UNIVERSITY OF GOTHENBURG

To be or not to be

An examination of how Göteborgs Stad's contact centre should work with social media

Saida Hajee
Master in Communication Thesis

Report Number: 2012:059
ISSN: 1651-4769

University of Gothenburg
Department of Applied Information Technology
May 2012 Gothenburg, Sweden

Thanks to Michael Nilsson, Klas Andersson, Lina Lindberg, Teo Zetterman and all my respondents – with out you this thesis would not have been possible.

Thanks to my supervisor Ellinor Torsein for your advise and guidance.

Last but not least, thanks to Ellen for your help and support during this thesis work.

Abstract

Communication can be seen as the core of an organization. It is through the communication that meaning and identity is created. This implies that communication is of great importance both for the external and internal view of an organization (Falkheimer&Heide 2007:15). In 2012 Göteborgs Stad is going to launch a new organization that now goes under the name "Contact Centre". This Contact Centre is going to function as the main entrance for communication to Göteborgs Stad. As one of their channels they have decided that they want to use social media.

In Sweden today internet and social media has become a natural part of most citizens daily life (Findahl:2010). Social media can be described as a web related service in which individuals can communicate, network and exchange information. This channel also allows direct interaction (Carlsson 2010:10). Social media has therefore changed the patterns of communication as it now allows people to communicate many-to-many (Shirky:2008). For an organization as Göteborgs Stad implementing social media as one of the communication channels is not unproblematic. The organization has to operate according to a number of constitutions, as well there is an issue of tonality, distribution of work hours, a time perspective and who the sender is that has to be discussed. Social media use can also have an effect on the brand of Göteborgs Stad which makes it important to discuss different risks and possibilities.

The aim with this thesis is to examine how Göteborgs Stad and the Contact Centre should work with social media. To answer this question I have used a descriptive approach and combined a quantitative with a qualitative method. I have conducted one pre-study and three interviews as well as a web-based survey. The interviews were done with representatives from both the public and private sector.

From my survey I found that a clear majority of my respondents were active social media users and most of them visited social media forums many times a day. A majority of them had a positive approach towards the public sector's presence in social media. Most of them considered the time perspective being important and found it reasonable to receive a reply within 2-5 hours when communicating with an organization within the public sector. A majority of them wanted to know with whom they were communicating as this was important for future contacts and to make the respondents feel more safe in the dialogue. Some respondents also brought up the reliability as a motive saying that knowing with whom they communicate with would make the information feel more reliable.

From my qualitative study and my pre-study there were different experiences and opinions shared. From the answers combined with the answers from the survey I concluded that it is of importance to identify the people from the organization that communicate in social media, a useful tool in making social media into a successful communication channel is to establish the idea and concept internally before you create different users and accounts, choose which social media you use for your communication according to the content of the message, base the communication on the organization's core values and make sure to communicate *with* instead of *to*.

“Technology may becoming the heart of marketing and communication, but conversations are the soul”

- Kelly Lois (2005)

Table of content

1. Introduction

In 2012 Göteborgs Stad is going to establish a contact centre which in the future will function as a main entrance for communication. The aim with establishing a contact centre is to make it easier for residents, visitors and enterprisers to get in contact with Göteborgs Stad and the organizations connected to Göteborg Stad.

In the development of this Contact Centre Göteborgs Stad wants to implement social media as one of the communication channels. Internet and the use of social media has become a natural part of most Swedes daily life and therefore it is a great chance for the organization to use this channel as a way to be able to improve the relation with the citizens.

Social media can be described as a web related service in which individuals can communicate, network and exchange information which means that social media can be communication channels who allows the participants to communicate directly with each other. However social media use entails both risks and possibilities. As a public official you have to adjust your communication according to a number of institutions. The outcome of the communication can also affect the brand Göteborgs Stad.

Communication is sharing between participants on the basis of sending and receiving messages. Within organizations, communication can be seen as the foundation and it is through the communication identity and meaning is negotiated. This implies that the way an organization plan and structure their communication, will affect both the internal and external views on the organization.

In this thesis I am going to examine how Göteborgs Stad and the Contact Centre can work with social media. To be able to answer this question as successful as possible I have conducted both a quantitative and qualitative study. The results from these studies will hopefully provide me with useful information for the Contact centre's social media use.

1.2 Keywords

Social Media, *Public sector, PR*, *Facebook*, *Twitter*, *Web 2.0*, *PR 2.0*, *Communication*, *Interaction*, *Dialogue*, *Branding, Contact Centre* and *Göteborgs Stad*

2. Background

2.1 Communication

The term communication has been used in many different ways and for many different purposes, but the central idea of this concept is that it is a process of sharing between participants on the basis of sending and receiving messages (McQuail 2007:51). The two most important dimensions of communication according to McQuail concerns; the degree of feedback or response (one-way versus interactive process); and the degree to which a communication relationship is also a social relationship (ibid.). For this thesis I have chosen to use Lustig and Koester's (2010:13) definition of communication:

> *Communication is a symbolic, interpretative, transactional, contextual process in which people create shared meaning.*

There seems to be a confusion when it comes to the concepts of *communication* and *information.* Often they are used as if they were synonyms, which is not the case. Palm & Windahl (1989:13) describes information as the content in the communicative process. In short, information could be described as a one-way process as if you are *talking to* someone, in contrast to communication where you are *talking with* someone. In communication both sender and receiver have the opportunity to be active in a dialogue, as a more democratic process (ibid).

2.2 Organizational communication

Studies done on organizational communication involve two complex concepts; *organization* and *communication* (Miller 2009:10). These concepts lack obvious meanings and they can be interpreted in many ways. The way of seeing organizations has shifted over the years, from a classical approach during the 19th century to the post modern approach given by for example Foucault and Derrida (Hatch 2002:21). However, despite the different ways of viewing the concept of an organization, most definitions entail a group of people whose activities strive towards a common goal in a certain environment (Miller 2009:10)

There has been a long tradition of doing research on the relation between communication and organizations (Falkheimer&Heide 2007:15). Communication can be seen as the foundation of organizations and it is through the communication that organizations negotiate and create their own identity and meaning (ibid.). This means that the way the communication is planned and the channels chosen for this activity will have a great impact on both the external and internal views on the organization.

2.3 Göteborgs Stad

Göteborg is the second largest city in Sweden and was founded in 1621 by Gustav II Adolf. The city has got a population of 520 347 citizens distributed in ten municipal district administrations(www.goteborg.se[1]). Below I will provide a brief overview that will explain the structure of the organization of Göteborgs Stad.

2.3.1 City council

The city council is the main decision-making body in Göteborg. The city council consists of politicians chosen by the citizens of Göteborg. The elections are held every forth year and at the same time as the election for the parliament. The city council in Göteborg has 81 permanent commissioners and 46 alternating commissioners (ibid.).

1 http://www4.Göteborg.se/prod/G-info/statistik.nsf

2.3.2 The Municipal Board

The municipal board has got a similar role as the government has and its role is to lead and co-ordinate the work within the municipality. The municipality has a general responsibility in making sure that the guidelines, decided by the city council, concerning the organization and economy is followed. The municipal board also has to make sure that the municipality carries out the assignments that are obliged according to the law.

The municipal board always takes part in the decisions made by the city council. The municipal board of Göteborgs Stad consists of 13 local government commissioners and 5 assisting, which are elected by the city council. The local government commissioners are working as full time politicians.

2.3.3 The City Executive Office

The city executive office functions as a support to the municipal board and is there to coordinate the strategic plan of Göteborg and to follow up the different activities, results, decisions and executions of specific missions. The city executive office is responsible for the activities and projects that have been delegated by the municipal board.

2.3.4 The Municipal District Administrations

The municipal district administration prepares material and proposals that have be processed by the local boards with in the areas of; *pre-school* and *elementary school, geriatric care, care of disabled people, individual- and family support, local leisure activities, libraries* and *local culture.* The municipal district administration is also responsible for preparing material and proposals for activities that should be treated by the local committees. Two thirds of the employees in Göteborgs Stad work within the municipal district administration.

2.3.5 The Labour Boards

The labour boards consist of politicians that have been nominated by the city council. Most of these politicians combine this mission with a regular job. The labour board prepare matters for the city council and are responsible for making sure that the decisions made by the city council are executed. One of the main responsibilities of the labour board is the budget and matters of more general character.

2.3.6 Labour Administrations

In Göteborgs Stad there are about 20 labour administrations. They are responsible for different areas, for example real estate, mobility services, education and culture. The employees within the labour administrations are responsible for executing the work in the way the local boards have decided to. Each labour administration is governed by a board that has been chosen by the city council.

2.3.7 Enterprises

Göteborgs Stad has got direct and indirect interests in a number of enterprises. Some of them are completely owned by Göteborgs Stad, and some of them partly. The city council has got the utter most corporate responsibility and are in charge of deciding which enterprises should exist, who should be in the boards etc. Most of the enterprises that are completely owned by the municipality are placed with in two different corporate groups; GKF-koncernen (Göteborgs Kommunala Förvaltning AB) and Framtidskoncernen (Förvaltning AB Framtiden)

2.4 What is a contact centre?

The progress with in the IT-field has been enormous over the past twenty years, particularly when it comes to the communication field. This progress has lead to a lot of expectations both in society but it is also visible with in organizations and companies. As a result of this it has also meant that some organizations and companies are expanding rapidly while others are loosing their importance or just disappearing completely (IT-kommissionen:1999).

The demand on quick response and effective communication has increased, which results in new communicative patterns and expectations on that ”the new and the old” has to be synchronized. The importance of customer service has grown both with in the public sector as well as with in the business field (ibid.). To run a cost-effective organization the customer service has to be organized in a way so that the right contacts are distributed and that the customers can be sorted according to their needs. It is also important to be able to combine different types of media in the service (for example telephone and service), as well as making sure the same quality of service is provided no matter what media is being used. The higher expectations there is on the service, the higher demands there is on technology and competence (ibid.)

In 2012 Göteborgs Stad is going to establish a contact centre which in the future will function as a main entrance for guidance and information. The contact centre will provide the citizens with information in several different languages, longer opening hours as well as the possibility to accept visitors for a more uniform notion of service. The aim with establishing a contact centre is to make it easier for residents, visitors and enterprisers to get in contact with the Göteborgs Stad and the organizations connected to Göteborgs Stad (Maria Soner:27/1-12).

The contact centre will handle cases of more common character, the staff will also help finding the right administrative official and also provide guidance for self service on the website. The contact centre will also be able to transfer telephone calls (ibid). When the contact centre is established this will mean that the different communication channels that now exist (telephone calls, www.Göteborg.se, points of views from residents, visitors and enterprisers as well as visits) will be co-ordinated in to the same unit - the contact centre. The expectation is that this change-round will optimize and make the service more effective in communication regard (ibid.).

The decision of establishing a contact centre was taken by the municipality board in October 2010 and the aim is that it will be up and running in the autumn of 2012 (ibid.).

2.5 Constitutions and social media

Existing online as a public official requires that you act accordingly to a number of constitutions. The discussion concerning these constitutions in relation to social media is interesting as well as problematic as the constitutions have been formulated in relation to traditional media – an analogue, paper based media which is very different from the conversation based interactive social media that it now tries to apply on to. The legal aspects make the authority’s presence in social media very problematic as the idea of social media is to be part of an intrinsical dialogue which in some extent, due to legal aspects, is not possible.

Currently the contact centre is placed within the city executive office. However, this is a placement that soon is going to change. The city council is about to decide whether the contact centre is going to be a part of a new committee with a focus on citizen service (Program för utveckling av Göteborgs Stads Medborgarservice).(Mehner:2012)

Below I will provide a brief overview of the constitutions that authorities in Sweden have to adjust their communication in social media according to (www.lagen.nu:19/3-12).;

2.5.1 Person Data Act (1998:204, PuL)

The purpose of the 'Person Data Act' constitution is to protect people so that their integrity is not violated when personal data is being handled. The concept of “handling data” is a very broad concept and concerns collection, storage, processing etc. The constitution is in a high extent based on approval from and information given to the people registered (ibid.).

2.5.2 Freedom of speech (a constitutional law) (1991:1469, YGL)

The freedom of speech enables Swedish citizens to freely express their emotions, thoughts and opinions or to give their point of view in any subject in radio, TV, on the internet or other technological medias. There is an equivalent constitution for printed press in 'The Freedom of Press'. For a civil servant this means that he or she has the right to operate in any social media as a private person (as long as you're not spreading information about your work, colleagues or your workplace). The freedom of speech also concerns the so called Freedom of Report, that gives every Swedish citizen – even civil servants – the right to distribute information to the media with the intention that it is going to be published (ibid.).

2.5.3 The constitution concerning electronic notification boards (1998:112)

This constitution concerns whomever that provides the service of an electronic bulletin board. SKL (Sveriges Kommuner och Landsting[2]) has defined this constitution to concern both if a municipality provides a chat-function or a forum for discussion where the general public can publish comments. This also applies when similar functions are offered on external websites like the possibility of posting messages on a "wall" on Facebook.

According to this law the owner who provides the service of an electronic bulletin board is obliged to inform the users about the fact that all information being sent and information about the users identity is going to be published and available for the public. The owner has a surveillance obligation that implies (ibid.):

- To observe all incoming messages. How often this is done depends on the data traffic and what type of forum this concerns. As a thumb rule, this should be done at least once a week.
- Material of criminal character has to be removed.

