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Is There a Way of Being Social?
- A study about how companies use social media

Bachelor Thesis

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Abstract

The users of social media create and improve the social media platforms they use through networking, communicating, and sharing information and applications with others within the online space. Three companies are presented in this study, which all see a benefit of having a presence in social media, mainly as a way to reach external stakeholders to increase their brand value. In this thesis the use of social media is addressed from a corporate management perspective. The idea that social media has an increasing importance in companies is discussed. This thesis has as its purpose to highlight consequences on the internal organization when implementing a social media strategy. Social media can by its nature create new ways for democracy and companies want to be included in this online space. The requirements on openness and transparency, which stimulate the social media platforms, are hard for the companies to accept. They are not prepared release the control and they are afraid of sharing too much information which could possibly hurt the company.

Sammanfattning

Användare av sociala meder skapar och utvecklar tillsammans de social media plattformar de använder, genom att nätverka, kommunicera och dela information och applikationer med varandra på Internet. I uppsatsen presenteras tre företag som alla ser en fördel med att ha en närvaro i sociala medier, huvudsakligen för att nå externa intressenter för att stärka sitt varumärke. I denna uppsats fokuseras det på användandet av sociala medier från ett företagsledningsperspektiv. Tanken att social medier har en allt större betydelse för företagen presenteras och syftet med denna uppsats är att belysa konsekvenser för organisationen när en social media strategi implementeras. Sociala medier kan i sin natur skapa nya sätt för demokrati och i denna online-miljö vill företagen bli inkluderade. De krav på öppenhet och transparens, som stimulerar sociala medier, kan bli svåra för företag att ställa upp på. De inte är beredda att släppa kontrollen och är rädda för att dela för mycket information vilket skulle kunna skada företaget.

Key words: *social media, strategy, control, policy, transparency and openness*

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Central Terms and Definitions

In this part important social media terms and definitions are presented together with the main social media of today.

Web 2.0

Web 2.0 focuses on all forms of networking, how applications are being shared, how the users integrate, link and communicate on the web creating online activities. The more data and service are shared on the web the better the platform gets (O'Reilly 2005).

Social Media

"*Social media is the media we use to be social with"(Safko Lon 2010 p. 3).* Social media is a digital form of communication through which we share knowledge, experiences, opinions and contents with each other (Stakston, 2010 p.19.). Further, it is also a tool for dialogue and conversation *"that allows the creation and exchange of User Generated Content"* (Kaplan and Haenlein, 2010, p.61).

Content Communities

One type of content communities is wikis, which implies collaboration between everyone who uses the social media in order to develop the community's content. *"Anyone with Internet access can write and make changes to Wikipedia articles (except in certain cases where editing is restricted to prevent disruption or vandalism)"* (Wikipedia, 2012). YouTube is another example of a content community.

Social Networking Sites

Social media networks make it possible to share information, create applications, make comments on other peoples pictures, walls profiles etc. Facebook is a leading social networking site, with 900 million users in the world (Facebook, 2012). LinkedIn and Pinterest are also examples of social networks.

Blogs

A Blog is a personal diary where the writer is given the opportunity to share experiences, thoughts and also a way to express whatever ideas you have. Hence, a blog can be what the blogger wants it to be.

Micro blogs

Twitter is a "real-time network of information that connects you to the latest histories, ideas, opinions and news about the subjects that you find interesting" and is often called a micro-blog (Twitter, 2012). It is also possible to follow conversations and participate through a tweet, which is a short message, maximum 140 characters, which can include a link to a video, an alternative webpage or a picture.

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1. Introduction

The introduction chapter is intended to give the reader a context and a deeper understanding, of the issues addressed. To begin with we will present the background to the subject and discuss the problem forming the basis of the research paper. Further on we will present the purpose of the study as well as the limitations.

1.1 Background

Facebook today has 900 million user accounts and Twitter has 140 million users, tweeting more than 340 million tweets per day. Social media and the way we use web 2.0 communication technologies have transformed our way of constructing, accessing and disseminating knowledge (Kaplan and Haenlein, 2010).

As social media usage has become an increasingly influential factor in our everyday life companies also see it as an attractive area to take advantage of. In popular management books on the subject, companies are often portrayed to focus their social media activities mainly on marketing and opinion building (e.g. Ström, 2010), but as for instance Safko (2010) argues: "*social media is all about being social".* Hence, social media open up possibilities but also obligations which traditional companies are not normally used to when interacting with their stakeholders.

The topic of this study has aroused our interest since social media is a phenomenon in constant development. Social settings were originally introduced as a way of decentralizing and democratizing communication together with knowledge building (O´Rielly, 2005). What happens now when companies try to engage in these social settings? The messages, for instance, that the companies' aim to communicate through these channels may not only be interpreted in different ways than intended, but they may also be transformed, criticized and diffused outside the company's own control during the process of interaction and sharing among active social media users. Furthermore, is it really the case that companies need long-term strategies and plans to adapt to something as rapidly changing as social media? In this thesis, we will examine the strategic use of social media within three companies in Sweden and its consequences on the internal organization.

1.2 Problem Discussion

1.2.1 Companies and Social Media

According to Weber (1947) the organization has fixed hierarchical structures. This has its base in bureaucratic models, which make the organization challenging to change. March (1976) points out that companies are complex organizations and have embedded mechanisms to deflect the individual's will to the organization's benefit (March, 1976).

Further, social media is just in its first phase and it is constantly developing through the way we learn to network, communicate, share information and share applications within the online space (e.g., Ström, 2010; Nilsson 2010). Social media contradicts the companies' complex corporate built-in mechanisms. Samuel (2011) claims that: *"Social media tends to flatten hierarchies [..], give a voice to anyone who cares to speak about an issue, or a brand" (Samuel, 2011)* and the public space has changed through social media since it has created new ways for democracy (Bertot *et al.,* 2010). Hence, the social media of today may be something else by tomorrow. Nevertheless, the integration in social media will continue to increase (e.g., Ström, 2010).

More and more companies see a benefit having a page on Facebook, a Twitter-account or a group on LinkedIn. According to Regus Media Center (2011) "*In February 2010 1.6 million Facebook pages belonged to local businesses"* and the same year 50% of the Nordic companies (52% globally) used social media to find new, keep in contact with, and inform customers (Fredriksson, 2011). The main reason is that companies and organizations want to communicate with their customers, shareholders and other external stakeholders to increase their corporate brand value. They want to be present where their stakeholders are.

"*Eight of ten Nordic companies claim that marketing needs to contain some type of social media in order to be successful"*

Fredriksson, 2011.

Companies can also be involved in social media even if they have made the decision to not be present. In different ways they become present through customers, employees and other stakeholders who write about the company etc.

in social media. One example is found in a court case in Sweden on the 28 of March 2012: A school principal was dismissed in June 2009 from the private school where he worked. In the school's opinion the principal had created negative publicity for the school's brand by writing unsuitable things on his private Facebook account. However, the principal argued that he had only shared things relating to his personal life and in the end the court ruled in his favor (AD Dom nr 25/12 Mål nr B 88/11). This highlights the difficulties to draw the line between private and professional social media activities.

1.2.2 The Corporate use of Social Media

Within the corporate world there have been discussions how to approach social media since social media is constantly changing and it is hard to see how it will develop in the future. Some arguments are that it is easy to start with social media and create memberships but it requires time to be active on it and it is therefore not free of cost. Furthermore, companies reasoned about whether they should enter social media with a tactical approach through experiment or whether they should wait until having worked out a long way strategy (Odden, 2010). So far, most support is given to the idea that companies need a social media strategy.

The study will contribute to the knowledge in the field of social media from a corporate perspective. The research can also contribute to a better understanding and knowledge of why companies and organizations use social media and what some of the consequences can be when implementing a social media strategy.

1.3 Purpose and Research Questions

We will study three companies in order to illustrate their different attitudes towards social media. Furthermore, we want to highlight that the message a company wants to communicate may not only differ a lot from how this message is actually interpreted, it may also take on a new unexpected meaning through the interaction and sharing by any user in social media. Our aim is to increase understanding of how companies (management directions) reason about how a social media strategy can affect the organization. Through this study we want to get a deeper understanding and increase our knowledge in the field of social

media from a corporate perspective. The purpose of our study is therefore: *to highlight the consequences of a social media strategy implementation in an organization.*

The study is designed to illustrate the companies' different attitudes towards the use of social media. By examining how the companies' activity today is linked to social media, we want to understand what impacts a social media strategy has on the on the internal organization. Therefore the research goal for this study is to answer the following research question:

- *What are the consequences on the organization when implementing a social media strategy?*

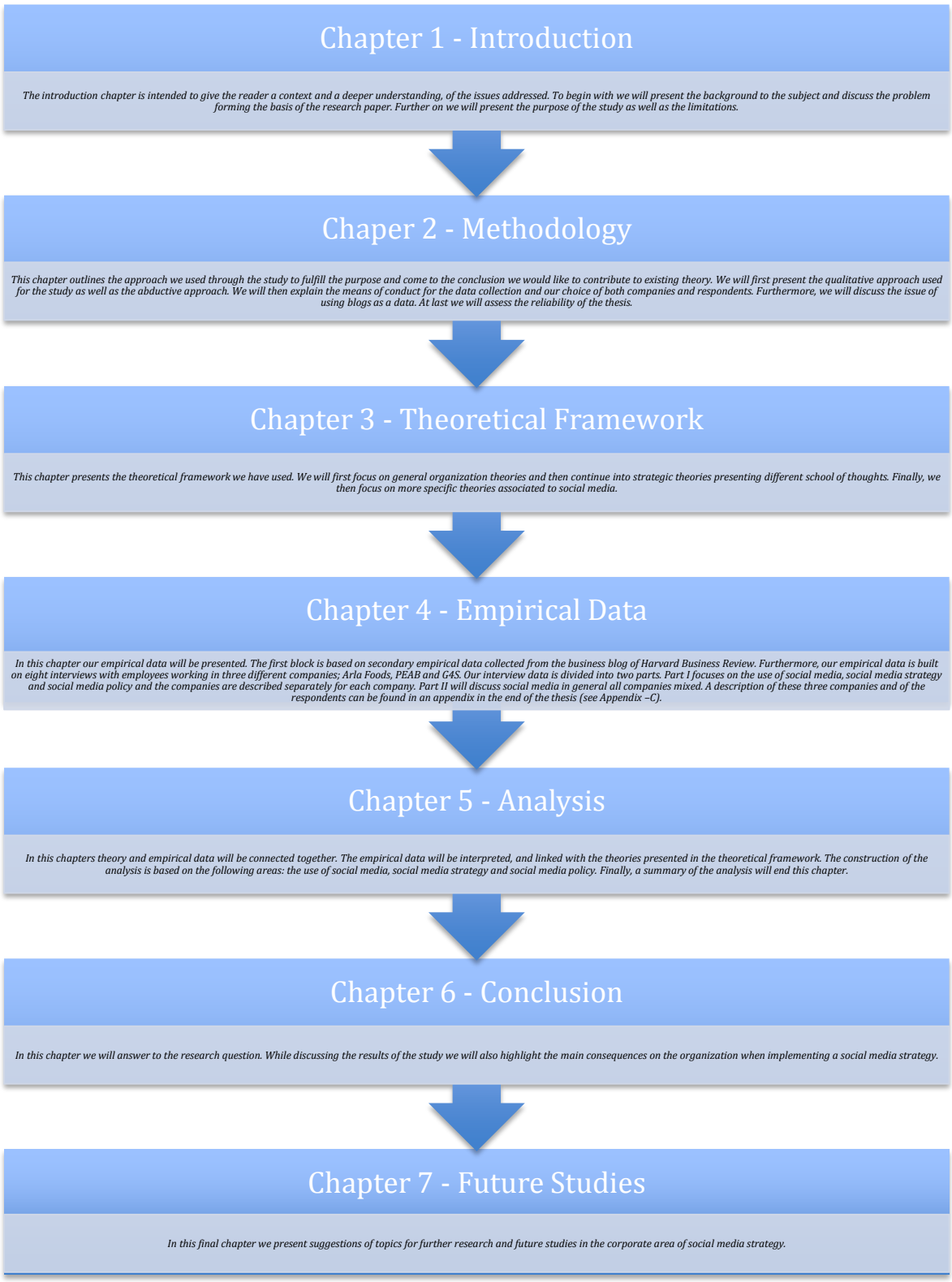
1.4 The Perspective of the Study

The perspective of the study can be seen primarily from a Swedish corporate/management point of view. From a corporate/management perspective social media is a communication channel to increase brand value. Further, from this perspective social media is a tool for companies to create dialogue with internal as well as external stakeholders. In this study we focus on how the social media strategy affects the internal organization.

