires taking lots of time online and being aware of these risks. Yet, for the participants, this reality must not prevent them from being engaged in the digital platforms appropriation to sustain organization resilience and human well-being through flexible communication and public relations strategies. For Arjang et al., (2024), Gougou & Paschal (2024), and Ivanov (2023) this analysis of the challenges highlighted the practices, attitudes,

behaviors, and social representations of online marketing communication issues and constraints to consider in daily communication activities. However, despite these challenges, it doesn't prevent the organization's communication approach from reaching the new triple bottom line (resilient value creation, human well-being, and sustainable society) according to the Industry 5.0 paradigm (Ivanov, 2023). Therefore, what about the outcomes of social media and digital platforms in organizational communication? The participants highlighted this aspect in the next section.

Digital Platforms and Outcomes to Sustain Organization Communication Ecosystem

Digital revolution provides a multitude of tools improving human life and resilience thus the challenges mentioned by the participants of this research. For the participant (P2):

Adoption of digital platforms in our communication strategy increased the performance in tern of information sharing, management of order, value creation and business growth. In my small shop, all the marketing is sustained by WhatsApp and I can improve my relations with clients easily. They have confidence in mee because of my reactivity, accessibility and way to provide good interaction with them (P2)

Another employee of Cypher Global stated that:

We got more clients and business opportunities thanks to digital platforms. Indeed, as an IT start-up, we used to repair computers and install new devices. Thanks to our new service based on Social media, we can make the diagnostic in distance and resolve or clients' issues quickly. In our organization management, it increases analytics, customer satisfaction, and also networking in Networking for B2B2C sustainable relations (P4).

For the technical director of Propitiatoire Corporation

For us, it is wonderful to use digital platforms. The benefits are client growth, more visibility and money outcomes through a small advertisement. In addition, we can reach now digital natives and offer new services of assistance to our clients wherever and whenever thanks to our communication on WhatsApp, Facebook, and marketplaces like *Jumia* to get visibility and reach the clients (P8).

Similarly, this fact is illustrated by an extract on the observation on CYPHER GLOBAL Facebook platform:

Book easily with our QR code or via our link! Click [HERE](https://bit.ly/doc-ordi) to book: <https://bit.ly/doc-ordi> Or scan the attached QR code!

According to the participant's point of view and the virtual ethnography observation, it is clear that digital platforms and social media integration in communication contribute to human and societal sustainability as levers of innovation and value creation. In fact, it is a great way to launch entrepreneurs' businesses in a perspective to increase community economic development and reduce poverty and youth unemployment.

Regarding the resilience dimension, participants stated that digital platforms and social media transformed the impact of communication strategies in organizations, entrepreneurship initiatives, and businesses to survive in a challenging context. The adoption of social media increased the exchanges among the organization's stakeholders including prompt reactivity in daily activities. This dimension allows all digital platforms or social media users to do business and get benefits like visibility, networking, and effectiveness. It means that this shift from traditional communication tools to digital platforms improved the interactivity between individuals and organizations in a transversal approach. For example, CEO, managers and clients in this study mentioned that social media reduced the distance and communication gaps by offering the opportunity to be connected with each other directly wherever, whenever and with whoever to discuss about various topics or needs. Consequently, in the context of the pandemic, crisis, or high competitiveness, digital communication creates a new dynamic of engagement online to grow business opportunities. This fact is similar in Ivanov's (2023) and Arjang et al. (2024) studies underlining that digital platforms and communication tools help in decision-making as customers become part of the digital supply chain through the utilization of online digital tools, apps, and social media. This transformation of traditional communication and marketing approach results in positive outcomes of digital platform appropriation in terms of business growth and Public Relations effectiveness with stakeholders (Rzepka, 2023; Trischle et al., 2021; Lee et al., 2022; Gougou & Paschal, 2024; Nuseir et al., 2022).

unemployment of youth and build a dynamic ecosystem working for human well-being whatever the context. This is mentioned by Ivanov (2023), Rzepka (2023), and Khattak et al., (2022) researchers stating that digital collaboration tools are vital for viable human activities like in the case of marketing and communication deployed by start-ups, entrepreneurs, or organizations to increase their commercial and social capital performance.