2.5.4 Secrecy

A lot of information circulating within municipalities and authorities is covered with different types of secrecy. Secrecy in some extent restricts 'freedom of speech' and 'freedom of report' if a civil servant comes across information that is protected by the law of secrecy. This means that some type of information is not allowed to be published or shared with the public. Concerning this it is very important to be aware of the explosive nature internet carries. This means that if secret information is being published the circulation can occur in a higher extent than if it would happen in traditional media. As well, to publish this type of information is a criminal act and can lead to big consequences for a single individual (ibid.).

2.5.5 Authorities obligation to service (Förvaltningslagen 1986:223)

According to Förvaltningslagen each authority is obliged to give information, guidance and advice to individuals in matters connected to their area of expertise. Cases concerning individuals should be dealt with as soon as possible. If an individual asks a general question concerning the authorities area of work through an external website where the municipality is active, SKL judge that the municipality is obliged to answer the question (ibid.).

2.6 What is social media?

The term 'social media' is a well-known concept in the society of today. Most people can give examples on social media phenomena, but to actually provide a concrete definition is not as obvious.

Carlsson (2010:10) provides a definition where social media can be described as a web related service in which individuals can communicate, network and exchange information. Social media in this sense (ibid.), implies that it concerns networking between individuals and can be defined as communication channels who allow users to communicate directly with each other. These activities combine technology, social interaction and user generated content.

In a study done by Ang (2011) where he searched for a definition he found four components which

2 The municipalities and county councils of Sweden

he argues social media consists of. The model is called "The 4CS Model of CoRM" [3] and contains;

1.*Connectivity* 2.*Conversations* 3.*Content creation* and 4.*Collaboration*

To begin with, Ang argues that for social networking to grow and prosper it must first try to create a large community of users. This can be achieved by creating a platform that enables users to *connect* with each other (for example Facebook, LinkedIn and Twitter). Once you are connected you have access to each others' networks.

Second, along with connectivity comes *conversations.* Social media must contain conversations. In platforms like Facebook for example users are now able to communicate in many different shapes. The traits of e-mailing are still there as it is possible to send private messages but another function - a more public one - is also added. The posts published on the 'wall' of someone's profile can be viewed by friends. There is is also a function for friends to comment on posts done on someone else's profile - which fuels exchanges and future conversations.

Third, social media consist of *content creation.* The elements of blogs, forums, picture and video uploads all rely on the motivation of content creation. Online this is often called user generated content, which concluded above, is a defining characteristic of Web 2.0.

Finally, the fourth element - along with content creation comes *collaboration.* This concept means that multi-users can collaborate towards a completion of a project. The classic example would in this case be Wikipedia where users add and develop the information published on the site.

2.6.1 Web 2.0

The concept of Web 2.0 was coined around 2005 and implies that the users themselves should be able to contribute to the content online. This development has meant that individuals, organizations and businesses easily can upload and spread information online. Ada (2010) has outlined a few characteristics that differentiate Web 2.0 from Web 1.0;

- *Web 1.0 was about reading, Web 2.0 is about writing.*
- *Web 1.0 was about companies, Web 2.0 is about communities.*
- *Web 1.0 was about owning, Web 2.0 is about sharing.*

2.7 Internet usage in Sweden

The internet use in Sweden has increased steadily since 1994 when the usage became increasingly among private persons. To begin with the users increased quite dramatically, and during the years of 1998 and -99 one million new users resided each year. Today the development is not as dramatic though. In 2010 97% of the Swedish people had access to internet in their homes. One change that has been spotted lately is the daily usage of internet, today 62% of the Swedish internet users are active on the internet every day (Findahl:2010).

The usage of social media is an interesting phenomenon on the web today. In Sweden the social media users have tripled in amount since 2007. In the younger age group between 16-25, 72% of the users are members of a social network and during the past years the users over 45 years has doubled in amount. In total approximately 3,5 million Swedes use social media, which means that more than a third of the Swedish population is active social media users. These figures give us a hint of how successful this phenomenon has become in Sweden today (ibid.).

Sweden is in this aspect quite a rare case compared to the rest of the world and the numbers imply that organizations and authorities have a good chance of conducting conversations with citizens through this channel of communication.

These three channels below are the social medias the contact centre initially want to work with;

3 CoRM stands for *Community Relationship Marketing*

2.7.1 Facebook

Facebook is the world's largest social media network and was founded in 2004 by Mark Zuckerberg. Facebook has grown from being a site for college students at Harvard into a popular platform with over 845 million active users all around the world (The New York Times 12/4-2012 [4]). On Facebook people can post messages on their friends' “walls” as well as sending private messages, post photos and videos, as well as commenting on status updates etc.

2.7.2 Blogs

Blog stems from the word 'web-log' and is a phenomenon that has grown dramatically during the past decade. The most common description of a blog is that it is a frequently updated website whose start page is characterized by a number of dated texts arranged in a backwards order, with the newest post first. Rettberg (2009) states that a blog usually has quite short posts and often are written from a personal perspective. The author is often one or many private persons. Furthermore, Rettberg (2009) concludes that blogs often treat many different subjects and allow social communication through links and the possibility to comment on the blog posts.

2.7.3 Twitter

Twitter is a microblog which was founded in San Francisco in 2006 by Jack Dorsey. The concept of twitter is built on small pieces of real-time information and communication called 'tweets'. These tweets consist of maximum 140 characters. Today, twitter exists in 20 different languages and over 140.000.000 users produce more than 340.000.000 tweets per day (www.twitter.com/basics/what-is-twitter/ 23/3-12).

4 http://topics.nytimes.com/top/news/business/companies/facebook_inc/index.html?scp=1-spot&sq=facebook&st=Search

3. Problem formulation

Communication is a crucial part of organizations. It is through communication identity and meaning is created and negotiated, which means that the way the communication is planned and what channels are chosen will have a strong influence on both the internal and external views on the organization.

During the past years the use of social media has increased dramatically in Sweden, which has affected peoples expectations on quick and effective communication as well as the demand for faster feedback. In the case of Göteborgs Stad, this way of communicating entails lots of possibilities, as well as many challenges. How can an organization with such a complex structure meet the demands from the citizens in the best possible way? The process of shifting from producing information to communication is not easy, but it is a part of the assignment the contact centre has been given.

Social media platforms like Facebook, Twitter and blogs has become a natural part of most people's daily life. Through these platforms we converse, share opinions and ideas, build relations, share and solve our personal problems etc.. The content in social media concerns our daily life issues and the municipality now aims to be a part of these conversations. The step into social media means that Göteborgs Stad with their contact centre will move parts of their communication to the places where their citizens can be found, which means that they are adapting their communication to the communicative patterns of the people.

In this process the Contact Centre has to reflect upon what they want to achieve with their social media use and define the purpose of their presence in social media. Göteborgs Stad's mission is to serve the people and this fact then needs to be a part of how they plan and structure their presence in social media. Engaging in new communication channels will also affect both the internal and external communication in general. In addition it has to be adapted according to a number of constitutions that regulate what can and cannot be published.

Engaging Göteborgs Stad in social media is not only about adding an extra channel to the repertoire. As communication is a foundation of the organization, this step has to be carefully prepared and analysed for it to be able to reach a successful outcome.

3.1 Aim

The aim of my thesis is to examine and analyse *how* the organization Göteborgs Stad and their new Contact Centre can implement and work with social media in their organization. As Göteborgs Stad is a part of the public sector this organization faces restrictions connected to legal aspects that other organizations would not have to deal with. By implementing social media as one of the communication channels it can have an affect on both the internal and external communication, as well as the brand Göteborgs Stad. By bringing up risks and possibilities in this thesis I hope to provide Göteborgs Stad with a good overview on how they should plan and structure their communication in social media. To broaden the perspective I also want to bring up the user's – in this case are represented by citizens, visitors and enterprisers – view on the public sector's presence in social media. This perspective will also provide Göteborgs Stad with *feedforward,* which is a concept that entails knowledge about the recipient before you initiate the communication (Palm&Windahl 1989:12).

Lately, a lot of research has been done within the field of social media. There are many studies that provide companies and profit-driven organizations with strategies for how they should use social media in their communication. However for the public sector hardly anything has been written concerning how they can use social media as a communication channel although many authorities in Sweden are active on different social media platforms. I hope that my thesis will contribute to fill this empty space in the research field.

3.2 Research question

• *How should Göteborgs Stad and the Contact Centre use social media in their communication?*

To be able to answer my research question I will conduct four interviews. By using a mixture of informants and respondents who work both within the public and private sector, I hope to get a breadth and depth that I hope can be useful for Göteborgs Stad and the contact centre's future work. By identifying risks and possibilities I will be able to provide information about which areas that could be more useful to focus on. I will also conduct a web-based survey to bring in the citizens' perspective.

The interview done with Michael Nilsson who works at Manifesto functioned as a pre-study. By doing a pre-study my aim was to get inspiration and insights for my future data-collection. The reason why I chose to bring up social media users perspective is that I think this will give Göteborgs Stad some hands-on information about what they should focus on and how they should plan their future work.

4. Pre-study

4.1 Manifesto's view on social media

To get more knowledge about this field I decided to conduct a pre-study. By doing this study I would be able to get more information about which direction I should steer my thesis and my following interviews and I hoped it would give me some additional ideas and inspiration. My informant for this study was Michael Nilsson, whom I got in contact with after reading his book “Sociala? Medier?” where he functions as an editor.

Michael Nilsson is also working with municipalities and companies use of social media, guiding them in how they should develop their brand and how to use social media as a communication channel. By bringing in his perspective from the field my hope was to fill a gap which I think lacks in the literature.

To begin with I asked Michael Nilsson what he thinks of authorities and municipalities use of social media. I interpreted his approach as a bit sceptical;

> Manifesto works with a few different municipalities and my believe is that municipalities in general aren't as open and transparent as you need to be to get some proper use and joy out of social media. Also, there is a safety aspect that municipalities have to consider before they get become active. If we take Facebook as an example, there are not many examples of municipalities that would gain anything from starting a Facebook page. I think you should be cautious, but if a municipality wants to be transparent and use it as a strategy as well as to keep a dialogue with the citizens going, social media is of course the right way to go. But if you haven't reached that decision yet, you need to work internally to begin with.

Due to his sceptical and critical approach I wanted to find out where Nilsson would recommend an organization to start if there was a will to become more active in social media. One of the main points he makes in this question is that you have to work with these ideas internally before you start to implement them in practise. Nilsson says that it is important to create an understanding concerning social media among the employees;

> I think you need to start the work internally and create an acceptance and understanding of social media among your own staff. it is important that you don't loose yourself in different policy documents etc. before you even have decided if this is the right way to go.

To reach this acceptance and understanding that Nilsson talks about he thinks that a good idea is to start with workshops to increase the level of knowledge. Just by reading literature and discussing the main points internally he thinks many organizations would come a long way in their internal progress. Furthermore, he highlights the importance of having a group of people that is genuinely interested in social media who work with these questions. These people would work as a platform of knowledge that will spread the information and knowledge internally. Having a few people working will hopefully enable the spreading of information in a more successful way. Otherwise, Nilsson states, it is common that people within the organization does not understand the point with social media use and the possibilities with implementing it into the organization, which result in comments like “social media? I thought that was just a trend?”.

Another aspect of this platform, to make it a successful project, is according to Nilsson to bring in people from the younger generations. This is, according to him, a mistake many municipalities do, they do not see the potential in young people. What he has usually faced is that the staff working with in these types of organizations are a bit older and that younger people seldom are let in to these projects. Being more diverse would make these projects more dynamic according to Nilsson and he states that “to activate your organization with in social media without any specific knowledge can be quite dangerous and actually harm the organization. As well, considering results it is seldom productive”.

This was followed up by a question concerning mistakes. I wanted to know what Nilsson thought was one of the most common mistakes among municipalities when they started to use social media. In this case Nilsson said he could not limit his answer to the public sector as he has too small amount of material to express any general ideas about this but talking more about organizations in general he says that;

> The two most common mistakes that organizations do, is that they to begin with, has got too little patience and has an idea that the work with social media is supposed to give results immediately - this is seldom the case. The other mistake concerns the internal rootedness. There are many examples of when you haven't rooted the idea internally well enough. This can both be dangerous and lead to that you as an organization is not working effectively when you haven't got your co-workers with you. This can of course be applied on to all the work you do with communication, but I think it is especially important when you work with social media. This is because sooner or later you will probably meet a reaction, and even if this reaction is positive or not it will be very embarrassing if you as an organization isn't aware of what you are communicating on the web.

The issue of strategies and how to plan for the communication came up. I asked Nilsson if he had any thoughts concerning complaints and general ideas about how to plan and structure communication. Nilsson answers that it is very difficult to be general in these types of questions, but to begin with he concludes that it is very important to have an idea about how you want your brand to be perceived as well as give room for variation. “I've seen many bad examples of organizations who have had an approach that was too informal, greeting their customers with for example 'Hiya Michael'[5]. This approach was according to Nilsson a strategy to make the communication feel more personal, a strategy that will not work if it does not feel genuine.

Feedback and response is an essential part of social media and Nilsson answers the question about feedback by explaining that in the current project6 he is working with Malmö Stad they have decided to respond to all the comments that are relevant to the purpose of the project. They have motivated this in discussions where they have decided the goals of this specific project. Nilsson explains this by saying that they are aware of that this is not an information campaign and that this is not a solutions to all Malmö's problems. Of course, he says, there should be space for criticism towards Malmö Stad and the police, but not on Heja Malmö's site[6] We are not able to conduct these types of discussions on our blog, it is not our responsibility, and it is not the purpose with this project, Nilsson explains.