1.5 The Limitation of the Study

The study discusses the use of social media in general and will not detail the use of each type of social media. The study also discusses the three companies' use of social media from a (Swedish) corporate perspective.

1.6 The Disposition of the Study



2. Methodology

This chapter outlines the approach we used through the study. We will first present the qualitative approach used for the study as well as the abductive approach. In a second time we will explain and discuss the different choices that have been made through the research, as for the selections of the companies and respondents. Furthermore, we will discuss the issue of using blogs as a data. At last we will assess the reliability of the thesis.

2.1 Scientific approach

2.1.1 Qualitative method

It is commonly said that it exists two different scientific approaches based on the type of the collected data, hard data and soft data. Using hard data leads to a quantitative method and using soft data leads to a qualitative method. Holme and Solvang (1997) single out each method regarding the use of statistics. A qualitative method allows a deeper understanding of the subject and leaves more room to interpretation (Holme and Solvang, 1997).

We have chosen to use a qualitative approach since our ambition is to deepen our understanding and knowledge about the consequences social media can have on an organization. The qualitative method allows a broader view on the subject increasing the understanding of the different processes as Holme and Solvang (1997) state.

This method has enabled us to develop our own thoughts and interpretations, and suited our study better than the quantitative approach where statistics results are required. We wanted to be able to interpret the answers collected during the interviews and found the qualitative approach most suitable to our study.

2.1.2 Abductive approach

We began the thesis with the idea of using an inductive approach. But as we collected the empirical data we found the abductive approach more suitable to the study and therefore changed our perspectives, which can be seen in our

interview questions. They reflect a deductive approach as they were made in the beginning of the study.

The abductive approach is based on the empirical data collected as well as the theories and can be define as a mix of inductive and deductive approach where it is possible to alternate between theory and empirical data (Alvesson and Sköldberg, 2009).

As we started our thesis we began by reading numerous articles about the research field in order to deepen our understanding about the topic and developed simultaneously the theoretical framework. The abductive approach enabled us to have enough knowledge in order to frame the interview questions. Alvesson and Sköldberg (2009) point out the importance of having a reflexive interpretation when analyzing the empirical data. As stated below we wanted to be able to have our own thoughts and interpretations and be as open as possible while carrying on the interviews and therefore let ourselves be inspired by an abductive approach.

2.2 Data collection

2.2.1 Primary data

Definition

Primary data is defined by Ejvegård (2003) as the data that have not been collected before. In our case the primary data consists exclusively of interviews.

Structure of the interviews

We used semi-structured interviews, as we wanted them to follow a framework and at the same time being able to adapt the questions to the respondents' answers.

In order to conduct the interviews we prepared a questionnaire based on the research question as well as on social media in general and how they may affect the organization.

As we changed the research question several times during our study, some of the questions ended up not being relevant for our study such as the ones focusing on loyalty. The questions focus on three different parts: social media in general, loyalty and transparency. The choice of the parts was made in accordance to the information we collected through different articles. After

having read several articles focusing on social media we reflected about the common ideas emerging from them and chose three main themes we considered as being relevant to our study.

Transparency came out to be a recurring topic and was linked to the openness of social media and the importance for the companies of being transparent. We thought it would be relevant to our study to see how companies position themselves in relation to transparency and how they link it to social media as an important part of their strategy. As stated below, we first decided to focus on how *loyalty* could be affected by social media before changing our research question resulting in loyalty being irrelevant for the study. The focus on *social media in general* felt necessary for the comprehension of the respondents' view and interpretation of the topic. We wanted to have a better understanding of how social media is perceived by the employees in the different companies we exanimated.

How we conduct the interviews

Since none of the respondents were based in the area of Gothenburg we chose to conduct the interviews by telephone. As we were two we split up the interviews between us. Each interview was transcribed in a document and the other reviewed the answers. The interview was developed to last not more than an hour considering the difficulty to reach the respondent during office hours. We believe that telephone interviews allow more spontaneity whereas a written survey enables the respondent to think and reformulate his answers that might bias the survey and thus the analysis. Furthermore, considering the small amount of respondent we found it more suitable to conduct telephone interviews.

The choice of the companies

We made a first selection of the companies based on the criteria of being a Swedish company or having a well-implemented subsidiary in Sweden and being active on social media. Furthermore we composed a list of companies corresponding to the chosen criteria. Before contacting them by e-mail we targeted the person in charge of communication or if possible the one in charge of social media for each selected, that is about twenty. We sent them an e-mail in which we presented our selves as well as our study and our ambitions for the

research. Three companies responded positively to our request, Arla Foods AB, PEAB and G4S. Four companies responded negatively and the rest did not replied. As it can be noted, our company selection was broad since the criteria were not very restrictive, which enabling us to be open regarding the choice of the companies.

The choice of the respondents

As stated below, we targeted the person in charge of the corporate communication as a first contact. For those who responded they got us in touch with other employees who were interested in participating to our study and therefore did not allow us to have a control about the choice of the respondent. We wanted to have a global perspective about how employees perceive social media no matter the position in the company. However, we are aware about the fact that letting the company choose the respondents may lead to a strategic choice consisting of presenting us respondents with a positive view about how the company uses social media. This has been taking in to account when analyzing the empirical data through reflexive and critical discussions.

2.2.2 Secondary data

Definition

Secondary data is the already collected and consolidated data like statistics, research papers or surveys (Ejvegård, 2003).

Blogs vs literature

Our secondary data consists of different scientific articles, blog articles as well as surveys. Secondary data were initially our main source of information, as we had not done any interviews yet. Social media is a relatively new field of investigation with less published papers than more mature research fields It is also a very fast changing innovation. If social media were a product its life cycle would be very short. Considering the rather long time it takes to develop a scientific theory into an academic publication they can be difficult to find when it comes to social media and we therefore chose to underpin our theory with articles and blogs. The literature helped us to develop a theoretical structure acting as a tool when analyzing the empirical data whereas blog articles gave us a perspective of the

today situation and the different trends existing. Nevertheless, we distance ourselves to blog articles being aware of their subjectivity.

Blog as data

When writing a thesis about social media, the importance of blogs and digital data cannot be ignored. Using blog as data can be both positive and negative. The advantages are the fast way the information is spread to millions of users who can all take part of it. It is a democratic media allowing each of us to broadcast anything almost without censorship on the contrary to more conventional media and articles. Being as open and democratic as it is have enable us to take part of many different opinions that have led to several discussions and reflections about the use of social media. We have used it as a source of inspiration. On the contrary to scientific articles, one main drawback with blogs is the subjectivity of the information considering the lack of structured and anonymous peer-review. As such, a blog article will have difficulties of being viewed as a creditable scientific source, although there is often an open possibility for anyone to comment, correct or criticize its content.

2.2.3 Data analysis

In order to analyze the empirical data collected through interviews, we used the theoretical framework as a tool. When analyzing we referred to the theories we found and compared them to the empirical data. As an abductive method was used, we challenged constantly the theories against the empirical data. The starting point of the analysis was the empirical material that we confronted to the theories. This mean of conduct allowed us to see the accordance and discordances emerging from the comparison of theories and empirical data that resulted in our analysis. The subject opened numerous discussions between us and the data was confronted to our own experiences and knowledge. The thesis is based on discussions and we therefore spend several days exchanging ideas and challenging the theories and data we had collected before starting the writing process. Alvesson and Sköldberg (2009) point out the importance of the use of a reflexive interpretation when analyze. The analysis has been done from our own experiences and understanding with an open reflection about the different data, interpretation, analysis and theories as stated by Alvesson and Sköldberg (2009). The interview conducted with Christina Werner at G4S was

made in unfavorable conditions due to a time constraint. Although we are very thankful for the time she spent on the interview, we consider the answers as too short and general and have decided to not take into consideration her answers.

2.2.4 Reliability

Since the primary data is based on interviews we are fully aware about the subjective answers being possibly interpreted in several ways. We have been trying therefore to interpret the answers as they have been written and not adjust them to our own thesis.

Since the study only focuses on three companies our ambition was not to generalize from the empirical data but to discuss the possible consequences on the organization when implementing social media. We also based our analysis on reflexive thoughts and our own experiences and interpretation, which is a subjective view. Being two authors has enabled us to exchange perspectives and ideas with each other in order to broader our view. A third part has been involved, as our tutor, which has led to enlarge the perspectives and benefit from an external part.

3. Theoretical Framework

This chapter presents the theoretical framework we have used. We will first focus on general organization theories and then continue into strategic theories presenting different school of thoughts. Finally, we then focus on more specific theories associated to social media.

3.1 Organizational theories

As an introduction to the chapter, organizational theories will be presented. Our ambition is to better understand how a company functions as an organization. The discussion will focus on three significant steps in the development of the theory of organizations.

Max Weber (1947) depicted nearly a hundred years ago the large company as a rigid and bureaucratic organization. Weber's bureaucratic model focuses, inter alia, on the stiffness of organizations divided into hierarchies. Weber (1947) claims that the organization follows an embedded hierarchical structure. The bureaucratic model points out the inertia of the organization when required to change. Aversion to change as a bureaucratic symptom is a major concept of Weber's model.

Chester Barnard (1968) extenuates the stiffness of the organization claiming that the power of choice is limited. He opposes the notion of "effective" actions to that of "efficient" actions. Barnard (1968) states that the actions taken by the leader may lead to unexpected consequences so that the end sought is not attained (Barnard, 1968).