From a perspective of the human-centric dimension, it is noticeable that social media and digital platforms exist firstly to connect humans through dynamic online interactions. It is a question of sharing information, ideas, pictures, storytelling, and different events happening in the daily environment to sustain the organization's social capital. So, in this study, selected SMEs and start-ups adopted Facebook, WhatsApp, and Instagram, to sustain their public relations and communication approach by celebrating happy events like anniversaries, holidays, promotions, and so on. In other words, social media and digital platforms humanize belonging with clients, employees, and whole of the organization's stakeholders. Consequently, social media and digital

platforms create new opportunities for the organization to cultivate their social capital through digital communication ecosystem opportunities. This finding is common in Burgos & Ivanov (2021), Psarommatis & May (2022), Nuseir et al. (2022) and Novrima & Yunus (2022) papers stating that human-centric outcomes of digital platforms help to develop good relationships and confidence in the organization's communication strategies implemented face to a changing environment for better resilience. Particularly in Cote d'Ivoire as in many countries in the world, shifting to digital communication is the source of a better interconnection between organizations and their stakeholders as the way to improve society development through poverty and unemployment reduction (Gougou and Paschal, 2024; Ivanov, 2023).

In sum, this study's findings and discussion highlighted that whatever the challenges encountered, the organization's communication on social media and digital platforms increases resilience and human well-being. In the context of research in Cote d'Ivoire through the Industry 5.0 paradigm, these digital platforms generated positive human-centric outcomes to sustain the organization's ecosystem and reduce poverty in society. For the future generation of the web, this paradigm can explain more facts on how the digital revolution and platforms resolve the community's problems by enhancing visibility, collaboration, and adaptability from a human-centric perspective (Ivanov, 2023; Melo et al., 2023).

CONCLUSION

This paper aims to describe how digital platforms like social media transform organizational strategies according to the exploration of Industry 5.0, a human-centric paradigm designed to promote business resilience and build social capital in challenging contexts. Through a multisite ethnography empirical research in Côte d'Ivoire, it is clear that social media and digital platforms significantly enhance the impact of communication strategies on organizations and individuals' businesses in a competitive environment.

The research demonstrated that integrating digital tools is not merely advantageous but essential for improving mutual understanding, business marketing outcomes, and organizational resilience. In a rapidly changing world, these tools help create sustainable relationships with clients and prospects. Organizations must rethink their principles, management perspectives, and use of digital technology in light of current digital communication trends. This approach offers a wide array of opportunities to modify existing business models, making them more resilient, sustainable, and human-centric.

For example, adopting inbound marketing and digital binding communication approaches, including intelligence marketing tools, aligns with the Industry 5.0 paradigm. This paradigm advocates for adjusting existing business model designs and developing new ones that prioritize human-centric values and long-term sustainability. These adjustments support the adoption of advanced digital strategies, ensuring organizations remain competitive and relevant in a digitalized world.

Despite the valuable insights, this study was limited to one country and lacked quantitative data from a broader range of organizations. Future research should consider incorporating big data analysis and artificial intelligence (AI) in digital marketing strategies to provide a more comprehensive understanding of how these technologies can sustain organizational activities. Such investigations could offer deeper insights into the potential of digital platforms to support organizational communication and resilience on a global scale.

Additionally, future research should explore the comparative impact of digital platform appropriation across different cultural and economic contexts. Understanding these nuances will help tailor digital strategies to diverse markets, enhancing their effectiveness and fostering inclusive growth. The exploration of Industry 5.0 principles in various sectors, such as healthcare, education, and agriculture, could further illuminate the multifaceted benefits of a human-centric digital transformation.

In conclusion, digital platforms and social media are pivotal in transforming organizational communication strategies, fostering resilience, and building social capital. Embracing Industry 5.0 principles and integrating advanced digital tools will enable organizations to navigate the complexities of the modern world, ensuring sustainable growth and enduring success.

BIODATA

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