When taking the first step into the world of social media it is hard to know where to start. How should an organization plan their social media entrance? Michael Nilsson says that he does not think you should do what many organizations do today, which is beginning with Facebook and continuing from there. Instead he means that organizations should;

> You have to start with defining the goals you want to reach. Which are your goals? What do you want to gain from your presence in social media? You have to start with these types of questions. When we had published our first book [Sociala? *Medier? En antologi]* all our customers said “oh, we need to start a Facebook page”, after our second book [Den *sociala revolutionen]* they said “Oh, we need to create an app[7] ”. We are not interested in this type of discussions. We are more interested in the best way of getting from point A to B. The analysis, which is our job.

5 *Hiya* is a greeting that is an informal way of saying ”*Hello there”*

6 www.hejamalmo.se

7 *App* is a shortening for application, which is a technology and social media that most smart phones have today.

Finally, we touch upon the topic of what lies in the future of social media. I asked Nilsson what he thinks is the next step within this area. His answer is connected more to the attitudes among the wielders, than practical issues and technology;

> I think the next thing is that we will take a huge leap, where we move from knowing very little into realizing that something big happened on the way. I think these insights will be about openness and transparency and ideas connected to having lucrative businesses whose business ideas are completely based on value assessments. I think we will see many ideas and business models based on how it can work in social media. I think social media will be able to affect the way people think in the future, making people think “Wow, I should not complain so much, because now I have lots of possibilities. I don't need a lot of money to be able to communicate my messages and ideas – I just need to prove that I'm worth listening to”. I think there will be a change in the way people organize themselves and the attitudes towards these types of self- organizations.

When talking about attitudes I ask Michael Nilsson if his attitude towards social media has changed over the years since he has worked with developing so many strategies and seen outcomes and results from these projects. He agrees that his critical way of viewing social media probably has increased over the years and continues;

> You realise that there are a lot of things you are not able to do. As well as many ideas that look good on paper, will not work in reality. On the other hand I'm ambivalent, in social media you don't need to play with big money compared to other campaigns, which allows people to afford taking risks. We can create a blog-concept out of the same amount of money we would spend on a full page ad. The difference is that you always gain more from creating a successful blog as it lasts over time, compared with an ad that is over the next morning.

Nilsson explains that he thinks the non-critical perspective has been present for too long when talking about social media. From his experience he thinks that the interest is often bigger than what there is reason to be and he concludes that the hype of social media has outperformed reality. On the other hand he thinks that the hype might be necessary to be prepared to gamble and continues;

> At Manifesto we have never fed the hype, we have never said “Oh, it can be this amazing!”, we have been focusing more on strategies and ways of thinking, and rather said “work like this and you will do good”. You should put up your goals to begin with and reflect upon if you're able to reach those goals and which platforms would be of interest in that case. If you only want to create a dialogue, maybe Facebook will be good for you, if you want to create interaction and involvement maybe you should start a blog instead. Most of the organizations and companies we meet don't ask themselves these types of questions. We have worked with lots of different projects where we have designed strategies and held workshops. When our work is done and we do a follow up to see what has been done, we realise that many companies and organizations haven't continued the work...

Nilsson explains that many companies and organizations often let go of their ambitions to work with social media. He says that this is either because they haven not dared or because they have suddenly realised how much energy is needed to proceed with this work. But on the other hand, Nilsson concludes, this insight has also made them come closer to the goal in one way, identifying the difficulties and realising that maybe social media will not give them anything extra. Then they have used their money in pre-studies instead of using them to repair damages that have already been done, which unfortunately often is the case.

5. Method

5.1 Introduction

Communication science is an area which is strongly influenced by different interpretative sciences like hermeneutics, phenomenology, semiotics etc. What these sciences all have in common is that they seek *meaning* that can be found in social events, in conversations, texts and other cultural terms (Ekström & Larsson 2010:15). The reality does not only consist of what is observable and measurable behaviours and object, it is also of importance to focus on meaningful behaviours and the results of these behaviours. Everything that expresses and symbolises something has got a meaning that we can understand and interpret if we have the access to the codes built by society and our culture (ibid). All communication is, according to Ekström & Larsson (2010), dependent on these types of codes.

Within the PR-field the audience/target group/public is usually analysed from an organizational perspective. This has lead to that few studies on the relationship, viewed from the public's viewpoint have been carried out (Larsson 2002:115). By complementing my study with a survey my ambition is that this will alert an issue of great importance, which in the long run hopefully will help Göteborgs Stad and the contact centre in their work with social media.

5.2 Methodological approach

I have chosen a combination of qualitative and quantitative method for my thesis. My aim is that the combination of two methodological approaches will give me a clear understanding of this area of research as well as answers to my research question. The combination of methods was also chosen to be able to provide a deep understanding and a wider perspective on this topic. The main focus will be on the qualitative data, and the quantitative results will function as a support to my analysis. I have chosen a descriptive aproach as it is the approach that fits my aim the best. The purpose of this thesis is to describe *how* Göteborgs Stad and the Contact Centre can work with social media the descriptive approach was the most appropriate to be able to answer my research question and fulfil my aim (Ekström&Larsson 2010:26).

5.3 Design of the study

My first step was to make a literature review, which was done by support of Gothenburg University's library database GUNDA. After I had reviewed the literature I chose an appropriate theoretical approach for this study.

As a complement to my literature review my contact person at Göteborgs Stad, Maria Soner, provided me with recommendations and material that she and her co-workers have used in their work to prepare themselves for the launch of this new organization. This material contained mostly internal reports, which provided me with good background information about this coming organization as well as Göteborgs Stad.

In this study Göteborgs Stad and the Contact Centre have not been an active part in my research and choices concerning research question, methodological choices and the scientific approach have been made by myself.

5.4 Data-collection

This study contains both primary and secondary data, as I have used literature, scientific journals, interviews and a survey to be able to answer my research question. As for the literature and scientific journals, which has functioned as my secondary data, I have chosen to work with both Swedish and international sources.

My primary data, the interviews and the survey, have been collected according to the same routine. The interviews were all done face-to-face and lasted between 40-65 minutes. Each interview was recorded and then transcribed. Later on in this study, when presenting my data (view chapter 7), these transcriptions have been used.

The respondents of the survey were collected through social media (Facebook and Twitter) in what could be considered as a snowball-selection (Ekström&Larsson 2010:26). The survey was active between 10/4-2012 until 26/4- 2012 available for anyone to answer and only available online.

5.5 Qualitative research interviews

The form of personal interviews can vary in many different ways - it can be structured like a survey where standardized questions are asked, but with the difference that the answers are open. The interviews can also be planned more like a conversation, where wide overt questions are asked. These questions have preferably been categorized and emanates from different themes. These types of interviews are called *conversation-interviews* (Ekström&Larsson 2010:55). Interviews with single individuals have been used in many social sciences and humanistic fields, particularly in studies with in the media- and communication field (ibid).

Interviews in these contexts try to keep a conversational structure, where the researcher is studying how a certain person - connected to the phenomenon and who works as a kind of representative – reacts and experiences something connected to the study (Ekström&Larsson 2010:56).

Asking questions is not all you need to do when conducting an interview. The ability to construct a conversation that will cover the aim of the study requires skills and a good technique for interviewing, the ability to sort large amount of text as well as the ability to be able to sort and find the most relevant facts from the material. As a researcher it is also of great importance to be flexible and prepared for new insights during the process of conducting a study. This means that you should not limit yourself with the notions you have had in the beginning of your research. One of the reasons to conduct a pre-study was to get some more inspiration “from the field” before continuing with the data-collection (ibid.).

To be able to gain knowledge about the context you are in, interview studies can be combined with data collection. The data can consist of documents and conversations with people who can provide you with information connected to the background and specific facts. It is important to separate interviews with informants who give factual- and background information with interviews held with a respondent who give their point of view and experience of a certain question (Ekström&Larsson 2010:57). This is something that a researcher has to be aware of when conducting interviews. However it is worth to highlight that the same person can functions as both an informant and respondent (ibid). The researchers Kvale and Brinkman (2009) conclude in their study about learning a few central aspects when describing the understanding connected to the qualitative research interview. The first concept for these types of interviews is the *situation of the interviewee.* The second notion is the *meaning,* where the aim of the conversation is to interpret the meaning in central themes of the interviewee's situation. When conducting an interview the aim is to obtain qualitative knowledge, this means that you as a researcher seek gradated narratives from the interviewee's situation. It is also important that you as an interviewer focus on a few defined themes.

5.6 Quantitative surveys

There has been a tradition of conducting surveys with in the media and communication field when researchers want to examine a certain group of people or internal communication. Lately, there has been a discussion on why quantitative methods, and surveys particularly, has become so popular. One answer to this question could be that figures stand strong in a culture characterized by rational behaviours. Another is that percentages implicate objectivity which is something that is of importance when doing research (Ekström& Larsson 2010:87).

But not only have surveys been celebrated lately, critics mean that this method leads towards results that are too measurable and quantitative. Social phenomena are according to these critics formed into shapes that match the surveying instruments (ibid).

In spite of the criticism, surveys are usually the best method for a researcher to be able to measure attitudes and behaviours among people. This method combines two elements; the ancient technique of gathering information from a group of people with a modern technique that allows random checks, which means that a small group of people will represent a large population (ibid).

5.7 Selection process

5.7.1 Qualitative study

In this study both informants and respondents have been interviewed. When selecting the group of people who will be the base for a data collection it is important that the people you have chosen are adapted for the purpose. In this case this means that all the informants and respondents are related to the area that I want to examine.

The criteria for selecting respondents in this study was to find organizations with a non-profit interest, preferably connected to the public sector. As for the informants the same limitations was not applied as there was a possibility of them providing this study with relevant knowledge, irrelevant if they are in the public sector.

After doing some research online and going through some literature I found texts written and books published by Michael Nilsson and decided that he would be a good candidate for my pre-study. I chose Malmö Stad because they work under similar conditions as Göteborgs Stad and therefore probably has faced similar challenges in their work with social media. Klas Andersson became my respondent as he is responsible for the press and media in the organization, and as such he was the person who was in charge in Malmö Stad's work with social media.

I decided to interview a respondent from the foreign ministry since they operate under similar legal aspects as Göteborgs Stad does. As they have used social media for some time I hoped their insights and knowledge would be able to help me to answer how Göteborgs Stad and the Contact Centre should work with social media. After I had contacted the foreign ministry they decided that Teo Zetterman would be the most appropriate candidate to answer my questions. I got in contact with my informant Lina Lindberg after contacting a few PR-bureaus that work with social campaigns. Lindberg was chosen as my contact person by the employees at Tactiq PR.

5.7.1.1 Malmö Stad

Malmö is the third largest city in Sweden with a population of 302 835 citizens[8]. The organization Malmö Stad is organized in the same way as Göteborgs Stad (see chapter 2.3) and has got approximately 20 000 employees. My respondent from Malmö Stad was Klas Andersson who is responsible for press and media contacts and he is responsible for Malmö Stad's work with social media.

8 www.malmo.se

5.7.1.2 Manifesto
Manifesto is a consulting branding bureau. They develop and work with brands both online and offline and are specialized in social media and place branding. Over the years they have published three books; “Social? Media?”, “Den Sociala Revolutionen” and “Logoboken”. Manifesto has built a team of nine people and has fourteen freelance members. Michael Nilsson, who has functioned as the editor of Manifesto's books, was my informant for my pre-study. Nilsson is originally a copywriter and one of the founders of Manifesto.

5.7.1.3 Tactiq PR
Is a PR-bureau based in Stockholm founded in 2003. Tactiq PR's specialty is branding through Word-of-Mouth methods with the aim to create brand loyalty which is often done through social media. Tactiq PR has got three employees and was founded by Suzanne Hugoson. My respondent at Tactiq PR was Lina Lindberg who works as a PR-assistent and Art director.

5.7.1.4 Foreign ministry of Sweden
The primary task of Utrikesdepartementet (The Foreign Ministry Of Sweden [9]) is to support the government with Sweden's foreign affairs and Sweden's relations with other countries. UD has approximately 100 embassies and consulates spread all over the world, which together compose the foreign administration. In total, the foreign administration has got about 2400 employees spread all over the organization. Out of these, approximately 700 work for UD in Stockholm. My respondent was Teo Zetterman and he works as a Deputy Director for social media, press and communication at UD in Stockholm

5.7.2 Quantitative study
When selecting the respondents for my survey I did not have any specific criteria, I decided to share the link on Facebook, and after that I did not have any control of who shared it and how it was spread. As I wanted to reach all types of respondents I did not make any limitation. Considering age, gender and other variables this was something that I did not have any control of when selecting, as I conducted according to a so-called *snowball-selection.* However the survey was in Swedish which could be seen as tool of limiting the respondents.

5.8 Design of the interview guide

An interview of this sort should emanate from the questions I have asked myself after I completed my literature review. The chosen theories were used as guidelines when composing the questions. It is therefore very important to be aware of the fact that the theories chosen can have an impact on the information you are given from your informants and respondents and in which direction your conversations are heading (see appendix).