> *"When a specific desired end is attained we shall say that the action is "effective". When the unsought consequences of the action are more important than the attainment of the desired end and are dissatisfactory, effective action, we shall say, is "inefficient". When the unsought consequences are unimportant or trivial, the action is "efficient". Moreover, it sometimes happens that the end sought is not attained, but the unsought consequences satisfy desires or motives not the "causes" of the action. We shall then regard such action as efficient but not effective"*
>
> Chester Barnard, *The functions of the executive,* 1968, p.19

Focusing on this particularity of organizations later on, James March (1976) points out their tendency to guide the decisions to their own benefit. Like Barnard, March (1976) claims that decisions are not always followed by the expected results. As organizations generate embedded mechanisms they deflect the individual's will to their own benefit (March, 1976)

3.2 Strategy

Definition:

> "*Strategy is the determination of the basic long-term goals of an enterprise and the adoption of courses of actions and the allocation of resources necessary to carry out these goals.*"
> Alfred D. Chandler, *Strategy and structure*, 1962, p13

> *"In the broadest sense, strategy is the means by which individuals or organizations achieve their objectives."*
> Robert M. Grant, *Contemporary strategy analysis,* 1991, p16

At first one may think about strategy as an overall concept encompassing all the company and as being controlled by the chief executive. One of the reasons may be the society still separating intellectual work from manual work according to Jonas Fasth (2011). The most common way of thinking is to imagine the chief executive as the one deciding over what to do and then let employees do it, Jonas Fasth argues (2011). Strategy is a little bit more subtle and has to be seen as a tool enabling the firm to adapt to changes (Grant, 1991).

3.2.1 The Role of Strategy

Grant (2010) states that strategy and profit maximization do not always work together. The quest for financial profits can lead the company to bankruptcy and blind the managers. Thereby, the managers cannot discern the determinants of a superior performance. According to Grant (1991) strategy does not only create profits but contributes to the creation of an environment easily adaptable to changes. Grant (1991) affirms that a company has to be flexible. Flexibility confirmed by Mintzberg (1996) who asserts that there are no static strategies. The author points out that strategies do not always arise from planned decisions

but can occur after several "errors" transformed in opportunities. This kind of situation stimulates creativity. Grant (1991) specifies that numerous entrepreneurs can be pushed by the quest for creativity and not only the quest for profits. There are multitudes of ways to develop strategies; it is a dynamic process that changes and adapts itself as the external environment changes (Grant, 1991). The main role of strategy is to set directions for it to sail cohesively in its environment. As strategy sets directions it can also blind the company for potential threats and dangers (Mintzberg, Ahlstrand and Lampel, 1998).

The term *strategy* is often associated to *tactics*. It is commonly said that tactics are made to win the battle and strategies are made to win the war. This expression points out clearly the main difference between those two concepts. As Mintzberg (1996) states, tactics are short-term measures taken in order to accomplish limited goals while strategy is compared to a long-term process (Mintzberg, 1996).

Companies using tactics without having a clear strategy are doomed to bankruptcy. It is like diving in a pool without making sure there is water in it. In our daily society where the product life cycle has been sharply shortened and where innovation governs the companies a well-implemented strategy can lead to success. The quest for productivity, quality and speed has overtaken the management tools. In accordance to Mintzberg's theories (1996), many companies have failed just because of the undervaluation of a well-established long-term strategy.

The business environment has become unstable as well as more unpredictable which has led to a continuous quest for success (Grant, 1991). Strategy is all about long-term goals and a sure way to make money in a sustainable way. Grant (1991) stresses the importance of stop predicting and instead start preparing.

3.2.2 Strategy formation

Formal planning

As we have discussed the importance and the role of strategy we will now take an interest in the process of strategy formation. There are many different

theories about strategy formation and the ways of perceiving strategy are numerous. We chose to focus on Mintzberg, Ahlstrand and Lampel's (1998) perception of strategy formation. They define ten different schools of thought on strategy formation. In the following analysis we will discuss their common ideas. In order to enhance the comprehension of the following part, the main ideas of each school is presented in the table below:

Model	**Main ideas**	**Strengths**	**Weaknesses**	**Typical**
The Design School	Strategy formation as a process of conception. Fit between internal capabilities and external possibilities. Only one strategist that is the manager.	Clear and explicit strategies. Strong leadership.	Niche position. Not flexible. Detaches thinking from acting	SWOT analysis
The Planning School	Strategy formation as a formal process. Composed by different steps. Importance of setting objectives. The chief executive as the responsible and guide over the process. Centralized process.	Clear directions and keep the control.	Difficult to predict the future.	Scenario planning
The Positioning School	Strategy formation as an analytical process. It positions the company relative to its competitors in the industry. Based on analytical calculations.	Major role of the analyst who is usually a consultant.	Does not take into account soft data.	Porter's five forces
The Entrepreneurial School	Strategy formation as a visionary process. It focuses on the chief executive and the strategy formation process stems from the vision of the CEO.	The strategy formation process focuses on opportunities.	Decisions of a single individual.	Leader-ship styles
The Cognitive School	Strategy formation as a mental process taking place in the strategist's mind.	Focus on creativity. Strategies as concepts from the mind of the strategist.	Misinterpretation of the situation.	Group-think
The Learning School	Strategy formation as an emergent process where the strategist take**s** time to observe what works and what does not work. The process is composed by small steps since the organization adapts to new learning.	Suitable to complex and changing situation. The employees can take part of in the learning process.	Does not suit to crisis. Companies may end up not having any strategy at all.	Know-ledge Manage-ment

The Power School	Strategy formation as a process of negotiation between the company and its external stakeholders and between the power holders within the company. The company uses power on its partner or stakeholders in order to negotiate collective strategies in its interest.	Focuses on the strongest part. Realistic and democratic.	The political dimension may distort the organization. Base for many different conflicts.	Core Group Theory
The Cultural School	Strategy formation as a collective process based on the beliefs shared by the member of the organization.	Role of collective decisions and highlights the importance of common values and beliefs.	The model can be resistant to changes.	Cultural Intell-igence
The Environ-mental School	Strategy formation as a reactive process. The environment as an actor.	The central role of the environment in strategic process	Too unrealistic	Contin-gency theories
The Configuration School	Strategy formation as a process of transformation the company from a structure into another.	Manage the need for change	May distort reality	Disrup-tive innova-tions

A summary of the ten schools of thoughts by Mintzberg, Ahlstrand and Lampel (1998)

The ten different schools differ from one another regarding their approach. Nevertheless, the majority of the schools can be seen as centralized when it comes to the strategic decisions (Mintzberg, Ahlstrand and Lampel, 1998). Apart from the cultural school, the different models leave little room for the employee when forming a strategy.

The chief executive plays an important role in the process and most of the time he is the leader and the decision maker of the process (Mintzberg, Ahlstrand and Lampel, 1998). The authors underline the central role of the chief executive. The Planning School sees the chief executive as being responsible of the formation process which allows him to set clear directions. This school is similar to the design school when it comes to the analytical part. However, the planning school splits up the process in several steps and focuses on the importance of setting objectives allowing clear directions (Mintzberg, Ahlstrand and Lampel, 1998).

The positioning school, the most famous, is based on Porter's analysis. Its main argument is that only certain strategies, those that can be defended against competitors, are desirable in any given industry (Mintzberg, Ahlstrand and Lampel, 1998). Being competitively strong, according to the authors, leads to higher profits and in turn increases the resources with which to expand and thus consolidate one's position against the competitors. The positioning school attaches great importance to analysis and assesses the external and internal environment. It positions the company relative to its competitors in the industry. This strategy formation is thus based on analytical calculation and as Mintzberg, Ahlstrand and Lampel point out, companies often hire a consultant who will act as an analyst. According to the authors the positioning school focuses on the major role of the analyst in the strategy formation process. He feeds the results of his calculations to managers who officially control the choices (Mintzberg, Ahlstrand and Lampel, 1998).

The ten schools can be divided into three main categories. The three first school described in the table above can be seen as *prescriptive,* focusing on how strategies should be formulated rather than how they do form (Mintzberg, Ahlstrand and Lampel, 1998). Planning and using a framework are the main functions of these three schools. Even though the leader has a major role in most of the ten schools it can be noted that his role in these three schools is prominent. The notion of control acts as an implicit common thread for these schools underpinning the centralized strategy formation process (Mintzberg, Ahlstrand and Lampel, 1998). Quinn (1981) points out how strategy formation has become a bureaucratized and rigid process separated from the actual decision process. For most organizations, the main impact of the planning process is a greater control over operations. In their criticism towards the prescriptive schools Mintzberg, Ahlstrand and Lampel (1998) emphasize their disconnection from reality. How strategies are planned and how they are in real life can often differ. Strategies do not always emerge from formal planning but can also be a continuous process emerging from situations or experiences making strategy formation a changing and evolving process (Grant, 1991).

The six following schools consider specific aspects of the formation process and can be seen as *describing* how strategies emerge (Mintzberg,

Ahlstrand and Lampel, 1998). The learning school associates learning to a cautious step-by-step process of strategy formation. This model enables not only the chief executive to benefit from the learning process but also the other members of the organization (Mintzberg, Ahlstrand and Lampel, 1998). When it comes to the entrepreneurial school, creativity is stimulated and the strategy stems from the vision of the leader. As Mintzberg, Ahlstrand and Lampel, (1998) point out, the entrepreneurial model underlines the importance of a charismatic leader and can also lead to conflicts considering the leader as the only one having the control over the process of strategy formation. This problem can be associated to the cognitive school, which considers that strategy is formed in the strategist's mind opening up for interpretational conflicts (Mintzberg, Ahlstrand and Lampel, 1998). The cultural school stands out by its collective formation process taking into account all the members of the organization and not only the chief executive (Mintzberg, Ahlstrand and Lampel, 1998).

The third and last category including the last school is called *configurative; it* combines the different schools (Mintzberg, Ahlstrand and Lampel, 1998).

"*People in this school, in seeking to be integrative, cluster the various elements of our beast – the strategy-making process, in the content of strategies, the structure of the organization and its context – into distinct stages or episodes, for example, of entrepreneurial growth or stable maturity*" (Mintzberg, Ahlstrand and Lampel, 1998, p.6.).

Step-by-step formation

Quinn (1981) highlights the limitations of formal planning as strategy formation. Theories about planning strategy have been done far away from reality of actual strategy formation.

> *"In many companies, strategy changes do not come about as most people imagine. Strategy often evolves one step at a time, in response to various internal pressures and external events."*
>
> James Brian Quinn 1981 p.42

Lindblom (1979) focus on change within public policy and emphasizes the incrementalist method that consists in taking small steps in order to achieve a bigger action rather of taking a few larger ones. Even though the author focuses on policymaking, it is relevant in corporate organizations that have a tendency to be reluctant to change (Weber, 1947).

Quinn (1981) opposes the traditional view on strategy where formal planning dominates (Mintzberg, Ahlstrand and Lampel, 1998). to a dynamic process divided into several steps. In addition he states that companies may be stuck in situations where formulation and implementation of strategies are separate sequential processes (Quinn, 1981). This is often the case with companies having a well-developed strategic plan, which can be both costly and time-consuming, and a barrier to evolution (Quinn, 1981).