Conversation interviews are usually constructed according to a few themes. Under each theme there should be a number of questions that will cover all you want to know about this area. The questions can be of both covert and overt character (Ekström&Larsson 2010:64). When constructing the interview it is important that you as an interviewer ask the questions in a structured order which means that you for example ask clear questions in the beginning to “get the respondent going”. This is something that Lindlof and Taylor (2002:194) call *grand-tour-questions.* When the conversation is 'up and running', *follow-up questions, probe questions, specified questions, direct questions* and *interpretative questions* can be asked. An established recommendation is to start of with questions connected to the background and to ask questions of more sensitive character later on. Concerning the sensitive questions there are different approaches – either you ask them straight forward or you

9 From now on I will refer to The Foreign Ministry of Sweden (Utrikesdepartementet) as UD

approach them slowly, by asking questions of less sensitive character related to the main question (Ekström&Larsson 2010:65).

Concerning language I tried to keep in mind to formulate the questions as simple and clear as possible and to define the questions as much as possible so that I only asked for one thing at a time. By keeping the questions simple and clear I hopefully reduced the risk of misunderstandings and vague answers (ibid.).

5.9 Design of the survey

My survey consisted of 26 questions, and out of these 18 were mandatory and the remaining 8 questions where so called follow-up-questions, which means that they were asked to measure a certain attitude related to a certain issue - for example motivating a point of view etc (see appendix).

Through my survey I tried to explore the respondents attitude towards public sectors presence in social media. To obtain this information I asked questions about how they use social media, how they would like the public sector to use social media, which services they would like to be provided through social media, as well as which social media platforms they find most interesting. Aspects related to time, trust and transparency were also brought up.

When conducting a survey there are three important questions to ask; *who, how* and *how to analyse?*

5.9.1 Who?

One of the challenges connected to choice of method when conducting a survey is to decide which group of people your survey concerns. Whom do I want to apply my generalizable knowledge onto? This might seem obvious but one common criticism that it has not been clearly defined which group is examined (Ekström&Larsson 2010:89). For this study the answer was citizens in Sweden in general, mixed age groups and genders as well as occupation.

Another problem concerns the relationship between the group you want to say something about (population) and the index (frame for selection) where they are available. The quality of the index you are using can vary concerning how well it embraces your population (ibid).

The question of how many one should ask is also of relevance. When conducting a web-based survey the question of cost is not a problem. Therefore the material can be distributed without any limits (Ekström&Larsson 2010:90).

When conducting a survey you always have to count on a number of respondents that will drop out. The external drop-out concerns the group of people who did not answer my survey. The internal drop-out on the other hand concerns the people who answered the survey, but who did not answer all of my questions (ibid.).

5.9.2 How?

How the questions are being asked, in what order and how they have been formulated can have an impact on how many people choose to answer your survey. By asking yourself *how* a few times before distributing your survey, this will hopefully result in that you minimize the risk of both internal- and external drop-out (Ekström&Larsson 2010:101).

When constructing a survey it is important to structure the questions in a planned order. One example could be that you have different themes in your survey with a few questions under each theme. (ibid).

The questions should be clear and easy to understand, these criteria concerns the design as well. It should be easy for the respondent to know in which order he or she should answer the questions.

The ideal for a survey is that all the respondents should understand it in the same way. To avoid the most serious mistakes you should always test your survey on a small group of people. It can also be a good idea as a researcher to step out of your role and try to answer to survey yourself (ibid).

In my survey I made sure that;

• I only asked one question at a time
• I did not assume that my respondents had previous knowledge in my area
• I only used formulations that I was sure everyone would understand
• I tried to avoid sensitive questions
• I avoided leading questions

5.9.3 How to analyse?

As I used a web-based survey I decided to use an automatic computerized program to analyse my data. I decided to do this because of the time perspective, as I wanted more time to analyse and discuss the data than actually programming it. I chose to work with Google Docs and decided to present my data in percentages.

5.10 Analysis of the method

5.10.1 Qualitative study

When I conducted my interviews I decided to record them and transcribe the interviews word-for -word. This transcription was done the same or the next day after the interview was done. In this transcription though, I decided to remove discourse particles like for example ”Ehhhh”, as I did not find them relevant for my analysis. When I was done with my transcriptions I decided that I would only translate the parts I wanted to use in my thesis.

I conducted semi-structured interviews with my respondents which meant that we did not always stick to the interview guide I described in chapter 5.8.

5.10.2 Quantitative study

As I have mentioned above, I decided to use a web-based service that automatically summarized the results from the survey in charts and presented them in percentages. As for the presentation of the data I decided to present them in percentages and illustrate this with charts and pie diagrams. Before I shared the link to my survey I tested it a few times myself as well as I let a few friends and family members test it. My aim was that this would help me to clarify and correct eventual problems.

5.10.3 Non-response error

I didn't have any drop-out in my study. All the informants and respondents that I contacted for the interviews participated, as for the survey I made sure all questions except for the follow-up-questions were mandatory. This solution meant that the respondents could not submit their answers if all the mandatory questions had not been answered.

5.10.4 Sources of error

When conducting interviews it is important that you as a researcher consider a so-called *interviewer effect* can occur. The concept of interviewer effect means that the researcher affects the respondent in a certain direction, which will lead to that the respondent answers in a certain way (Bryman:1997). This can for example be done by giving a certain feedback or asking leading questions.

During my interviews I tried to keep this aspect in mind and were aware of what type of feedback I gave. However this is an aspect which is very difficult to control as feedback is not only transmitted verbally but also through body language and mimics as well (ibid.).

As for my survey the respondents could choose alternatives from a list from those questions where only one alternative could be chosen, and then I used check-boxes for the questions which allowed multiple alternatives, and text-boxes for those questions which allowed the respondents to answer with their own words. By designing the survey in this way my aim was to avoid technological misunderstandings, but it could also have a negative effect as it might have resulted in confusion for the respondent.

5.10.5 Limitations

I am aware of the fact that the way the respondents for the survey were selected can be criticized. The fact that I did not have any control over who my respondents were and how the link was spread, can be criticized. However, as this thesis is about social media and I wanted to find out how social media users perceive the public sector's presence I found this to be the most effective way. Spreading the link online enabled me to reach people outside my immediate circle and also hopefully gave me a more diverse group of respondents. Concerning the time limit an online survey was also the best alternative. However, the fact that people who are not active in social media are not included in this study is a weakness that I am aware of.

Another issue that could be criticized concerns technological 'noise'. When I did the qualitative interviews each interview was recorded. As a researcher you have to be aware of the fact that recording instruments could have an effect on the respondent/informants behaviour. The alternative would have been to take notes during the interviews but I would then have to compromise the quality of my material as well as my own attention during the interviews. Furthermore, the fact that my empirical data has been translated from Swedish into English could also be seen as somewhat problematic from a researchers perspective.

When I contacted the respondents and informants I provided them with the same type of information (the aim with my thesis and that I wanted to know more about their view on social media and social media use). During the interviews though, I realised that some of my respondents/informants were more prepared than others, which meant that I did not receive the same amount of information in all the interviews. Nevertheless, this was nothing I could prepare for in advance, but I have carried this insight with me while working with my thesis.

5.11 Generalizability

All scientific research aims to claim some sort of generalizability. The concept of generalizability means that the results from one study should be able to apply on more general terms. This means that science is only interested in a certain case if it provides knowledge that can be applied on a more general context (Ekström&Larsson 2010:18). This is the main difference between a scientific thesis and a report. In a report the task can be to provide solutions on a problem that a specific organization is facing or like in my case to provide an organization with a base when developing a new operation (ibid.). In contrast, with in the scientific field single organizations are being studied with the aim of learning something that can be applied on organizations in general. A scientific approach requires the researcher to be careful when generalizing (ibid.).

5.12 Validity

The aspect of validity in research concerns whether you as a researcher has examined with you intended to examine. A basic objective is to reach a high level of validity to clarify the issue of the research as well as defining one or a few research questions. In addition, it is also important to succeed in answering those questions (Wahlén 1996:65).

A potential problem related to validity in this report concerns the respondents in my interviews and surveys. If they did not provide me with accurate information the validity of my research will not be high. However, as the topic of my research is not of any sensitive character I hope this problem will not be an issue in this research. Another problem concerning validity is if the respondents do not have enough knowledge about the topic. This has though been avoided as I have chosen respondents responsible for communication and information at respective organization. As for the respondents connected to my survey, they were all contacted through social media, which resulted in that I could conclude that they were all active social media users. However, the degree of their knowledge in this area I could not measure, which could be considered as an issue of validity.

When it came to my interviews I was very strict with controlling my own response and feedback to what my respondents said. As a researcher it is very easy to affect your respondent by giving a certain feedback. My objective was to be as neutral as possible to make sure I would not steer my respondents in a certain direction.

5.13 Reliability

When talking about reliability you mean the authenticity of the research method (Wahlén 1996:66). It is important to keep in mind that another researcher should be able to repeat the study with the same method and reach the same results. This aspect is of more relevance in quantitative research compared to qualitative, which implies that this is something connected to the survey I have conducted in this study (ibid.). To be able to fulfil this requirement I have described my method in detail and made sure to record my interviews and transcribe them. I have also attached all the questions asked in the survey and the interview guides, all this information can be found in the appendix.

6. Theoretical Framework

6.1 Symmetrical and asymmetrical communication

The researchers James Grunig and Todd Hunt have (1984) established four different communication models related to PR. These are; *the publicity model, the information model, the asymmetrical two-way model* and *the symmetrical two-way model.* The first two models are based on one-way communication, and the primary aim with the communication is to convince the receiver. The other two models focus in on a two-way communication but are structured in different ways.

The aim with the asymmetrical two-way model is that the communication runs in both directions, from sender to receiver and vice versa. Organizations that utilize this model operate in a similar way as the publicity-model where the aim is to convince the receiver, but it is done in a more scientific way (ibid). The effects of this type of communication is mostly in favour to the sender (the organization or company) (ibid.).

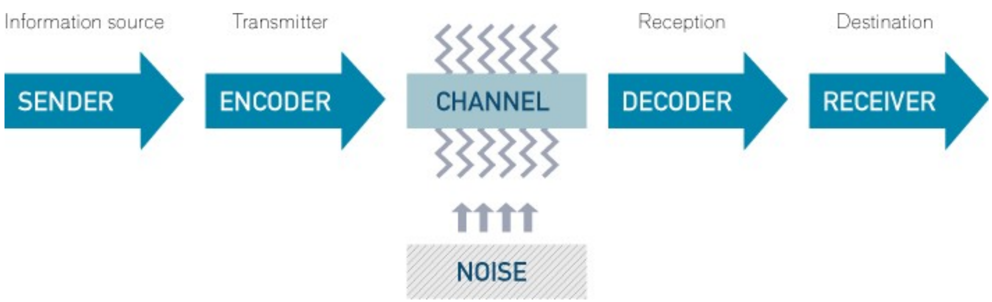
Feedback is a central aspect of *two-way communication* and allows the organization to receive response from the public, which will work in favour of the organization's work with communication (Larsson 2002:108).

The symmetrical two-way model on the other hand focuses on an equal and ethical communication. This model strives towards an equal understanding and this is preferably done through dialogue. In this model the PR-activity constitute a link between the organization and its public. In this relation both the sender and receiver holds the power affect each other. This means that the power-relation in symmetrical communication is balanced. Usually, the symmetrical two-way model is perceived as an ideal and is a normative theory. Usually, an organization shifts from different communication models when communicating with its public, depending on what the content of the communication is (ibid.).

6.2 Communication and Social Media

Shannon & Weaver has provided the field of communication with a classical communication model. In this model communication is seen as something linear and where the participants has got clear roles - briefly this model can be explained as a transmission of a message from a sender to a receiver. During the transmission 'noise' can appear, which will disturb the message, this can lead to the message not being the same when it reaching the receiver as when it left the sender (Fiske:2004).

As the model illustrates the message is sent in a linear way, which does not enable feedback. As for Göteborgs Stad they want to enable communication through many different channels, which means that they have to consider possible noise in each channel (ibid.).



6.2.1 *Shannon & Weaver's communication model (Fiske 2004:38)*

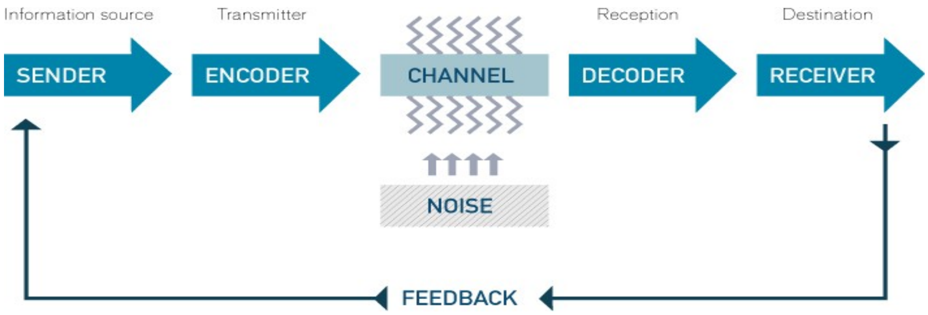
In Shannon & Weaver's model they have identified three problematic areas - these are (ibid.):

Level 1 *(technical problems)*
• How precise can the communication symbols be transferred?

Level 2 *(problems connected to meaning)*
• How precise does the transmitted symbols express the meaning?

Level 3 *(problems connected to affection)*
• How effectively does the received message affect the behaviour?

The 6.2.1 model would not be able to apply on the aim Göteborgs Stad has got with implementing social media into their contact centre. If one dimension is added though, this model works for communication with an aim to be interactive as well.



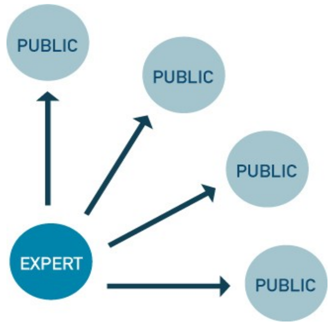
***6.2.2** Shannon & Weaver's extended communication model (Fiske 2004:38)*

To be able to conduct successful communication this aspect is very important not only for organizational communication – this notion can be applied onto interpersonal communication as well. By receiving feedback, the sender will be able to modify and change the message in future communication, which is the main function of feedback (Miller 2009:65).

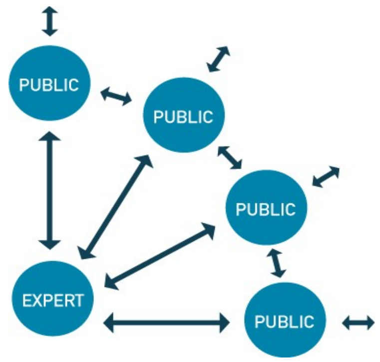
The researcher Jostein Gripsrud (2002) concludes in his book "Mediekultur och mediesamhälle" that the digitalization of the media has meant a lot more than just increased technological quality. The interactivity between sender and receiver has also enabled new possibilities of *feedback* for the public. Social media, according to Gripsrud, is the new platform in which you can send out your own message as well as collecting others' opinions and ideas (2002:364).

As mentioned earlier, one presupposition for being a social media puts focus on the interactive aspect where the creation of user generated information is possible (Kaplan&Haenlein 2010:61). Clay Shirky discusses in his book "Here comes everybody" (2008) the shift of communication that social media has enabled. Before, communication media was between one sender and one recipient and broadcast media was between one sender and many recipients. What we did not have until recently was a communication pattern of many-to-many, where communication tools has enabled group conversations (2008:87).

This shift means that communication has changed from being something where communication is conducted from one to many to something where you communicate many-to-many. To have this aspect in mind is something that is crucial for an organization that is in the leap to become active in social media (ibid.).



6.2.3 *Shirky's One-to-many model (Myrendal:2011)*



6.2.4 *Shirky's many-to-manymodel (Myrendal:2011)*

One of Shirky's (2008) main points, which can be found in the title of the book, is the power of organizing with out organizations. Shirky means that it is too expensive to control, steer and co-ordinate a large group of people and that the focus should be more on self-organization. This, he claims, can be done through platforms. Organizations should therefore according to Shirky provide users with platforms for self-organization where information exchange, cooperation and participation can take place.

6.3 Göteborgs Stad and Social media

Within the public sector the focus on communication has increased over the years, this means that the number of people working with information, communication and marketing is steadily going up (Dahlqvist&Melin 2010:43). Traditionally the view on communication with in the public sector has been somewhat introvert and the focus has been on the obligation to inform. This is a viewpoint that now is starting to change (ibid.).

The municipality of Gothenburg and the county council are now facing some challenges as they have to adapt to the way citizens are communicating. As well as there are possibilities, there are also challenges. In a study where 133 countries were compared Sweden was rated among the highest concerning usage of Internet [10]. As mentioned earlier, 97% of the Swedish people had in 2010 access to internet in their homes. Concerning social media, about 3,5 million Swedes are active users (Findahl:2010; IT-verktyg i demokratins tjänst – Del 1 *Utmaningar).*

The internet use in Sweden has increased steadily since 1994 when the usage became more and more common among private persons. To begin with the users increased quite dramatically and during the years of 1998 and -99 one million new users resided each year. Today the development is not as dramatic. One change that has been spotted lately is the increased daily use of internet, today 62% of the Swedish internet users are active on the internet every day (Findahl:2010).

10 The Global Information Technology Report 2009–2010, ICT for Sustainability

6.4 “When we change the way we communicate, we change society”

Clay Shirky (2008:17)

One of the great advantages that social media has brought to organizations is connected to costs. Using social media to communicate is cheap, and it provides easy access to the public – something that has not existed in the same extent before. Shown from previous research, Göteborgs Stad now knows that the expectation on feedback has changed a lot as the usage of social media has grown (Blennius:2010). Citizens expect answers and comments in a higher extent than just a few years ago, and the notion of intimacy has increased, as there is now a possibility of direct communication with the municipality or specific politicians. Erik Qualman states (2009) that interactive conversations are much more effective when it comes to engaging the voting audience. Municipalities and politician invest enormous amounts in advertisements, whose effects seldom are measured. Social media has now brought the possibility of engaging citizens in conversations and minimizing the gap between the authorities and citizens. The following example is stated by Lance Muller, a social media user in Georgia in the United States (Socialnomics:2009);

> I've been an Obama friend since his speech at the 2004 democratic convention. In social media, he actually virtually “pokes” med and sends memos and stuff. I don't know if it is really him but it makes you feel more in touch with the process. His team is smart in utilizing social networks to reach people like me so that I feel connected personally.

The landscape that social media now enables connects citizens and authorities/politicians in a way that has not been possible before in more traditional media channels (Blennius:2010).

Göteborgs Stad has in their preparations for their presence in social media listed a number of external possibilities that they have identified - these are (Blennius:2010);

- The possibility of creating a dialogue, understanding and participation in decision making processes
- Promote organizations and project that are exposed to competition
- Attract and recruit staff
- Increase service that will lead to less incoming telephone calls
- Create goodwill for single organizations and Göteborgs Stad

As well, they have listed a few internal possibilities when implementing social media - these are;

- The possibility of being able to network with different target groups
- Exchange of experience with others within the same field of expertise or other organizations

One major consequence that comes along with social media is that the content is produced by the users. This new order puts more pressure on organizations to control the content published on social media platforms. What differentiates an authority from a citizen when it comes to social media usage is that an authority also carries the responsibility of what their visitors publish on their site. This means that Göteborgs Stad is responsible for all the information on their Facebook page, even if it is a citizen who has published something of sensitive character. These conditions raise a few questions that are relevant to highlight when Göteborgs Stad is planning their presence in social media, a few of them are (Blennius:2010);

- The information security becomes more vulnerable.
- Information of sensitive or secret character as well as information that can violate integrity can easily be published.
- Offensive information, harassments and threats can be spread easily and can lead to serious consequences.

- The credibility and trustworthiness of the organization can be damaged as it is harder for the sender (Göteborgs Stad) to be trusted.
- The credibility of the sender is not always controlled - and as Göteborgs Stad has already experienced - it is fully possible for a private individual to create a Facebook-group called Göteborgs Stad.
- The organizations trustworthiness can also be damaged by what is written as the users are as well active in creating the content.
- This media demands resources, both concerning knowledgeable staff as well as time. This can though be hard to plan for in an initial period.
- It can be hard to draw the line between private and professional, to know when you're in your private role and when you're in your professional role.

The researcher Mathias Klang states that an important problem with the public sector's presence in social media concerns the culture chock that arises when authorities try to communicate (Nilsson 2011:49). He argues that the communicative patterns within authorities compared to how it is structured within social media, is so different that it - according to Klang - becomes problematic. Klang continues with illustrating the problematic relations between authorities and social media by claiming that citizens *converse* with each other, but *communicate* with the state. The aim with social media is conversation, which lies in contrast to authorities communication that seldom is an equal dialogue (ibid).

Another problematic issue concerns who the sender is in social media. When a private person connects to a social media platform, this person does it either with their real name (like it is done on Facebook) or with a nickname (like it is often done on twitter) (ibid.). When an organization or an authority signs up on a social media platform, it is impossible for the online-friends or followers to know with *whom* within the organization they are communicating with. This in a way challenges the key characteristics of social media as a platform for informal conversations (Nilsson 2011:51). The characteristics of the conversations will be influenced by the fact that one of the participants does not know with whom they are conversing with. Therefore it is of great importance for an authority to decide who in the organization should be responsible for the communication.

One of the revolutionary key lines with social media was the bridging relationships that comes along with informality and conversations. By raising the question of who the sender is *before* entering social media, organizations will vitalize their presence and approach the original idea of what social media is about (ibid).

Klang continues his criticism by saying that social media is a conversation, whereas the state is an institution. He means that every attempt to converse with the state is doomed to be a failure. He bases this statement on the fact that individuals want to converse with other individuals and he asks himself how it is possible for the state and other organizations to come by this hindrance? According to Klang every attempt from the state or other organizations where they are trying to put the hierarchical order aside and make it look like they are conducting relaxed conversations is bound to be a failure (Nilsson 2011:55).

6.5 What is PR?

The concept of PR is one of the most debated definitions in the PR-area. This might seem strange as PR stands for Public Relations, two words that separately are easily understood. Within the democratic field of research the concept of 'public' has always meant *reasoning general public* or *publicity.* But when connected to the concept of PR, 'public' is also equated with target group (Larsson 2002:107), which could imply that the concept of PR stands for “relations with the target group”.

According to Blumer's discussion concerning the concept of 'public' it can be defined as a group of individuals who (Grunig&Hunt:1984);

- Are dealing with a matter of dispute
- Are aware of the existing problem, but they have got conflicting opinions on how one should relate to this problem
- And therefore are engaged in a conversation concerning this issue

An initial *conflict* combined with a *dialogue* concerning *a specific issue* are, according to Blumer, the driving forces behind the origin of a public. Public, according to this definition, cannot be seen as anything else but *a reasoning general public* (ibid.).

Initially PR was mostly about creating publicity. The view on the relationship between organizations and the public could be compared with the relationship between a teacher and a student, where the publicity existed to educate the public (Larsson 2002:108). However, this has been reformulated to something where equal understanding and long-term relationship building stands in focus. This means that the view on communication with in the PR-field therefore also has changed. The symmetrical communication is when the participants practice a balanced and equalistic communication (ibid). This can in other words be described as a dialogue. The dialogue is something central and of great importance when an organization is building a relationship with their public, as well as it is a presupposition for the public to be able to communicate with the organization (ibid).

In the public sector the relation to PR compared to the relation within the private sector is contrasting. In the private sector, the focus on *effectivity* is obvious which lies in strong contrast to the public sector where *legitimacy* is one of the primary aims of the communication (Larsson 2002:137).

Habermas (1984) has in his classical publication *Borgerlig Offentlighet* addressed strong criticism towards the concept of PR. He claims that the PR-activity is nothing but different senders who tries to hide their real business related agenda by pretending to care for the publics well being. Jonas Jonsson (Larsson 2002:135) on the other hand does not agree with this criticism, even though he admits PR in some extent is about the function of publicity. Jonsson (ibid.) states that PR is mostly about systematically using different communication techniques to reach social, relational, commercial and political adaptation, influence or control. As well, Jonsson defines it as maintaining internal and external relations and building long-term relationships where concepts like trust and credibility stands in focus.

6.5.1 Crowd, audience and target group

There are many different ways of defining a public and the traits that follow. When planning a strategy for social media use the definition of how the public is viewed is of importance. This can in a way unveil and define the purpose of the communication.

Crowd is one way of seeing an anonymous group of people. The notion 'crowd' brings the associations of a heterogeneous group of people with little collaborations. In addition, it is usually spread over a large geographical area and has no ability to organize itself (Larsson 2002:110). The crowd sticks together by a common interest, which should not be confused with a shared feeling or standpoint (ibid.). Their interest is focused on the same issue, for example the crowd that followed the development of the earthquake in Japan last year.

Audience is another definition and way of seeing a public. This audience is the media-audience and is therefore a group that consumes radio, TV, newspapers as well as internet. The message of mass communication is usually directed towards this type of public - the audience. This group of people is more fragmentized and consists of many small groups that are niched towards specific areas of expertise and lifestyles (Larsson 2002:111).

A third group is the *target group.* A target group is often confused with the notion of public. To make this clearer, one could say that a target group is a group of people who are exposed to others acts and power. This lies in contrast to a 'public' that are awarded with their own power and ability to act. A target group are defined as a group of individuals whose emotions, knowledge, attitudes or behaviours companies and organizations want to influence through strategic communication (ibid.).

The researcher Jesper Falkheimer brings the concept of *community* to the table in the discussion of how one should see the public (ibid.). By replacing target group with community one would change the view on communication, he states. This means that when viewing the people as a target group, the communication automatically becomes a one-way mass communication, which clearly lies in conflict with the whole idea of social media as an interactive media (Nilsson 2010:23).

6.5.2 Strategic versus dialogic perspectives

According to Vasquez and Taylor (2001) there are two fields of research with in PR today that concerns the public. One direction concerns the reactive way of seeing the public, which also could be defined as ”the public as an object”. The second direction is the proactive way of seeing a public where the public is seen as a subject. Larsson (2002:115) defines these two directions as strategic and dialogic.

To explain the first viewpoint *the public is viewed as a reaction to the situation.* This can be exemplified like this; a group of people is formed and within this group a question is raised that results in a certain reaction. According to this viewpoint the public lack their own power of action and is viewed by the organization as consumers of a message (could be compared with the notion of target group). In this sense, the public is an object which the organization acts towards with (ibid.).

The second direction, the dialogic, describes the public as active, equal members of a dialogue. The public has their own ability to raise important questions and is an active force within the society. In this respect the public becomes an independent subject and is an active part of creating and shaping their own identity. The public also defines and formulates strategies and goals wherein communication plays an important role (ibid).