An incremental process allows the company to adapt to a changing environment and deal with the problems as they arise (Lindblom, 1979). Moreover, incrementalism focuses on current problems and deals with them as they arise rather than developing a long term strategic plan (Lindblom, 1979)

"*Constantly integrating the simultaneous incremental processes of strategy formulation and implementation is the heart of effective strategic management*"
Quinn, 1981, p.63

3.3 Social Media

3.3.1 Social Media - a new way of communicating (?)

In 2004, the Internet guru Tim O'Reilly proposed the first definition of what he coined, Web 2.0. This umbrella term describes the new generation of web services and business models on the Internet. From then many definitions have been proposed for Web 2.0 (c.f. O'Reilly 2005). Web 2.0 focuses on all forms of networking, how applications get shared, how the users link and communicate online. As more and more data and services are shared on the web the platform or service becomes better (Shapiro and Varian, 1998).

It is often stated that people learn how social media work only by actively using it (e.g., Ström, 2010; Nilsson 2010), i.e. people learn social media through networking, communicating, sharing information and applications with others

within the online space. This is said to create a distinction between those who experience and identify themselves with social media and others that still view social media as something alien (Stakston, 2010).

Social media place the person, the information, and the message in the center, together with what is communicated, since the individual is given the possibility to communicate freely within the public and open online space, which leads to networks development. Applications are improved when a critical mass of users are mobilized (Shapiro and Varian, 1998), where individuals actively socialize with each other in many different ways (Brito, 2008). It has also been proposed that freedom of speech and open access is important for these forms of interactions to blossom (Kaplan and Haenlein, 2009; Benkler, 2006).

3.3.2 Relationships within Social Media

The power lays in the hand of the user since the individual can, through the click of a button, spread his or her ideas and opinions on social media and therefore, in extension, to the rest of the world. The message can be explicitly directed towards someone while at the same time it is impossible to know exactly who is the author (Bertot *et al.,* 2012). Almost anyone can create opinion and express themselves freely in social media. When something has been posted it is difficult for anyone to control how it will spread. Moreover, quantities of information can rapidly be shared and/or spread without a control or a quality check. The public space has changed through social media since it has created new ways for democracy (Bertot *et al.,* 2010), e.g. the Arab Spring. At the same time companies controlling social media networks keep some power when creating rules and policies for it. Nevertheless, the users can still make the decision to stop using the network or change social networking channels if they disagree with these rules.

3.4 Social Media Strategy

The literature in the field of social media generally focuses on how it can be an efficient and effective tool for marketing purpose and improve customer relations (e.g., O'Reilly 2005; Ström, 2010; Nilsson 2010). Kaplan and Haenlein (2010) present a social media strategy to show what companies and organizations need to take into account before they start using social media. In a research by Wilson *et al.* (2011) four individual social media strategies, *"which*

depend on a company's tolerance for uncertain outcomes and the level of results sought" (Wilson *et al.*, 2011, p.23) were singled out. These individual strategies are; the predictive practitioner, the creative experimenter, the social media champion and the social media transformer (Wilson *et al.,* 2011). *The predictive practitioner* is a strategy of fast decision-making through reducing uncertainties. This is done with the help of the stakeholders who share their thoughts about the company and its products, brand etc. *The creative experimenter* strategy focuses on being active in already existing social platforms (e.g. Facebook) and listening to the company's employees', customers' etc. interests. *The social media champion* strategy can be illustrated through an example presented by Wilson *et al.* (2011). The example describes how the company Ford created an online competition where the hundred best candidates won the price of borrowing a car from Ford with the requirement that they had to write in social media about how they used the car. Finally, *the social media transformer* is a strategy where the company goes one step further and takes external stakeholders into account *"allowing companies to use the unexpected to improve the way they do business"* (Wilson et al. 2011, p.25). The company needs to carefully choose which social media platforms it wants to use to reach the right segments (Kaplan and Haenlein 2010). According to Wilson *et al.* (2011) companies generally tend to use these sorts of strategies within the area of social media and commonly one of the four strategies is more dominant than the others. Wilson *et al.* (2011) argue that with this clarification of social media strategies, companies and organizations can choose the social media approach that suits their business and which will help them to reach their objectives (Wilson et al. 2011).

In the article *Users of the world, unite! The challenges and opportunities of Social Media,* Kaplan and Haenlein (2010) present a classification system for Social Media. To summarize the function of the model, two classifications are shown. The first classification is based on the social presence theory (Short, Williams and Christie, 1976) and the media richness theory (Daft & Lengel, 1986). The higher the social presence in a conversation, the greater influence the partners have on each other's behavior. The media's effectiveness to reduce uncertainty in the sharing of information combined with the level of social presence then creates the first classification (Kaplan and Haenlein, 2010). "*The*

second classification can be made based on the degree of self-disclosure it requires and the type of self-presentation it allows" (Kaplan and Haenlein, 2010 p.62). The combinations of these two classifications are shown in Table. 1.

		Social-presence/ Media richness		
		Low	Medium	High
Self-presentation/ Self-disclosure	High	Blogs	Social networking sites (e.g., Facebook)	Virtual social worlds (e.g., Second Life)
	Low	Collaborative projects (e.g., Wikipedia)	Content communities (e.g., YouTube)	Virtual game worlds (e.g., World of Warcraft)

Source: Kaplan & Haenlein (2010) p. 62, Table 1. Classification of Social Media by Social presence/Media richness and self-presentation/self-discolsure

Table 1 Kaplan's and Haenlein's model - Classification of Social Media

In the book Social Media (2010) Nilsson addresses a (six-step) social media strategy (Nilsson 2010 pp. 86-97). This social media strategy suggests that the company should start with a smaller project within the company that focuses on the internal stakeholders to get more employees to feel comfortable with the use of social media. With a smaller project the company does not need to make an enormous investment but it does need to be efficient and effective to be present in the social media at the right time. Nilsson (2010) argues that instead of a large investment it is more effective to use time-dimensions in a strategy. This can help to keep the relationship in the online-space with the company's stakeholders and reduce the misunderstandings that could appear if too many different messages were sent (Kaplan and Haenlein 2010). Furthermore, in order to get the employees on the social media track, it is simpler to explain what is happening and how to use the social media strategy during the project. Nilsson (2010) claims that this will stimulate the employees in their involvement in future processes. It is also important that the employees can use the same social media platforms as the company does for its activities (Kaplan and Haenlein, 2010).

3.5 Social Media Policies

Clara Shih (2011) points out that in a social media strategy it is important to have a social media policy within the company. Shih (2011) suggests that the creation of a company social media policy also should focus on what is positive with social media from the company's view. "*In the policy it is important to communicate the company's goals for using social media, as well as provide helpful reminders suggestions, and examples"* (Shih, 2011, p.31). Companies ought to invest in employee social media training and education to create an understanding for what employees can or cannot discuss in social media (Shih, 2011). While some of them can have administrator rights to the company's use of social media it is still important to not only create social media guidelines for these employees but also make sure they exists for all employees (Kaplan and Haenlein, 2010).

In contrast to controlling the employees through policies one aspect of the Scandinavian management (Jönsson 1995) is focusing on a leadership with delegation of responsibility and with a great trust in the employees. Andersson and Tengblad (2009) questions if policies really can create engagement and stimulate creativity in the company/organization. Instead they point out that a leadership which is relationship oriented and involve the employees/co-workers in the problem solving, together with the development of the business, should be in the organization's focus (Andersson and Tengblad, 2009 p.249).

Finally, *"you are not in the same need of control if you feel confident and to become more confident you need to trust in things you do not have the control over"* (Andersson and Tengblad 2009 p.256). Furthermore, *"for a trust to emerge it requires openness and it is difficult to have confidence in someone who does not understand that their actions affect and have implications for others"* (Andersson and Tengblad, 2009, p.259).

3.6 Summary

There is a contradiction between the classical organization theory with its hierarchies, rules and policies, and the openness, transparency and democracy that are created through social media. In social media communication, sharing and integration take place between eachother on a decentralized level, where

everyone can participate and interact. The research in the field of social media strategy is still young and not that wide, since it is an area that constantly changes. Kaplan and Haenlein (2010) argue that in order to not lose competitiveness in the future, and miss out on new innovations within social media, companies need to have a social media strategy. The theories of social media strategy that have been presented in this chapter support this argument. To be able to use up-coming social media, e.g. the mobile social media 2.0, organizations need to know how to communicate and share information in the social media of today. Hence, organizations are required to take active decisions as to in which social media to be present (Kaplan and Haenlein, 2010). Shih (2011) address the importance of social media policies and how these guidelines can help the company's employee to know how to act in a correct way in social media. Finally, empowerment has been addressed to debate the use of policies.

4. Empirical Data

In this chapter our empirical data will be presented. The first block is based on secondary empirical data collected from the business blog of Harvard Business Review. Furthermore, our empirical data is built on eight interviews with employees working in three different companies; Arla Foods, PEAB and G4S. Our interview data is divided into two parts. Part I focuses on the use of social media, social media strategy and social media policy. Part II will discuss social media in general. A description of these three companies and of the respondents can be found in an appendix in the end of the thesis (see Appendix –C).

4.1 How is Social Media Discussed on the Net?

The Harvard Business Review, edited by Harvard Business School's publishing house is commonly known to be one of the most prestigious business magazines. We consider the blog of the Harvard Business Review being as influent as the magazine with a touch of openness and democracy. In the blog of Harvard Business Review several people with backgrounds from both the academia and from different industries have shared their experiences and opinions around social media. A selection of articles has been made to complement our primary empirical data. This secondary data will be presented in the introducing text of the empirical data. The purpose of including these blog articles is to illustrate the debate of the phenomena social media.

"Social media tends to flatten hierarchies [..], give a voice to anyone who cares to speak about an issue, or a brand" (Samuel 2011). Martin (2011) writes that there is skepticism among executives about the use of social media. In this approach Martin (2011) considers it to be irresponsible of the leaders since she believes that their opinions about social media are based on the fact that they do not understand the meaning of the device and that they do not think it is a serious business. Martin (2011) also addresses social media as *"a way to communicate and build brand"* and believes that companies need to stop thinking about it as a way to market products.

Alexandra Samuel (2011), director of the Social + Interactive Media Centre at Emily Carr University, considers that companies should stop seeing social media as a marketing (tool) and instead realize that they need to improve

their understanding of the phenomenon. They should understand that social media is something that can change the whole organization, and help reconsider such issues as how to work, how to prioritize activities etc. (Samuel, 2011). *"Success is no longer about fancy packaging and carefully controlled messages".* (Jeff Sibel, 2011)

Humanizing the brand has to be central in social media in order to make contact with stakeholders according to Martin (2011). This will require that companies release the control of the message they send out. Since everything change and fade quickly in social media Martin (2011) does not see a point in controlling the messages. Instead the companies need to focus on trust and the first step consists in creating loyalty to their brand (Martin, 2011). Further, Martin (2011) argues that the term social media is not a positive term. Social media is not a traditional media and Martin (2011) defines it as a channel for communication more similar to the telephone than to the television.

Anthony J. Bradley and Mark P. McDonald (2011) make a comparison between knowledge management (KM) and social media. KM says what management wants you to know, while social media is what one's colleagues think is important for you to know, based on their experience (Bradley and McDonald, 2011). Bradley and McDonald (2011) argue that social media cannot be controlled with KM to ensure that employees, customers and other stakeholders cannot make comments about the company without the company having something to say about it. Companies cannot stop people from talking about their business and one will continue to communicate about companies whether they like it or not (Bradley and McDonald, 2011). Instead of trying to control social media Bradley and McDonald (2011) propose that companies should create commitment among the employees, customers and other stakeholders. This can be done by mass-collaboration based in social media with, a clear purpose and ways of creating online communities (Bradley and McDonald, 2011).