6.6 Branding

An organization's trademark can be viewed as a company’s biggest asset. The researcher Kotler (et al:2005) describes branding as ”everything that the product or service means to consumers”.

How a customer, or in this case a citizen, perceives the brand of Göteborgs Stad is based on the relation the citizen has got with the organization. Everything the organization does affects the brand of Göteborgs Stad (Carlén 2002:11). This means that if the presence of Göteborgs Stad online does not correlate with core values of the organization it can have shattering consequences. As for Göteborgs Stad the work has to begin with by making sure that the brand is firmly established among

The most important difference between these two directions is that the dialogical emanates from a symmetrical communication model, whereas the strategic direction is built on an asymmetrical base (ibid). the employees who are the ones communicating Göteborgs Stad's brand in different areas (ibid.). Lois (2005:171) highlights that it is important to remember that a brand is what the customers think it is, not necessarily what the company or organization says it is.

Traditionally branding and marketing have been closely linked to profit-interests, which have aggravated the view on public sector's work with these concepts. Dibb (et. al:1994) provides the field with a definition where 'profit' is not presence;

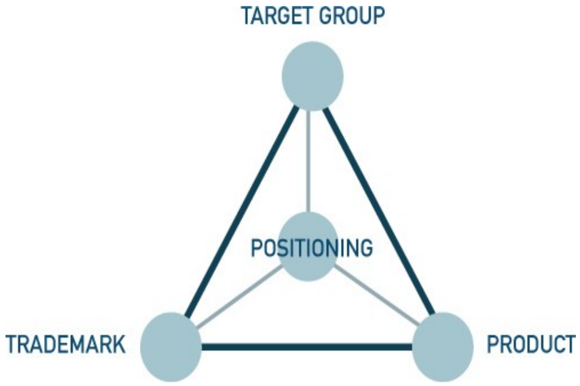
> Marketing consists of individual and organizational activities that facilitate and expedite satisfying exchange relationships in a dynamic environment through the creation, distribution, promotion, and pricing of goods, services and ideas.

The central and most important aspect of branding is that it will function as the *identity* for an organization. Within the public sector names, acronyms and logotypes are usually the most common characteristics for the identity (Dahlqvist&Melin 2010:104). The identity mediated by the organization usually brings up a number of associations. These associations usually go under the name of 'branding image'. Therefore, from an organizations point of view there should be an ambition to create a compliance between *identity* and *image.* This means that the organization will be perceived in the way it aims to be perceived.

For an organization to create a strong and successful brand it is not only necessary to be familiar with the tools required for this activity but also to know *how* (channels, tonality etc.) they should be used and *in which order* (timing). The ambition among organizations within the public sector should be a creation of a strong brand that is *visible, clear* and *interesting.* To succeed with this the organization needs to deliver the core-values in every interaction with the public (ibid.). To be able to reach this outcome one final aspect is of great importance; integrating the internal- and external communication. By doing this, the communication will be coordinated and the organization will be able to mediate a uniform image of the identity of the organization.

6.6.1 The branding pyramid

The branding-pyramid is from the beginning a communication model that proceeds from the holder's perspective. This model explains the presuppositions to be able to establish a product on the market by presenting the keystones and analysing their relations. This model can be described with three basic concepts; *product, brand* and *position.*



6.6.1.1*The branding pyramid (Melin 1999:76)*

The positioning of the product is done to create an effective strategic communication which will create additional value to the consumers (Melin 1999:76). The additional value has to be relevant and attractive for the target group to accept it. The goal with the communication is to create an interest for the product among the consumers, as well as loyalty and knowledge about the brand (ibid.).

The process of brand loyalty can be divided into three steps. Initially you have to create an interest for the product among the consumers. This can be followed up with attempts to strengthen the relationship between the product and the brand, which is usually done through advertising. After a while the consumer will associate directly when seeing the brand, which will strengthen the relationship between the brand and the consumers in the target group. Through this process knowledge about the brand is created, which is an important part when building brand loyalty (ibid).

6.6.2 Core values

Core value is a central concepts connected to the creation of a brand. It focuses on the values which constitute the primary strength of the product. It is therefore important to identify the unique values who will make up the foundation of the future positioning and strategic communication connected to the brand. The holder of the brand will be able to use the identity of the brand to distinguish factors that will create a long-term and persevering differentiation benefit, which constitute a core value of a brand. To be aware of a core value enables a more free way of expressing oneself as it is superior to the visible identity. The core-identity defines what has to stay permanent in a brand (Kapferer 1995:145).

6.7 P.R 2.0 – communicating *with* not *to*

> *Conversations are feeding communities, and communities are markets for relationships. In PR, relationships are the currency required to prosper. For these relations to increase in value over time, they must be cultivated from both sides.* (Solis&Breakenridge 2010:80)

Internet and social media have helped the change of PR-communication to become something more interactive and symmetrical. What the PR-field has faced lately is a new paradigm, which has been named *PR 2.0.* What characterizes this new paradigm is that PR has shifted from being solely something where publicity is used to affect people to more focus on interaction and dialogues. This new paradigm has also meant that the focus has moved from a mass medial way of thinking to a more participative and interactive dialogue in different networks (Solis&Breakenridge:2010). There is also an ambition to leave the classic sender-and-receiver perspective behind and use a more informal way of communicating where all participants are equals.

What Solis and Breakenridge (2010:79) are trying to explain with this new paradigm is that PR 2.0 is a return to basics – placing the *public* back in Public Relations. This is an essential part of this new way of conducting PR- to always have people in focus in the activities. If you do not, the authors claim that conversations will take place without you. And if you do it in the wrong way you might face a very public and salient backlash against you and the brand you are representing.

Solis and Breakenridge (2010) state that participation has become the new marketing. This means that social media now is an essential part of PR 2.0. The authors underline that “the social web is empowering a new class of authoritative voices that no longer can be ignored”. This has lead to that UGC (User Generated Content) has changed the media landscape and has now placed a lot of the power in the consumers' hands, instead of the producers (ibid). The new conditions also allow peer-to-peer sharing, which means media producers lose control of how their content/messages/information is being spread. As well as there are risks with this new way of information flow, Solis & Breakenridge have identified the possibility of reaching the so-called “magic middle”, which is the group of people who communicate with their peers through social media channels.

According to Solis and Breakenridge (2010) it is important for organizations and businesses to be active with their communication in social media and be able to listen and converse and not only send out information and messages. In this way the public will be engaged, which in the long run can be of great importance when an organization wants to evaluate and develop their communication (ibid.).

6.8 Integrated communication

When planning the structure of the external communication it is of great importance to consider the impact the internal structure has on the external outcomes. By creating a successful internal communication an organization will enable co-workers to feel involved and engaged in the work connected to the organization. The situation of the employees will function as a presupposition or at least a guideline for the outcome of the external communication (Falkheimer 2001:97). However, it is important to remember that successful communication is not only about producing and distributing information – it is also about listening and taking notice about what is going on in the surroundings. This aspect entails collecting information from the world outside in a systematic way that will benefit and keep the organization updated (ibid.)

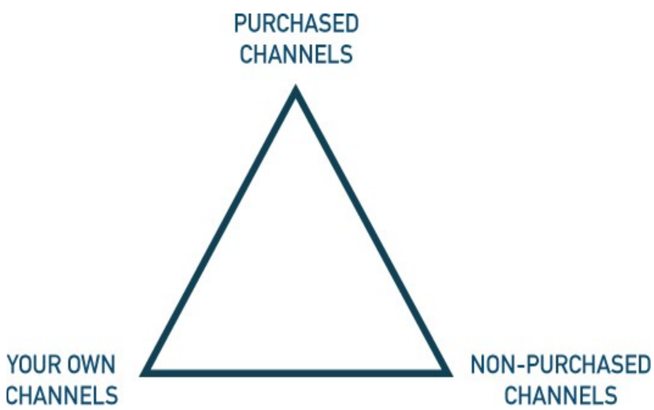
One way of conducting a successful communication both internally and externally is to make sure that your communication is *integrated.* The concept of integrated communication means that you “send out the same message in all channels at the same time” (Lesley 2004:19). What this means in reality is that the message that an organization sends out to the public should be the same no matter what channel is being used.

When an organization is planning to implement integrated communication there are four dimensions of communication that are important to keep in mind (Lesley 2004:22);

- The message: what you want to mediate
- The channels: where your messages is mediated
- Influence: how your message fits in
- Time: when the message is mediated

Concerning the integration of the message it should consist of a main message which could be described as the core of what you want to mediate. This message should also be able to be divided into several sub-messages that bring up different aspects of the main message (ibid.).

To integrate the channels and to make sure that they all mediate the same message is not always easy to practise. The channels that should be integrated can be divided into three different groups; *purchased channel, non-purchased channel* and *your own channels.*



6.8.1 *Lesley's model of integrated communication (Lesley 2004:22)*

The purchased channels are of course more expensive, but on the other hand very easy to work with compared to non-purchased channels. On the other hand, non-purchased channels are cheaper and often more credible from the receivers point of view. Lesley (2004) finds that the channels belonging to the organization often is used in a very limited way. This is a source whose potential many organizations unfortunately have not realised. This channel is often free of charge and is usually very credible among the receivers.

The internal channels are something that often is neglected when organizations are planning for their external communication. This is usually because most organizations does not realize the importance of having the messages firmly established with in the organization before they are actively communicating them externally (Lesley:2004)

Integrating the influence is about understanding which channels the audience you want affect uses. To get this information it can be a good idea to start with an inventory of your previous communication and an inventory of your website to find out the patterns of your audience. This means that if the situation in social media for example would be that there was a very small amount of people over 25 years old active in social media, messages addressed to senior citizens could be removed. This is however not the case (See chapter 2.7) in Sweden today.

The fourth element of integrated communication is time. The time perspective is about creating a logical cohesive picture. This means that an organization should provide the information internally as the first step, and then move on to the web, PR-campaigns etc (ibid.). This means that when the audience that you are trying to influence reacts to your message (ibid.), all parts of the organization will know what is going on and will hopefully be able to provide services acquired, which will lead to that the communication of the organization is experienced as credible.

6.9 Word of Mouth

As PR 2.0 is about creating and building strong relations and enable dialogues, it is strategically a good idea to build relations to individuals who can function as your *ambassadors.* If an organization succeeds in building strong relations with these ambassadors they will talk about you in their relations and networks and the information about your organization will spread in many different directions. This process can be described as *word-of-mouth*, which is about giving people a reason to talk about your products and services, and making it easier for these conversations to take place (Lois 2005:149). To be able to gain any profit from this process the organizations must accept that there is no possibility of controlling what is said about them, not even when it comes to the so-called ambassador (ibid.).

Lois (2005:14) has identified three trends which have influenced traditional marketing and communication. These trends have, according to Lois, ascribed conversations more power within the marketing field because; 1. Less consumers trust in companies, 2. Technology is becoming more mobile and 3. The struggle to make sense out of so many choices and so much available information.

Lately, as the access to internet has increased a new way of WOM-communication has seen the light; eWOM – which refers to *electronic word of mouth.* This is defined by Hennig-Thurau (et. al:2004) as ”any positive or negative statement made by potential, actual or former customers about a product, service or company, which is made available to a multitude of people and institutions via the internet”.

Along with eWOM, three main benefits related to marketing has been identified (Bickart&Schindler:2001). First of all, information presented on for example internet forums will have greater *credibility,* compared to marketer-generated information. This is mainly because the information is spread between peers and the sources are therefore perceived as unbiased. Second, information spread and exchanged in online-forums may be of more *relevance* to consumers as research has found that the perception of the source as similar to the receiver can result in an increased persuasive influence. And third, online forums have a greater ability to develop *empathy* among readers. Within internet forums, personal stories and experiences can be shared, therefore members in these forums can help and educate each other. This can stand in contrast to online marketing where these types of personal stories cannot be shared (ibid.).

6.10 Media Richness Model

The media richness model was developed by Richard Daft and Robert Lengel as a support for understanding the choices organizational members make about communication media use (Miller 2009:242). The aim with this model was to find out how managers chose one communication medium before another. To explain this choice that managers are confronted with, Daft & Lengel suggested that organizational communication tasks vary in their level of *ambiguity.* By ambiguity they refer to the existence of conflicting and multiple interpretations of an issue.

Daft & Lengel also argue that communication channels available to organizational managers also differ in their capability to convey information. The have used four criteria to distinguish the information carrying capacity of media: 1. The availability of instant feedback, 2. The use of multiple cues, 3. The use of natural language, and 4. The personal focus on the medium (ibid).

	UNAMBIGUOUS TASK	AMBIGUOUS TASK
RICH MEDIA	Communication failure Data glut. Rich media used for routines tasks. Excess cues cause confusion and surplus meaning.	Effective communication Communication success because rich media match ambiguous tasks.
LEAN MEDIA	Effective communication. Communication success because media low in richness match routine messages.	Communication failure Data starvation. Lean media used for ambiguous messages. Too few cues to capture message complexity.

6.10.1 *Daft & Lengel's Media Richness Model (Miller 2009:242)*

Communication channels that have all or many of these characteristics (for example face-to-face communication) are called *rich* media. In contrast, the communication channels with non or few of these characteristics are called *lean* media. Using the media richness theory would then be based on a combination of the notion of task ambiguity with the notion of media richness, the media that matches the ambiguity of the message would then be appropriate to choose. When dealing with highly ambiguous tasks, managers should choose to use a rich communication medium (for example face-to-face interaction), compared to when they are dealing with a communication message with low ambiguity where it is more suitable to choose a lean communication medium. Daft & Lengel propose that the communication will become more effective if the managers adapt the messages according to the level of ambiguity (ibid).

6.11 Summary of theory

In this theory chapter I have used many different perspective that I will analyse my data according to. The symmetrical and asymmetrical perspective on communication aims to describe the different patterns of communication which can be related to how the communication in social media is carried out.

The aim with presenting the different communication models in chapter 6.2 was to illustrate the change and development social media has enabled concerning patterns of communication. By describing the dramatic development of internet use and the new conditions of communication in chapter 6.3 I hope to provide an overview of the conditions Göteborgs Stad are working under.

Advantages and criticism towards social media is brought up in chapter 6.4 this provide useful perspectives for the analysis. The PR-perspective, the views on the people the organization is communicating with as well as the two different dialogic perspectives facilitates understanding and analysis of how the communication can be carried out.

The branding perspectives described in chapter 6.6 is presented to be able to illustrate the outcomes communication through social media can have on the organization. Also the developed view on PR is brought up in chapter 6.7 to illustrate how the aim of PR has changed from communicating *to* the public into communicating *with* the public. This is similar to the characteristics of social media.

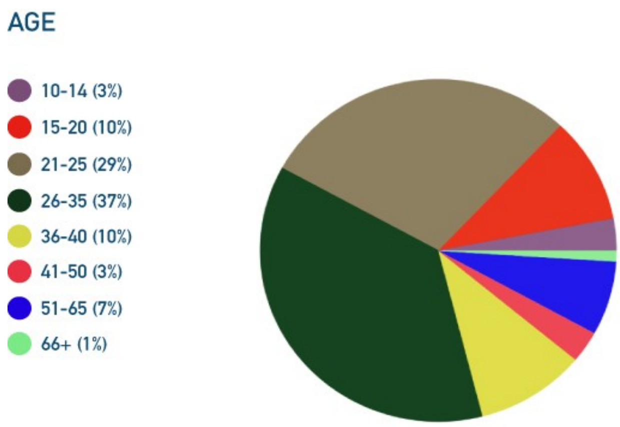
The concept of integrated communication is presented as a solution for Göteborgs Stad to make their communication as effective and successful as possible as well as it is also a way to structure communication when you are using many different channels.

Word of Mouth is presented as an advantage of social media if the possibility of interaction is practiced. Finally, the Media Richness Model is presented as a possible tool for analysing what message should be sent through which channel.

7. Results

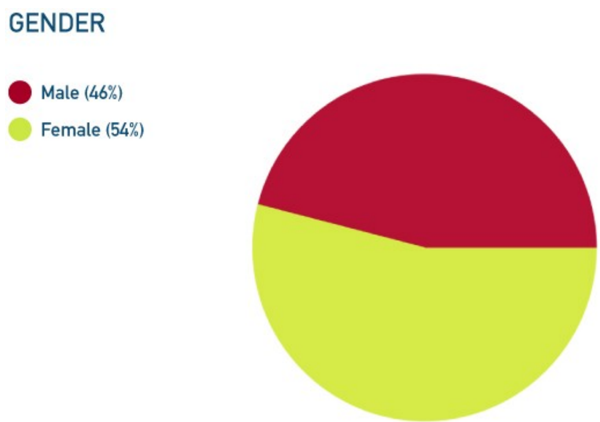
7.1 Quantitative study – survey

The survey had 179 respondents in total, stretching from the ages between 10 and onwards. The majority of the respondents were between 26-35 (37%), closely followed by the age group between 21-25 (29%), and 10% of both the age groups 15-20 and 36-40 years.



7.1.1 Age among respondents

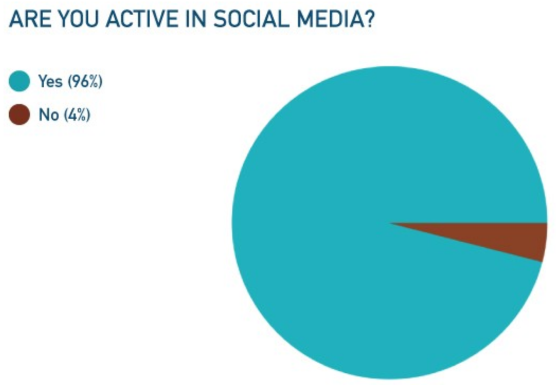
Out of these 179 respondents, 46% of them were male and 54% female. A clear majority of them live in Göteborg (68%), a few of the respondents (4%) live in an urbane commune in connection to Göteborg. The remaining 28% lives in non-specified places.



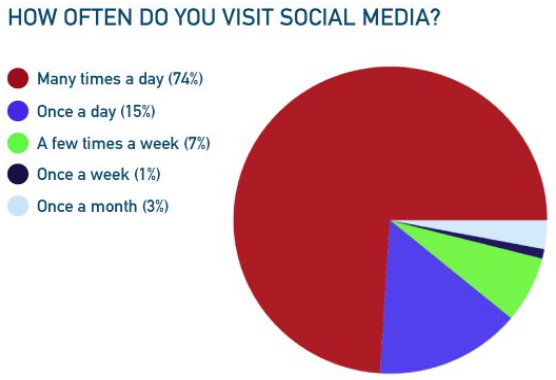
7.1.2.Gender among respondents

When it comes to occupation, 46% are students and 52% are employed. 1% are unemployed and the remaining 1% chose the alternative "other" for their occupation. A clear majority of 95% answered that they had been in contact with an organization within the public sector and when this was done telephone was the most common communication channel used. However on the question concerning where they would search information about an organization within the public sector, 91% answered that they would first do it online and a majority of the respondents answered that they would prefer conducting their matters via e-mail, closely followed by doing it over the phone.

96% of my respondents were active social media users and an immediate majority (74%) visit social media platforms and sites several times a day. 59% of the respondents answered that they would find it interesting to communicate with an organization within the public sector through social media, whereas 25% answered that it would not interest them, and 16% answered that they did not know. The most popular reason for conducting communication through social media would according to the respondents be when searching for information and when the respondents wanted to get answers on their questions. Guidance and to be able to follow decision-making processes were also popular alternatives.



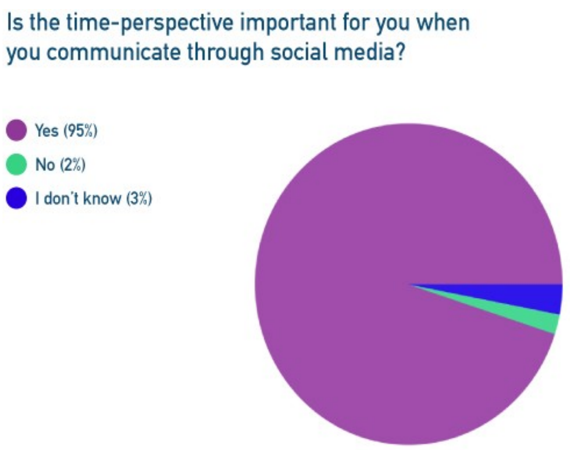
7.1.3 Social media activity among respondents



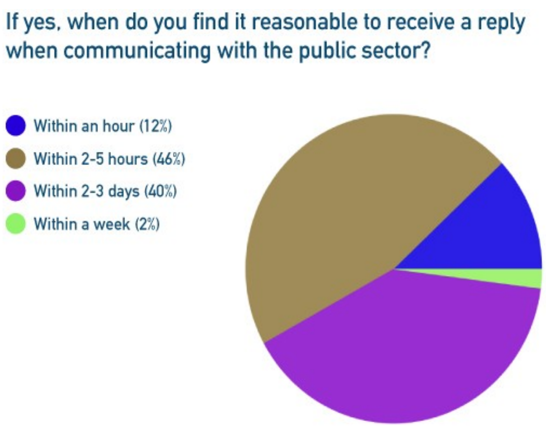
7.1.4 Degree of activity among respondents

Only 11% of my respondents had been in contact with the public sector through social media and for this contact Facebook and Twitter were the most common social medias. 90% of those who had tried this were satisfied with how it worked.

Concerning time, this seemed to be a very important issue when communicating through social media as 95% of the respondents said it was an important factor. Out of these 46% considered it reasonable to receive an answer within 2-5 hours, this was in contrast to 40% who thought it was more reasonable with 2-3 days. 12% wanted a reply within an hour, and 2% within a week. One of the respondents brought up the time-perspective as a negative effect on the reliability of the media saying; “rapidity in social media makes the reliability lower, but this is probably something that most users are aware of”.

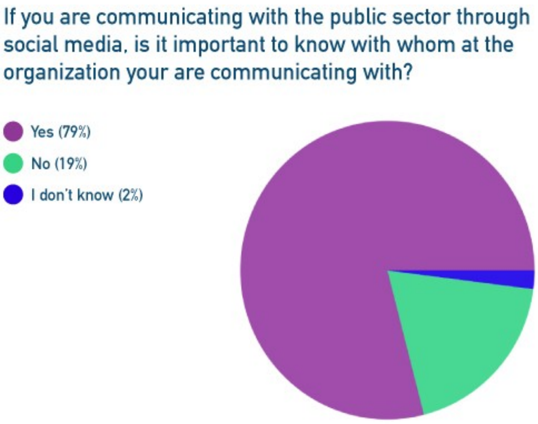


7.1.5 Importance of time



7.1.6 Time perspective on reply

The perspective on the sender was important for the respondents as 79% wanted to know whom within the organization they were communicating with. This figure stands in contrast to 19% who answered that it was not important and 3% who answered that they did not know. Out of the 79% that answered that it was of importance, a majority of them answered that this was important in future contacts as well as to feel more safe in the dialogue.



7.1.7 View on the identity of the sender

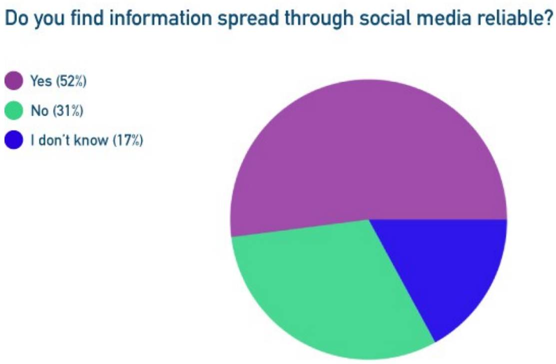
A few of my respondents motivated their need for some kind of reference as a way to make the information feel more reliable;

> If you don't know who has written/produced the information it becomes harder to trust that the information is reliable. Often when big organizations or companies write, they don't sign with any names, and then it is difficult for me as a receiver to know who has written what. Not knowing who the sender is makes it less reliable. - Anonymous respondent

Another respondent reasons like this;

> It is the sender who is important when making the information feel reliable. The sender needs to be a bit personal as well as it needs to be an active user. At the same time it is crucial that the sender also seems serious, they should not produce any updates about having coffee and stuff. If it is an organization within the public sector it should be *important* information that should be spread.
> - Anonymous respondent

The attitude towards the public sectors presence in social media was in general positive, 49% answered that they were positive whereas 13% said they were negative, 36% answered that they did not know and 2% that they were of another opinion. Concerning the reliability, 52% considered the information spread through social media as reliable, and 31% said they did not find it reliable and 17% answered that they didn't know.



7.1.8 Reliability in social media

The ones who answered that they did not find it reliable had different motives, one of the respondents brought up the issue that some social medias feel more reliable than others as well as the way they are used;

> Twitter for example feels less reliable than a blog. A blog on the other hand can feel more reliable than a webpage, if the posts are new. Using a blog could be a way to make information on the webpage more clear, like for example informing about changes. Twitter and Facebook could perhaps be used as a way to spread links to updates on their webpage, at the same time as you're able to answer questions related to the information that has just been published on the webpage.
> - Anonymous respondent

Publishing the same information in different platforms is something that one respondent brings up as a way to make the public sector's social media use more reliable, by having the same information in many platforms this would this will according to the respondent function as a confirmation of that the information is accurate. Another respondent brings up the question on level of reliability related to the function of the public sector;

> Depends on the public sector function, the law underpins all public sector services and if a service is 'low stakes', like event management, or festival organisation; then social media is the perfect medium to communicate. In 'high stakes' that are highly legal, such as social services, emergency services, medical and health services, homelessness, where consequences of misunderstood information, or poor accountability, is very high, then maybe not, which is why these elements to public sector tend not to have a social media presence to their operation. - Anonymous respondent

A third respondent answers that communication through social media can be reliable, but that the reason for existing in social media can be perceived as less reliable.

> The communication can be reliable but I have an feeling that the public sector is using social media more as a way to “keep up with the new things”, rather than thinking about what the function with that type of communication is (compare with for example using the telephone as a communication channel). If I knew what the aim was with using social media was, I would find it easier to perceive them as reliable. - Anonymous respondent

47% answered that they would use social media to find out more about the work of a municipal enterprise or an authority. 36% answered that this would not interest them and 17% that they did not know. Out of a few municipal enterprises and authorities Göteborgs Stad was chosen by many as an organization that the respondents wanted to be able to contact through social media. Other popular organizations were the tax office, CSN, the police, the Swedish enforcement authority, National endurance office. Out of the different social medias that could be used by the public sector Facebook was chosen as the most popular one, followed by Twitter and blogs.