Jeanne C. Meister (2011) addresses that "*social media literacy is fast becoming a necessary skill"* and complements, *"knowing what to share and how to share will be a critical skill for the 2020 workplace"* (Meister, 2011). Meister (2011) states that many companies have written policies for social media use,

but it is also a requirement that they invest in social media literacy training for all employees so that everyone knows what and how to share in social media both within the company and on external social networks (Meister, 2011). The companies need to create a joint vision (linked with all the company's business units) on how to be social in order to improve employee productivity (Meister, 2011).

Jeff Sibel (2011) claims that if *"the company face negative publicity in new media, there is zero chance of turning it around with old media techniques".* Sibel (2011) continues by describing that social media in many ways promote democracy and that it will be a challenge to be active and share anything else but the truth in social media (Sibel, 2011). *"You win by matching your image with reality, acting with integrity, and sincerely apologizing when you're wrong" (Sibel 2011).*

By including these articles from the blog of Harvard Business Review we want to highlight experiences and opinions around social media as a complement to our interview data. The writers of the articles see social media, as a phenomenon that companies cannot exclude from their business to stay competitive in the future.

4.2 Part I - Interview Data – The Facts

Eight telephone interviews have been conducted with employees from the three companies Peab, Arla Foods and G4S during the month of May in 2012. The first part will focus on the use of social media, the social media strategy and the role of social media policy for each interviewed company. The second part will focus on the discussion we had with the respondents.

4.2.1 What is Social Media for the Companies?

The eight respondents from the three companies see social media as a new way of communication. Social media is compared to a new "word of mouth" by Jonas Brögger at G4S and he sees a possibility for the company to be seen and communicate with its customers. Elizabeth Berg at Peab focuses on social media as communication on an individual level with several persons at the same time. "T*he human being makes social media"* according to Elin Amberg at Arla Foods meaning that everyone contributes by being on and sharing in social

media. The companies point out that it is a fast way to reach out to external stakeholders at the same time, as it is difficult to know exactly who has taken part in the message.

4.2.2 PEAB

The Company's use of Social Media

Elizabeth Berg made the decision herself that Peab needed to be present in social media and started therefore, among others, a Facebook-page, a Twitter-account etc. about one year ago. After the startup in social media they did not know how to proceed and ended up in what Elizabeth Berg describes as a catch 22. The purpose was to write about Peab's projects in order to show what they do and to strengthen the brand value. The expected positive effect of sharing information about for example successful building projects has been overshadowed by criticism for the delay of one project. For this reason their use of social media has today ended up in a situation where they have started a dialogue to answer the criticism they face. From Peab's side they want to improve the dialogue with stakeholders and turn it into a more positive discussion, or at least a discussion containing constructive criticism (Elizabeth Berg, 2012).

Peab started using social media as a part of its communication strategy a year ago and has met some reluctance among the employees. According to Elizabeth Berg the company needs to be more aware of all the possibilities with social media and change the way of thinking.

Social Media Strategy

Peab is the only company among the three who has a clearly defined social media strategy, which goes hand in hand with a corporate strategy. The purpose with the strategy is to tell what they need to do to be present in social media and how to do it. At the same time they need to spread information about social media in the company and also explain what social media and social channels are. The social media strategy is fitted to the different targets among the users of social media. An example given by Elizabeth Berg is the different approaches on Twitter and Facebook. Peab focuses on observation and claims the importance of "listening" to what happens in social media in order to better know what to do

and how to do it. Their view is that on Twitter they reach professionals such as investors while on Facebook they communicate in another way to reach everyone in a public space where they socialize with friends and family.

Elizabeth Berg also says that within a social media strategy you also need to account for crisis communication and that these communication channels should be part of the crisis management. Peab has not yet worked with this but sees the importance of it through own experiences with their Facebook page (Peab Facebook, 2012) Right now Peab has an online project where they are looking over how they should work in social media with a focus on external communication. In this project they take suggestions and ideas from a platform that a leader in the digital industry has developed. Elizabeth Berg says that it is important to look at how other companies work, what they have done before and what Peab can learn from this.

Social Media Policy

Elizabeth Berg from Peab explains how their social media policy is a clarification of the ethical guidelines and can also be used when an employee has been misusing social media in a way that could hurt the company. She thinks it can be difficult to check whether an employee criticizes its boss or colleagues on for example Facebook, but Peab has a tool that "listens" to what is posted on social medias to control what is written about the company in social medias. Elizabeth Berg also declares that their social media policy unfortunately is not that well known in the company. Having a policy is a way to ensure an appropriate behavior on social media (Elisabeth Berg, Peab).

4.2.3 Arla Foods

The Company's use of Social Media

At Arla Foods the use of social media is different albeit slightly similar. Elin Amberg, explains that social media is a communication tool. According to Mona Wikström, the company has been in the social media for at least four years and they started with an appearance on YouTube. Today Arla Foods has a new Facebook-page, which is about one year old. They post positive information about the company and try to find out the customers' needs and opinion about Arla Foods. Monday to Friday Elin Amberg together with two colleagues answers

questions in the social media between fixed hours. They always sign with their name so everyone knows who answered the question (Facebook Arla Foods, 2012).

Arla Food is connected to many social media such as Facebook, Twitter, YouTube, Google+ etc. but is not active on all of them today e.g., Google+. Arla Foods has created profiles in many social media for possible needs in the future.

Social Media Strategy

Arla Foods does not have a clear social media strategy. The company is developing a "digital strategy" as an umbrella-strategy in which social media will be included. Elin Amberg explains that Arla Foods have spread strategies for social media in different departments but they do not have an overhead strategy for social media in the organization. According to her it takes a lot to develop a well-established social media strategy.

In this strategy it is important, as an employee of Arla Foods, to realize that one is not only representing oneself but also the corporation. The strategy should also include lines to separate the personal life from the professional life, in the same way as you separate your spare time from your work time, together with how you communicate in the best way in social media (Elin Amberg, Arla Foods).

Social Media Policy

Mona Wikström says that their social media policy emerged about two years ago. She has read the policy but doesn't remember exactly what it says. Overall, according to most people, they have not read the policy since they believe that they already know the content and that it is based on common sense, i.e., you should not do anything that could hurt the company.

4.2.4 G4S

The Company's use of Social Media

Jonas Brögger and Anni Svensson explain that G4S has a page on Facebook based on the first Facebook page started for private customers in order to reach out through for example marketing campaigns. This Facebook page was also presented for the employees in the company's newsletters when their social media policy was introduced. Today they still focus on campaigns but also send

invitations to different events such as breakfast-meetings and workshops. They also share news published at MyNewsDesk.com together with other news. G4S addresses to all who are interested in their business or in safety and security.

Jonas Brögger means that the traditional communication systems have changed. The new generation is used to other communication tools and if the company wants to reach its youngest customers they need to be where they are, on social media. As Anni Svensson says, they need to adapt their communication tools. Jonas Brögger uses an example in order to explain the situation; "*a billboard in a forest will have fewer chances to be read than a billboard in the middle of a crowded place"*. He means by this example that the company needs to be present where all the customers and other stakeholders are.

Finally, G4S feels that they needed to connect to social media and the companies' presence was more than a necessity.

Social Media Strategy

G4S does not have a clear social media strategy. After G4S's startup in the social media with the Facebook-page from safe@home, the management direction took in early 2011 a joint decision that the company needed to develop their presence in the social media. G4S is now developing a strategy that will answer the questions *"What is our purpose and what do we want to achieve with our presence in social media?"* At present G4S is focusing on building brand value and new relations through social media.

Social Media Policy

At the same time as the management of G4S took the decision to develop a social media strategy their social media policy was introduced and began to be communicated. In G4S, they have a policy on Social media for all the employees. G4S has nothing against employees using social media, on the contrary; they see it as something positive according to Anni Svensson. It is very important to follow what is stated in their contracts, business ethics and keep the confidentiality, as G4S is a security company. This means for example that G4S's employees are not allowed to talk about their customers or any confidential information about their clients or their clients' assignment. For Peter Ekman at G4S, a policy is needed for employees who do not take into account the company. Having a good behavior on social network is common sense for Peter who sees

the policy as redundant. He knows its existence but has never read it, like Jonas Brögger. Anni Svensson explains that together with the new intranet-communications system (which will be introduced in September this year) the employees need to read and accept all the policies (including the social media policy) once a year when they login on their profile in the system. Today they are in a position where most of the employees know that the company has a social media policy and where to find it.

4.3 Part II – Interview Data - Discussion

4.3.1 The Company, the Employees and Social Media

They all share the opinion that it is important to appear in social media and that it will be even more common and important in the future. Today it is equally important to be present in social media as to have a webpage (Anni Svensson G4S). Similar to customers and shareholders, it is important to know the employees opinions about the company so it can get insight into which needs they have to focus on in order to be able to reach their goals (Elin Amberg, Arla Foods). The company's presence in social media can generate pride for the company, e.g. when security guards or technicians do something good it can be published through them. G4S is currently developing a Facebook campaign to approach the employees, which will hopefully increase the loyalty for the company (Jonas Brögger, G4S).

Everyone believes that the employees' use of social media can have both a positive and a negative impact on the company. Elizabeth Berg (Peab) does not believe that it has an impact on the company when employees use social media during working hours. Elin Amberg (Arla Foods) expresses that, as an employee one always represents the company. Jonas Brögger (G4S) points out that it could hurt the company if the employees write something negative about it or a customer (or another stakeholder) in social media. Annette Lundberg shares with her friends about Arla Foods in a positive manner on her Facebook account. For example, she updated her status: "This weekend I watch the cow release, Arla gave us coffee and buns".

"More knowledge about the work our employees are doing is needed to create a safer society and social media is hopefully a good way to reach out. It is a modern way to communicate and integrate in many different ways "(Anni Svensson, G4S)

How to deal with sharing in social media

Although in different ways, everyone expresses that it is wrong to write something negative about one's coworkers or one's company in social media. Annette Lundborg (Arla Foods) says that it is important to separate what is private and what is work. What is explicitly wrong to say in social media can be said in other places. It can be easy to say something stupid in a moment of weak attention. "*We should think about in which way we speak to each other, even if you are angry and in private*" (Elin Amberg, Arla Foods).

Jonas Brögger (G4S) says that it is not accepted to write negative about one's co-worker in social media and this should, to some extent be monitored. It has happened before those employees write negatively about the company on Facebook and this is not accepted by G4S since they have clear rules about it in their policy. If one expresses oneself publicly on Facebook one needs to face the consequences (Jonas Brögger, G4S).

Anni Svensson (G4S) wishes that the coworker addressed to his/her boss if there is a problem. This is something that is also proposed in their policy. There is a system where coworkers anonymously can report critics regarding the company at G4S. There is also a hope that the new intranet system with different discussion forums will give the opportunity to make comments and ideas for improvement (Anni Svensson, G4S).

Mona Wikström (Arla Foods) says it is not accepted to write about your boss or coworkers. This could be avoided with clear rules. On the company's first Facebook page they had a small text to show that this was a page with a nice climate and that any racist or sexist comments were not accepted (Mona Wikström, Arla Foods).

4.3.2 Openness, Transparency and Social Media

According to Jonas Brögger, transparency is very important and something they constantly are working with at G4S. Anni Svensson (G4S) points out that if it is okay to ask and raise questions then this will help the company improve their

business. It should be remembered that G4S is a security company; even though openness is important G4S always need to think about security. The company should be open in the limits they can afford (Jonas Brögger, G4S).

Peab has still work to do in this area. They have not been fully ready to take the consequences of being transparent, but in today's climate it is also not possible to hold back information (Elizabeth Berg, Peab) Time for this has past; a company cannot be completely transparent at the same time as they still have to try to be as open as possible according to Elizabeth Berg). Today Peab has a digital discussion forum, which is used to a great extent. There is a wide range of discussions going on in this forum and employees can ask each other for advice, give tips and pointers, share experiences and also post personal information such as selling a concert ticket. Elizabeth Berg believes that because you can also use this discussion forum for personal information it results in a more general use, and therefore the employees take also part in other publications and newsletters that Peab puts on the intranet and on the forum (Elizabeth Berg, Peab).

Mona Wikström (Arla Foods) thinks it is important to show everything and to stand for what one says. It can also be transparent to have clear contains declaration on Arla Foods' products (Mona Wikström, Arla Foods). Annette Lundborg says that Arla Foods tries to have transparency and thinks a lot about their Code of Conduct; how should the company act in different situations, how to handle business transactions, and how the consumer should have access to their product information. Arla Foods needs to make this information more accessible internally so that it also can be reached outside the company (Annette Lundborg, Arla Foods).

To Elin Amberg (Arla Foods) transparency is to always have clear goals and a clear purpose for the company, which is something the company constantly, has worked with. This requires that everyone should be part of the visible channels; Arla Foods should always try to improve and try to find the golden middle way. The company should be clear about its methods but it cannot be open about everything even though it wants to (Elin Amberg, Arla Foods).

4.3.2 Risks with Social Media

"There are benefits of openness and transparency, but we also see risks of things being spread quickly. And there might be a risk that we, for example, do not have the time to monitor and answer quickly enough, a consequence of not having enough resources constantly working with social media. But on the whole, we think we need to be there, you will be speaking of G4S whether we have chosen to be there or not." (Anni Svensson, G4S)

Elin Amberg from Arla Foods does not really see any risks using social media as a company, overall it is positive. She means that Arla Foods can take advantage from the visibility of all the customers' comments left on the social networks whether they are positive or negative in order to improve their services. The company receiving negative comments is thus conscious about it and feels that they can have an open dialogue resulting in the company being more aware about the surroundings' opinions (Elin, Amberg, Arla Foods). Annette Lundberg, also working at Arla Foods sees however some risks. Like Jonas Brögger (G4S) and Elizabeth Berg (Peab), Annette Lundberg also points to the loss of control as the most obvious risk when using social media. Jonas Brögger takes a marketing campaign on Facebook as an example to explain how difficult it is to control the aftermaths of the advertisement campaign. A permanent control has to be done in order to oversee if the campaign is taking the right direction.

Anni Svensson (G4S) mentions the speed at which information spreads on social media. She also names the important resources needed in order to control that the right information gets out and to take care of the activities in social media. The loss of control is a joint fear for the interviewed companies. Elizabeth Berg (Peab) also fears the lack of control while using social media, however she states the importance of being transparent. She thinks the company needs to release the way to handle the information, let people talk more freely, not hold on to the information and instead enhance transparency. For the three companies it is certainly important to be as transparent as possible. Nevertheless all three companies point out that they cannot give away too much information and need to control a certain amount of it. G4S wants to have an open communication but their security services do not allow them to give out

everything (Anni Svensson, G4S).

Problems with Social Media

Social media is incredibly wide and therefore one problem is not being able to cover it all. Furthermore, not everyone is active in social media, which makes it difficult to achieve 100% transparency. Social media is another new contact channel and the more channels open, the more work is needed with it (Elin Amberg, Arla Foods).

Everything spreads incredibly quickly and it takes time to follow up and answer questions (Anni Svensson, G4S). The company's presence in social media can "flop" and hence for a good result it needs to plan properly. Since social media is so public one can easily lose control. The company is exposed to greater risk and does not really know how it can be developed (Jonas Brögger, G4S).

One problem that Annette Lundberg (Arla Foods) highlights is that it is difficult to reach everyone in the company through social media and compares it with their intranet, where it is just possible to communicate (digital) through a computer. Many employees work in production were a computer is shared between 50 workers. They do not have a personal login/user and login instead as, for example, the "Production in xx" while the employees in offices all have a personal login (Annette Lundborg, Arla Foods).

The internal approach to the way the company communicates through social media is a generational issue and needs to change. "*Social media can be in the current situation perceived as quite foreign to some of the company"* (Elizabeth Berg, Peab).

4.3.4 Opportunities with Social Media

Future employees

Elin Amberg (Arla Foods) believes that social media has a major impact on the employees. The younger generation creates relationships through social media, which will then be used in their adult networking and relationship building. Elizabeth Berg also emphasizes this by saying that Peab will need to hire many new employees within a few years. This will bring a new perception of the company and how modern it is will affect their choice of employer (Elizabeth Berg, 2012). Among older generations, there may be a curiosity and the wish to

satisfy this curiosity (Elin Amberg, Arla Foods).

Internal communication

All respondents claim that their "intranet" (internal communication system) is not working as well as it could, but on different levels. One does not always want to login on the company's intranet and the social networks can be a complement for internal communication (Anni Svensson, G4S).

The intranet system has a potential to be much better and much more integrated with the social networks of today, with a possible to update a status, ask questions which can all be collected in a database to be able to answer the same questions in the future in an efficient way. (Annette Lundberg, Arla Foods). Mona Wikström (Arla Foods) has the opinion that using social media for both external and internal communication could be a positive initiative. She believes that more employees, at least among those working in the office, prefer Facebook over the Intranet, an incredible slow system according to Mona Wikström. Facebook is a faster way to reach colleagues since one is able to login anywhere and Facebook itself is a much faster system (Mona Wikström, Arla Foods).

Jonas Brögger (G4s) says that they realize they need to be present not only for their customers' sake but also for their employees' sake. They plan to use Facebook more and more for internal communication. He says that the employees use Facebook much more than the intranet, which also Peter Ekman (G4S) agrees with. What is the point of trying to reach the employees in a place where none of them are? For this reason they have to include Facebook into the internal communication (Jonas Brögger, G4S).

4.4 Summary

The companies have an interest in creating and developing a strategy for social media since they see it as an additional communication channel with stakeholders in order to increase brand value. The companies believe that there is a lot of uncertainty about the development of social media but they still feel that they have to be present in order to stay competitive in the future. Moreover, the companies say that they want to be open with as much information as possible without letting too much of it coming out, which could hurt them. The

loss of control is discussed as a main reason to be careful in social media. Finally, all three companies have a social media policy which is a guideline for what one can or cannot share (do) in social media and they all point out that the employees need to think about what they say about the companies in social media. Elin Amberg at Arla Foods even addresses that as an employee at Arla Foods you always represent the company.

5. Analysis

In this chapters theory and empirical data will be connected together. The empirical data will be interpreted, and linked with the theories presented in the theoretical framework. The construction of the analysis is based on the following areas: the use of social media, social media strategy and social media policy. Finally, a summary of the analysis will end this chapter.

5.1 The Use of Social Media

All three companies in the study focus on external communication and increasing brand value through their use of social media. It is also in these areas that most of the literature generally focuses in the field of social media, or more precisely on marketing (e.g. O'Reilly, 2005).

Social media can be seen as a new form of democracy (Bertot) where openness and freedom of speech prevail (Kaplan & H). Companies do still have difficulties to accept this concept as Elisabeth Berg (PEAB) explains. She claims that companies need to release the information and stop hold on it in order to be more open and suit the social media concept. When questioning about the risks with social media the majority of the respondents (7 out of 8) pointed out the loss of control over the information.

Common to the three companies is the role of the head of communication is also in charge of social media. All three companies have a single individual that is in charge of social media and who is responsible for the corporate activities in social media controlling the outgoing and shared information. This hierarchical structure can be seen as a funnel where all information will go through and is filtered before it is published and shared on social media platforms. Nevertheless, social media is in reality a horizontal process where every user has the possibility and right to contribute and distribute information on equal conditions. What is the point of having a funnel when it happens to leak out on the sides? Kaplan et al., (2010) claim that companies may have nominated people to be in charge of social media but at the same time, they point out that all employees need to have access to the social media platforms where the company is active.

The prescriptive schools (Mintzberg, Ahlstrand and Lampel, 1998) show

that strategy development is a centralized process. The difficulty is to apply a centralized strategy to a decentralized concept as social media. Since companies have inherent mechanisms (Weber, 1947), it is difficult for them to change. The classic hierarchy dominates the entire organization and makes it difficult to change the structure. Bertot *et al.* (2012) explain that social media create new ways for democracy whereas the studied companies fear the misinterpretation of their broadcasted messages and the unexpected way a message or a campaign can take. James March (1976) states that decisions taken by the leader may not always have the attained results because of the complexity of the organization. Added to a collaborative and decentralized concept, results are unlikely to be the one expected. Bertot et al., (2012) also state that it is impossible to know exactly who has taken part in the message considering the great number of collaborators. Companies need to create commitment among the employees, customers and other stakeholders through a mass-collaboration based in social media with a clear purpose and ways of creating online communities instead of controlling social media (Bradley and McDonald, 2011).

Grant (2010) claims that a strategy contributes to the creation of an environment, which is easily adaptable to changes and states that companies need to be flexible in their strategy. Peab and G4S describe that the focus in their strategies are to answer the question why they should be in social media and in what way. This flexibility perspective is also quite relevant when it comes to social media since it is rapidly changing. Further, Arla Foods have user accounts on different social media platforms but they do not have activities in all of them today. The purpose of this approach is to be ready for future needs. The ability to adapt to the external context becomes much more important. Mintzberg (1996) points out the fact that there is no static strategy arguing that it is a dynamic process. This ability to adapt and being flexible is even more important when it comes to social media, a fast changing environment.

5.2. Social Media Strategy

Calculation vs. Reality (Social Media a new concept?)

Companies have a tendency to not see social media as a serious communication tool as well as an important player in today's society Martin claims (2011). Mintzberg, Ahlstrand and Lampel (1998) underline the importance of planning

and analyzing for different strategy formation schools. The strategist bases his strategy on calculations and analysis of external and internal factors leading to possible disconnections between theory and reality. The three interviewed companies show an interest in social media and want to develop and improve their social media strategy. Nevertheless, the interest is not always shared with all the members of the organization as for Jonas Brögger (G4S) who sees social media as an ephemeral trend.

The difficulty for companies can be to accept social media as part of the daily life. As Martin (2011) points out, there are still executives who do not understand the meaning of social media. Considering these problems, companies may encounter some difficulties while developing strategy with traditional methods that is formal analysis. Social media being a new concept it might not fit the traditional strategy formation process.

Social Media - constantly changing?

Common to the three companies is also that they all had some type of activities in social media before they decided to create a global strategy regarding this issue. This can be associated to the incrementalist strategy formation model presented by Lindblom (1979). It points out the importance of strategy formation as a graduate process, step-by-step. Kaplan and Haenlein (2010) call attention to the importance for the company to have a social media strategy that remains flexible. Regarding the examined companies the only one having a social media strategy is Peab. Elizabeth Berg (Peab) explains how she took the initiative to start using social media. She also explains that this strategy is not fully expressed in the company. Arla Foods and G4S are starting to implement a social media strategy although they have not planned it consciously. Arla Foods is for example developing an umbrella digital strategy, which the social media strategy will be a part of. The three companies started using social media by creating accounts on several networks without a clear vision of what it would lead to. Mintzberg, Ahlstrand and Lampel (1998) point out the importance of analyzing the external as well as the internal environment before implementing a strategy, which may not be fitted to social media. Lindblom's (1979) approach to strategy is more suitable in a social media context. It is in constant change and one cannot develop a theory that will last for several years.

Despite the fact that a strategy should never be neglected when implementing social media it should be very flexible and open for initiatives. Mintzberg, Ahlstrand and Lampel (1998) state how the entrepreneurial school for the strategy formation process is based on the vision of the leader. This can be seen at Peab where Elizabeth Berg decided on her own to implement social media. It implies potential risks of not taking into consideration other perspectives. As mentioned in the theoretical framework, Kaplan and Haenlein (2010) suggests that companies need a social media strategy before they start using social media since with a strategy it will show what they need to take into account with their activity, and where companies should put their focus in social media (Kaplan and Haenlein, 2010).

As Fasth (2011) argues it can be relevant to consider other employees' interpretation. Facebook, among others, has got such an important role in the daily society, whether it is privately or professionally, that it has almost become a universal knowledge. It could be very risky to rely on a single individual's vision for a social media strategy as for the entrepreneurial school (Mintzberg, Ahlstrand and Lampel, 1998) and considering just one interpretation instead of several. The organization should take into account the different resources in the company as the employees' knowledge about social media and see the strategy formation as the cultural school sees it, which is a collective process (Mintzberg, Ahlstrand and Lampel, 1998). The companies' strategic choice is to have a presence and to be seen in social media communicating outwards and listening to the discussions taking place within social media. The respondents see a future possibility to use social networks as an internal communication tool.

Wilson et al. (2010) present four individual strategies. Comparing these strategies with the companies in the study's activities, Arla Foods is the clearest example of using different parts of all the four presented strategies. One of the strategies Wilson *et al.,* (2010) mention is the "predictive practitioner" which can be compared with some parts of Arla Foods' activities in social media since the company have a sort of customer service on their Facebook page and Twitter. This form of customer service, according to Wilson et al., (2010) reduce uncertainty about what will be discussed in these channels and can also allow the company to ask questions to create and in guide discussions. Further, Arla

Foods having this structure in a social media and not on an own platform can also be linked to the strategy Wilson et al., (2010) describe as the *creative experiments* where it occurs in a social media with more uncertainty compared to an own social platform. Finally, Arla Foods has activities that can be matched with all the four strategies that Wilson *et al.* (2010) have developed. Arla Foods do not want to follow one strategy in particular.

The classification system (see Table 1.) by Kaplan and Haenlein (2010) show how the communicating parties in these types of social media have a relatively major impact and influence on each other. According to the classification system by Kaplan and Haenlein (2010) all three companies focus on one area of social media that requires, and creates, a relatively high social presence in the media in order to stimulate the social media network, while making room for showing what you do. The more information the parties share the more they get back. The users in social media need to have self-disclosure in relation creation (Kaplan and Haenlein, 2010).

Companies' reasoning about social media is primarily focused on Facebook and Twitter, also mentioned as a supplement to Facebook. Elizabeth Berg at Peab explains that they are using Facebook and Twitter to reach two distinct segments while Jonas Brögger at G4S thinks they have to be in social media in order to reach out to everyone. Kaplan and Haenlein (2010) emphasize the importance of a careful choice when deciding which social media the company wants to appear on. By sorting in their choices of social media, Wilson *et al.* (2011) argue, that together with a clarification of social media strategies, companies can choose the social media approach that suites their business helping them to reach their objectives (Wilson *et al.* 2011).

Nilsson (2010) suggests that the company should start with a smaller internal project to get employees to feel comfortable with the use of social media and get more engaged in future processes. This is not expressed in any of the three companies. Furthermore, the person in charge of the communication is also the one managing social media. Among the responsible, both Anni Svensson (G4S) and Elizabeth Berg (Peab) give examples about having personally tried social media in order to be aware of its functioning. Anni Svensson has tried to tweet a little to understand how it works and if it may suit the company. It is also

argued by Stakston (2010) that one learns how social media work by using it and this can thereby create a knowledge divide between those who use social media and others that still view social media as something alien. Nilsson (2010) argues that instead of a large investment it is more effective to implement a time-dimension strategy. Elizabeth Berg (Peab) is spreading today knowledge about social media within the company since she believes it is of paramount importance. She is currently in a state where she distributes information and knowledge about social media in Peab. Elizabeth Berg explains and declares for the management, among others, what she considers as the opportunities with social media and why they must be seen there.

All companies have begun their start up in social media in order to engage in external communications. The fact that social media is constantly changing requires companies to be present at the right time (Nilsson 2010) to keep the relationship in the online-space with the company's stakeholders and reduce misunderstandings. Arla Foods' communication and activities in different social media channels are similar to each other and give an impression of the same type of profile (Twitter, Facebook, LinkedIn, YouTube). According to Kaplan and Haenlein (2010) it is necessary to give the same message in all the social media used by the company, whereas Elizabeth Berg believes that Peab needs one type of communication on Facebook and another type on Twitter. The Twitter communication should have a different focus in order to reach out to another public. Peab wants to have a more professional dialogue on Twitter.

5.3 Social Media Policy

Fasth (2010) argues that the more the employees are taken into account the more their commitment to the company increases and thus increases the productivity of the employees. When it comes to involve the employees in the strategy formation process it is difficult to implement it in reality as Jonas Brögger (G4S) explains. The employees are welcome to give constructive criticism and Anni Svensson (G4S) explains that they are encouraged to do so. Nevertheless, Jonas Brögger (G4S) is less enthusiastic as he explains how the employees do not have the whole perspective in mind. Nilsson (2010) claims that employees should be taken into consideration when implementing social media and be aware of the social media strategy. This is a good way to make the

employees more engaged in future processes. His point is to make the employees aware of social media so that they can use the same media as the company has its activities on.

Jonas Brögger (G4S) is skeptical about social media and is not present on social media as well as the management staff at G4S. This skepticism is something that Samuel (2011) claims as negative for the company when there are a lot more possibilities than marketing with social media (Samuel, 2011). Although Jonas Brögger (G4S) recognizes the influence of social media and the need to be there, he does not consider using it privately. This underlines a paradox where companies show a positive attitude towards social media when in reality they fear it and experience it as a constraint.

All three companies believe it is important to have a social media policy in order to have an attitude towards how to act and communicate on the Internet and in social media. This is also something Clara Shih (2011) states as important but the policy should also include what is positive for the company and the beneficial use of social media. The policy could for example include the company's aim when using social media and propose how it can be used to create an understanding for social networks (Shih, 2011).

Kaplan and Haenlein (2010) point out that employees must be able to use the same social media in which the company has its activities, which creates commitment. This is something necessary for those working with social media and communication in the three companies but it does affect the others. When the studied companies reason about social media and employees, it is primarily for private use and linked to leisure. All respondents point out that as an employee you need to think and take responsibility for what you say about the company in social media.

None of the companies have any type of general education for employees regarding social media. Instead, as already discussed, the companies have people that are responsible for social media who also have the administrative rights. Kaplan and Haenlein (2010) argue that although some have administrative rights it is at the same time important to create social media guidelines for all the employees. The companies ought to invest in education in order to create an understanding for what the employees can or cannot discuss in social media

(Shih, 2011).

Research in Scandinavian management made by Jönsson (1995) highlights leadership with delegation of responsibility with a great trust for the employees. Andersson and Tengblad (2009) question if policies really can create engagement in a company whilst the companies emphasize the importance of having a social media policy. Employees know the existence of a policy but do not pay closer attention to it. They believe that a social media policy is about common sense and that they are already loyal to the company, which they believe have a greater impact on how one speaks about one's employer.

All three companies do agree on the fact that one should not express oneself openly in social media in a way that could hurt the organization. According to them it is absolutely not accepted to misuse social media writing negative things about its manager or colleagues. Anni Svensson (G4S) would rather prefer that their employees went directly to their manager instead of posting it on social media. Elizabeth Berg (PEAB) argues that the policy is just in case something would happen. Instead of having a policy, Andersson and Tengblad (2009) argue that it can be better to focus on gathering the employees around the company's values and involve people in the development of the business in order to create strong relationships within the company.

6. Conclusion and Discussion

In this final chapter we will answer to the research question. While discussing the results of the study we will also highlight the main consequences on the organization when implementing a social media strategy.

6.1 The Purpose

Our aim writing this thesis was to deepen our knowledge about how companies reason about social media. In order to meet this objective we used a qualitative study and conducted interviews with both employees and members of the management staff of three different companies.

We chose a theme and then collected empirical data in order to formulate a problem that resulted in the question below:

- *What are the consequences on the organization when implementing a social media strategy?*

6.2 Conclusion and Discussion

It is hard to put a label on what social media actually is, which might even further indicate how broad it is. The question is if there should be only one definition, and if not the purpose of social media is to make social media into whatever one wants it to be. Nevertheless, it can be generally said that social media is a way to socialize and interact with other users.

Social media has become so important that it cannot be ignored anymore. The increased private use of social media has created a pressure on companies to be seen in social media. This affects all parts of the organization and not only the obvious parts associated to social media, which is communication and marketing.

The study shows a general trend where companies use social media in order to market themselves and increase brand value. While understanding that social media is more than a marketing tool it also has to be clear that it is a multi way communication and a democratic concept where every individual can share and contribute to the social media. The power has shifted from the company to the individual.

It is interesting to note the contradiction between the positive image companies seem to have of social media at the same time as they fear the loss of

control. In a certain way social media has taken control over companies. Companies cannot guide the information flow anymore. It has become a decentralized system, which companies still try to control and adapt to using centralized strategies/structures.

We can see that companies apply conventional "rules" to an unconventional and new concept. They have not yet realize the magnitude of social media and still associate it to marketing. The research has shown that companies are not aware of how to deal with social media and face implementation difficulties. We believe that companies need to integrate social media in the daily corporate life and have a focus on being as open as possible, which goes hand in hand with the concept of social media. Transparency is thus an important key factor. This may sound obvious, but companies not realizing the control they exert complicate it.

Another consequence, that our study shows, is that social media is not just a way of communication. Even more important, the companies need to be "*social"*, in order to be successful. Social media requires openness, commitment, stimulation and updating from the company in order to create an identity and maintain their social media presence. The companies in the study are aware that it will require an increased transparency from their side, while they still do not want to give free reins since they believe it will stop them from preventing damage to the company.

The value the companies expect to create through the use of social media may not reach their expectations. We believe that this can be the result of companies being blinded by the new concept and not grasping the whole point of social media. Social media is its own entity and controls itself by creating its own game rules. If companies want to create any value through social media then the companies have to accept these rules. As long as the companies do not accept the rules and still try to control the information they will not gain the full benefits from social media.

7. Future Studies

In this final chapter we present suggestions of topics for further research and future studies in the corporate area of social media strategy.

Suggestions for further studies

To study a company that had a clear strategy before they started to use social media. Compare this company with a company that did not have a strategy before they started to use social media.

To look at how companies in other countries work with social media and what strategies they use. Is there a country that can be seen as role model and what can Swedish companies learn from other countries?

To examine how the coworkers experience the implementation of the use of social media together with the policies, guidelines, and strategies the management define for this process.

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Other

Arbetsdomstolen (2012), Dom nr 25/12 Mål nr B 88/11

Appendix

Appendix A – Interview Questions, Management Social Media[i]

Allmänt:

1. Vilken position har du inom företaget?
2. Hur länge har du arbetat inom företaget?
3. Vad är era kommunikationskanaler? Hur kommunicerar ni i dagsläget
    a. Vad ändvänder du mest privat, till jobbet? Varför?
4. Är detta en tjänst som skapades nyligen? Vem tog initiativet att skapa en ”sociala medier ansvarig”?

Sociala medier

5. Vad är sociala medier för er?

6. Vad ser ni för risker med sociala medier?
7. Hur använder ni er av sociala medier?
    a. Hur länge har ni arbetat med sociala medier?
    b. Var syns ni, vilka sociala media använder ni idag?
8. Vem tog initiativet att börja använda sociala medier?
9. Har ni någon strategi inom sociala medier?
    a. Vad ingår i denna strategi?
    b. Hur har ni gjort detta val?
10. Finns det en policy för användandet av Internet och/eller sociala medier inom företagen?
11. Har ni något internt kommunikationssystem?
    a. Hur använder ni er av det?
12. Om sociala medier används till intern kommunikation hur förhåller ni er till om anställda inte har exempelvis ett Facebook-konto eller inte finns på Linkedin?
    a. Ställer ni krav på era anställda att ha Facebook eller annan social media?

Lojalitet

13. Vad har ni för värderingar inom företaget?
14. Hur arbetar ni med att förbättra er arbetsmiljö?
15. Vad är lojalitet för er?
    a. Hur ställer ni er till att anställda kan kritisera företagets metoder eller ge olika förbättringsförslag?
16. Hur skapas lojalitet inom företaget?
    a. Har ni en policy för lojalitet?
17. Hur tror ni att företagets användande av sociala medier påverkar anställda?
    a. Finns det möjligheter?
    b. Finns det problem?
18. Påverkas företaget av anställdas användande av sociala medier?

Diskussionsfrågor

19. Ge ett exempel:
    a. 1) en anställd uttrycker sig om sina kollegor: *” fikarast på jobbet! Blir galen på dessa kärringjävlar ”*.

    Att prata illa om sina kollegor på Facebook kan vara väldigt riskfullt då man riskerar att ha några kollegor som vän på Facebook.

    b. 2) en anställd uttrycker sig om sin chef: *”äntligen långledig!! Känns extra skönt efter denna galna veckan. Hade rätt mot min chef iaf, nu ska jag bara fundera om jag ska dra det vidare eller inte, får se ”*.

    Hur skall man förhålla sig till Facebook användandet i det privata bruket. Gäller det fortfarande om man gör det utanför jobbet?

    c. Vad anser du om dessa exempel?
20. Hur ställer ni er till begreppet transparens?

Appendix B - Interview Questions, Employee[ii]

Allmänt

1. Vilken är din position inom företaget (vilken avdelning)?
2. Hur länge har du arbetat inom företaget?
3. Hur gammal är du?
4. Vad använder du för kommunikationskanaler:
    a. I ett privat sammanhang?
    b. I ett arbetssammanhang?
    c. Vad ser du för fördelar och nackdelar med dessa kommunikationssätt?
5. Hur skulle du definiera sociala medier?

Sociala medier

6. Använder du dig av sociala medier?
7. Ser du några negativa/positiva sidor med detta? (Oro?)
8. Hur ofta brukar du använda dig av sociala medier och i vilket syfte?
9. Använder du det i arbetet?
    a. Om ja, varför? Om nej, varför inte?
10. Kan du se någon vinst med att använda dig av sociala medier inom ditt arbete?
11. Vad anser du om kommunikationen på ditt arbete?
    a. Fördelar? Nackdelar? Hur kan det utvecklas?
12. Vet du om det finns någon policy för användandet av sociala medier inom företaget?
    a. Hur staller du dig till dessa? Hur används denna policy?
    b. Påverkas ditt användande av sociala medier? Hur?
    c. Hur påverkas din lojaliteten mot företaget av denna policy?
13. Diskuteras sociala medier öppet inom företaget? På vilket sätt?
14. Om företaget använder sig av sociala medier för både intern och extern kommunikation, hur förhåller du dig till detta? (Vad tycker du om att företaget syns i sociala medier?)
15. Använder sig alla av sociala medier?
16. I vilken utsträckning använder ni er utav sociala medier för intern kommunikation?
    a. Om du vill föreslå en afterwork med kollegorna, hur skulle du göra? Exempel: Skicka mail,via Facebook etc. ?

Lojalitet

17. Berätta lite om företagets värderingar.
18. Hur anser du att en bra arbetsmiljö skapas?
19. Anser du att företaget gör något för att skapa en bra arbetsmiljö? Vad/Hur?
20. Hur skulle du definiera lojalitet?
21. Känner du att du blir « hörd » inom företaget? Ex. Att kunna säga vad du tycker. I så fall i vilka situationer? Finns det medel för att bli hörd?
22. Hur stark påverkan har du på organisationen?
    a. På vilket sätt kan du påverka?
    b. Känner du att det finns utrymme för engagemang? I så fall hur skapas det?

Diskussionsfrågor

23. Ge ett exempel:
    1) en anställd uttrycker sig om sina kollegor: «*"fikarast på jobbet! Blir galen på dessa kärringjävlar"*. Att prata illa om sina kollegor på Facebook kan vara väldigt riskfullt då man riskerar att ha några kollegor som vän på Facebook.
    2) en anställd uttrycker sig om sin chef *" äntligen långledig!! Känns extra skönt efter denna galna veckan. Hade rätt mot min chef iaf, nu ska jag bara fundera om jag ska dra det vidare eller inte, får se "*. Hur skall man förhålla sig till Dacebook användandet i det privata bruket. Gäller det fortfarande om man gör det utanför jobbet?
    a. Vad anser du om detta?
    b. Hur skulle detta kunna undvikas?
24. Vad är företagets syn på transparens?
    a. Vad anser du är viktigt att visa? Ska man visa allting?

Appendix C – Companies and Respondents

The companies:

The three companies in the study are international however; we have chosen to focus on their branch in Sweden.

Arla Foods AB

"Our mission is to provide modern consumers with natural milk-based products that create inspiration, confidence and well-being." (Arla Foods' webpage, 2012)

Arla Foods is a global co-operative owned by Swedish, Danish and German dairy farmers. It is the largest producer of dairy products, measured in turnover, in Scandinavia and the seventh worldwide. In 2011 the net turnover reached DKK 54.9 billion. They operate in more than 100 countries worldwide but have its core markets in Sweden, Denmark, United Kingdom, The Netherlands, Germany and Finland. Arla Foods was founded in 2000 after the merger between the Swedish company, Arla Ekonomisk Förening and the Danish one, Danish MD Foods. Today the company has more than 17 417 employees and production facilities in 13 countries. (Arla Foods' webpage, 2012)

"Our vision is to be the leading dairy company in Europe through considerable value creation and active market leadership to obtain the highest possible milk price for our owners." (Arla Foods' webpage, 2012)

G4S

"We specialize in outsourced business processes and facilities in sectors where security and safety risks are considered a strategic threat" (G4S webpage, 2012)

G4S is the world's leading international security solution group. Founded in 2004 in the United Kingdom after several mergers, the company employs more than 657 000 employees and conducts business in 125 countries. In 2011 the group turnover was £7.5bn where 30% of the revenues came from developing markets. G4S provides expertise in the assessment and management of security and safety risks for buildings, infrastructure, materials, valuables and people. In

Sweden G4S is the second largest security service provider with more than 3000 employees. (G4S webpage, 2012)

PEAB

"Peab is a construction and civil engineering company whose guiding principle is total quality at all stages of the construction process.
Through a combination of innovative thinking and solid professional skills, we aim to make our clients´ interests our own and thereby build at all times for the future"
(PEAB webpage, 2012)

PEAB is one of the leading construction and civil engineering companies in the Nordic region where they have mostly of their customers. In 2011 the operative net sales amounted to SEK 44,015 million. The company conducts business mostly in Sweden, nationwide, but also operates in Norway and Finland focusing on capital city areas(PEAB webpage, 2012)

Two Swedish brothers, Mats and Erik Paulsson, founded the company in 1959. After a successful merger with another construction firm the company became PEAB in 1993. The vision of PEAB focuses on sustainability. Building sustainable communities for the future is their leading idea. The company offers total at all stages of the building process and prominences in being as close to its customers, whether they operates nationally or globally. (PEAB webpage, 2012)

The respondents

Peter Ekman, security guard at G4S. He is 26 years old and has been working for the company for five years. He sees himself very active on social media and has a Facebook account. After having participated in a TV show he decided to create a Twitter account in order to answer the different question regarding his profession. He uses social media as a tool at work as he can check if large gatherings are going to happen during the day. (Interview 7 May 2012)

Jonas Brögger, head of the market at G4S. He is 40 years old and has been working at G4S for one and a half year. Jonas is not very active on social media. He does not have a Facebook account and is even a bit suspicious to it. He sees

social media as an ephemeral trend. He is not familiar with social networks and does not use it professionally. . (Interview 7 May 2012)

Christina Werner, sales manager at G4S. She is 51 years old and joined the company October 2011. She is not active on social media either privately or professionally. (Interview 8 May 2012)

Anni Svensson, in charge of the communication at G4S. She is 43 years old and has been working for the company for 23 years. She has a very positive attitude towards social media and is prone to use it professionally. She sees social media as a power communication tool. . (Interview 8 May 2012)

Elin Amberg, in charge of social media at Arla Foods AB. She is 26 years old and works for Arla Foods since 2007. She does not see any negative aspects regarding social media. Elin sees it as a way of improving their service quality and take part of their customers' thoughts. (Interview 9 May 2012)

Annette Lundberg, communication coordinator. She is 44 years old and has been working for Arla Foods in 25 years. Annette defines social media as a faster way to reach all one's contacts. (Interview 9 May 2012)

Mona Wikström, web editor-in-chief at Arla Foods. Mona Wikström is 56 years old; she has been working in the company in 18 year and since 1999 as web editor-in-chief. (Interview 11 May 2012)

Elizabeth Berg, head of the communication at PEAB. She is 44 years old and has been working for the company in 4 years. (Interview 9 May 2012)

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[i] Solin Elisabeth (2010), Facebook och andra sociala medier – handledning för chefer och arbetsgrupper, Örebro: Tryckverksta'n

[ii] Idem