7.2 Qualitative study

Interviews with Klas Andersson (Malmö Stad), Teo Zetterman (UD) and Lina Lindberg (Tactiq PR)

7.2.1 Aim with social media use

The respondents and informant I interviewed for my qualitative study initially had three different motives on why they started to use social media in their communication. Lina Lindberg at Tactiq PR answered that they used it more as a tool to elaborate with and learn from so that they would be able to use this knowledge in their work with clients. She brings up the issues of *time* and highlights the fact that social media has had such a fast growth and development, which has lead to the need to try these platforms without doing it “live”, like it would be when they are working with a client. Klas

Andersson at Malmö Stad answers that it has got more to do with watching over their own brand through these channels. He also adds that there is a kind of expectation that they *should* exist online, and therefore they are there, even if they do not conduct any active work as giving out news or information about Malmö Stad. Teo Zetterman from UD on the other hand, explains that they started using Youtube in 2008 as a solution for a technical IT-related problem. By using Youtube they avoided these problems along with bureaucratic issues. He also explains that they have faced a challenge that has motivated them in their work with social media which he explains like this;

> You have to keep in mind that we have had a very obvious communication challenge in our organization. It became very clear to us during the tsunami in South East Asia in 2004 when we realised that a lot of people had very high expectations on what we were supposed to do, at the same time as they had very little knowledge about UD's mission that has been defined by the parliament. We defined this challenge as a combination of *high expectations* and *low knowledge*. This is something we have carried with us during our work with social media. - Teo Zetterman

Teo Zetterman also brings up the foreign minster Carl Bildt's opinion on how their traditional website did not mirror the important issues of the world politics well enough. Therefore, from 2006 and onwards UD started to work with presenting current issues. Today, according to Zetterman, UD's different blogs has become a good tool to present events and cases connected to the world politics, as well as making it possible to link to other relevant sites.

7.2.2. Perspectives on the sender’s role

In the process of communicating through social media, the question of the identity of the sender is central. The respondents have different thoughts concerning this issue. Klas Andersson explains that they always use an administration as the sender, and no personal names. The only part of Malmö Stad that has decided to do differently is the municipal library, but otherwise Andersson states that they are aiming to separate individuals from their organisation and just produce communication under one common sender.

Lina Lindberg explains that Tactiq PR always put the name of the company/organization as the sender when they are planning social media strategies for their clients. This, she motivates by explaining;

> We always put the company/organization as the sender. This is because we want the employees to get a clear notion of *we*. It will only become confusing if an organization would put a person as a sender. I think it is better to use a wider way of thinking, and instead use the we-term. To make sure the whole company/organization stands behind and supports each message. - Lina Lindberg

On the other hand, Lindberg concludes that it would be more okay for an employee within a small company/organization to sign with their own name as this will make it less confusing for the reader to identify the different sender.

Concerning the identity of the sender, Teo Zetterman explains their strategy of the work in this issue as something that they have been aware of and worked with from the beginning. They put a name under most posts that are done through social media, and this has according to Zetterman been a central idea. By identifying certain individuals, UD aims to highlight the competence and width within the organization – both concerning the geographical width, but also concerning personalities.

This also solves one of UD's challenges - the fact that people have low knowledge about the organization. According to Zetterman this is a way to, as he explains it; “put a face on the organization”. However, Zetterman explains that having a twitter account with their organizational name as a user might seem a bit contradictory as they at the same time wanted to show the different individuals within the organization. He says one of the reasons why they chose to name their user on twitter “Utrikesdep”, is related to branding. The fact that UD as a brand is well-known among the public was according to Zetterman something that they wanted to take advantage of. By using “Utrikesdep” as their user name, UD could take support from an established brand into their social media use. On twitter they have then decided to present the different individuals on UD who are working with the twitter-account in the biography. As well, each tweet is also signed by these individuals so that the readers easily will be able to follow who says what.

7.2.3 Internal establishment

Using a new communication channel does not only mean that you need to learn the new technology to make it work, it is also essential to establish the idea among the employees. Teo Zetterman explains that UD chose a number of individuals within the organization, positioned in different parts of the world that they wanted to have on board the social media ship. These individuals were people with good judgement, suitable personality and trusted within the organization. Number one on this list was Dag Hartelius in Warsaw and with him on board the whole project and idea got a notion of seriousity within the organization, says Zetterman and continues;

> This is something that you can apply on organizations in general. Allways make sure you have got people internally that you can rely on when you're breaking new lands. Make sure that you have people that are well respected on your side, with these people involved in the project or idea, you will gain many advantages. - Teo Zetterman

Klas Andersson describes Malmö Stad's strategy as 'unprofessional'. This is, according to him, because they have acted in the spur of the moment. One example of this is that employees have activated users in different social media platforms, which have later on become passive. In the different administrations he finds that the staff has thought ”wow, it would be fun if our district had its own Facebook page”. After a while the interest and engagement has not been as high as before and eventually there was no activity at all. This, he says, might have to do with the fact that Malmö Stad have not established one common strategy within the organization. They have got policy documents concerning the social media use in general, but the strategies have been free to formulate in each administration. On the other hand, Andersson brings up the positive aspects with not having a certain strategy, as he likes the idea of trying different ways and learning as the work goes on. He summarizes this by saying; ”the more I write in the policy documents, the more controlled this work becomes, and that is something that I'm trying to avoid”.

7.2.4 Tonality and interaction

One successful strategy according to Lindberg is to make sure that you enhance the possibility of *socialization.* As a company or organization you should not just accept that you are not conducting any conversations and therefore only produce one-way communication. Always make sure to ask questions like ”have you got any recommendations?”; ”Have you experienced something similar?” or; ”What do you think?”. She means that if you open up for other peoples' ideas and actively ask for their opinion you will take down the 'wall' that many individuals experience. They might want to write something but are not sure if they are welcome or not. In that case, a question opens up for a conversation. In addition, Lindberg says that this way of opening up for conversation initially might feel a bit awkward for the organization, but she has experienced it as a really good tool to get to know your public/clients.

The possibility of interaction has been something that UD has taken advantage of when developing their social media use. The concept of *crowd-sourcing* has been something that Zetterman and his colleagues has worked actively with. This was for example done when they realised they had a lot of material that the officials at UD had produced which could be shared with the public. When they wanted to publish these documents a problem of what channel to use arose. This was then solved after they had shared this question on their blog, and the readers helped them with suggesting the most appropriate channel for sharing these documents.

To create a bond or relation with the public, Teo Zetterman explains that UD has decided they want to show that there are different *individuals* who are behind each blog and the other social media platforms. They have actively chosen employees that will be able to write in a personal way, as the bureaucratic manner does not fit in to the way they want to act in social media. It makes it more interesting for the readers as well Zetterman concludes and continues; ” because they will feel that there is a personal touch to it, instead of yet another governmental communiqué, that already exists in the official webpage”.

Concerning the interactive process within social media, the public has a possibility to interact. This puts more focus on the feedback and results in that organizations have to reason in another way concerning their communicative strategies. Teo Zetterman explains that UD was challenged by this new way of communicating and that it turned their way of thinking and reasoning up side down. During the protest in Bangkok in 2010 they used Facebook as a channel to communicate with Swedes who were stuck in Thailand. In this situation they realised that these people did not visit the webpage of the Swedish embassy, they were searching for information on Facebook instead. Zetterman explains that the staff at the Bangkok-embassy then decided to create their own Facebook page where they could get in contact with Swedes in Thailand. Zetterman continues explaining his thought concerning this way of working;

> I think we are going to see more and more of this way of working. I think most people want to be secure, and also want to have their security confirmed. Just because you have heard or read something it does not mean it is accurate and true. Most people want to have it confirmed from many directions at the same time. If you get a confirmation from someone working at the embassy, on for example Facebook, I think it can provide security in a situation that might be a bit chaotic. However I think the official webpage should exist and it works as a great base, you should not move all digital communication to social media. This can be compared with a information counter. With social media the organization instead is placed in the waiting hall, where you begin to converse with people. But we are not able to have an organization with out a information counter, even though it might not be as important as it used to be. In the future I think we will be able to conduct a lot of the communication in the waiting hall, but for some questions we will have to point at the information counter and say “This information I can give you, but to answer that question you have to go to the information counter over there” - Teo Zetterman

An example of this has been when they have had discussions on how to share documents and information, they have asked their readers and followers for advise. Zetterman claims that the Government Office has got an outdated way of seeing a target group and that UD's communication has been directed towards the 'general interested public'. And from there on, some target groups have been identified. Zetterman means that the problem with having such a broad target group, is that it is difficult knowing who you are writing and talking to. Along with the work with social media, UD decided that the target group could be more defined. Zetterman explains this; “/../..if one of our blogs have an audience of ten people, as long as these ten people are the right ten people, we decided that our mission is completed”. By illustrating this Zetterman means that there should not be a focus on numbers, the focus should rather be on having a group of people that are genuinely interested in what is written. This has been the attitude that has followed during their work with social media, an attitude supported by the British and American foreign ministries by referring to this work as “we learn as we go along”. Zetterman says that the support has been really important.

Lina Lindberg also highlights the qualitative aspects instead of the quantitative. She means that people often focus on quantitative measurable aspects when they are analysing social media use, for example number of “likes” on Facebook. This is, according to Lindberg, not relevant and it says nothing about how successful a company or organization has been with their communication. Instead, Lindberg states, the focus should be on the quality of interaction between sender and receiver. Teo Zetterman develops this line of thought and says;

> This is not traditional web, it is not something that we should deliver when it is ready and for the public to just accept. This is a developmental process and something that we can learn from by doing it *together.* /.../ For an authority or a large organization it is extremely frustrating to admit “we are not exactly sure what we are doing, but we are doing something”. It stands in clear conflict with the need for control that a large organization usually has got. - Teo Zetterman

The problem with measuring results on social media use quantitatively is something that Klas Andersson also agrees on, as he concludes; “Really, what does a 1000 fiends on Facebook after a completed campaign mean? I must say, I have *no* idea”.

Klas Andersson explains that Malmö Stad has had a hard time to find a balance. Malmö Stad's mission is based on dialogue and democracy and therefore Andersson finds it more difficult to reach a balance between open forums for comments and to the ones who are more moderated. This, he states, is a problem that is general for all organizations within the public sector and continues;

> It is something that limits us in the sense that we are not able to be as open as we wish to be, we have to take a step back. This is because we receive disturbing comments that do more harm than good, not only for us but for other parts of the public. - Klas Andersson

To avoid this Lina Lindberg means that an organization or company should make sure that their core values are the 'commandments' when communicating. She says that there has to be a discussion on *how the organization wants to be perceived by their clients,* and *how they want to treat their clients.* By doing this, you will have an explicit strategy for all your employees working with communication. Lindberg continues by describing the PR-aspect of when social media strategies are being developed;

> The ones who have worked within PR for a long time knows that it is hard to control. You will never be able to say ”this is going to happen”, the only thing you are able to say is; ”hopefully this will happen and we are trying to work for this specific outcome”. I think the most important thing is that you understand that you're building something from scratch and that it will take time. Usually, it takes longer time than what the client wants it to do and there will not be any result until the project is up and running. - Lina Lindberg

Lindberg argues that organizations and companies should structure their communication plans in the same way as when they plan for branding-strategies, this is according to her also possible to apply on communication strategies.

UD has decided to use their different social media platforms to support each other, for example they have sometimes identified issues on twitter that they have written about on their blogs, and vice versa. By using the different social media tools as complements to each other, Zetterman thinks they are able to choose the most appropriate channel for each issue. He explains it like this; “/../..a typical scenario is when we get a question on twitter where we are not able to answer with only 140 characters, then we use this question as a base for our next post on our blog. And when we have written something on our blog, we write about this on twitter”. By using comments and questions from readers and followers, UD uses the interactive possibilities as a tool to decide what is next up on UD's social media agenda.

7.2.5 Risks and and possibilities with social media

Talking about challenges Klas Andersson brings up the issue of resources and how to distribute work hours. He concludes that it is very easy to activate a page or a user but a lot harder to keep it ”alive” and active. Lina Lindberg at Tactiq PR on the other hand sees constant change and connection to the target group as the biggest challenge. She also adds the challenge with creating a combination of easy going and ”rich” communication as well as creating an additional value for the receiver.

Teo Zetterman says that the internal issues have been their biggest challenge. By this he means that it has been a challenge to convince the employees and the organization as a whole that this is a way to communicate with the surroundings. He continues; ”as well we need to make sure that our employees, no matter position has got a good sense of judgement. We have to keep in mind that many of the social media techniques are free, there are no costs related to the actual tool, it is only up to us in making sure that we provide this media with manpower”. Zetterman also brings up the legal aspects that UD has to act according to and says; “A lot of UD's work is secret, and it has to remain secret due to the respect we have to remain among the states we are in discussions with and the situation of single individuals abroad. But in some cases it is unproblematic if we are more open, and then we also try to be more transparent”.

Risks are something that Teo Zetterman also brings up, he explains that they were also warned that there would be what is usually called 'internet-trolls' that would want to argue or push a certain question on their own agenda forward. Therefore UD started to use a tool so that they would be able approve comments before they were published. This, Zetterman explains, was decided because parts of the organization considered it to be very important to be in control in this issue. However this decision lead to that UD did not receive any comments at all, which ran counter to the purpose of the social media use. After consulting British colleagues, that ensured UD that they had not had any problems, they decided to instead moderate the comments in retrospect. Zetterman explains this way of communicating as powerful and says that they have been able to get to know their readers through the comments and also have been able identify questions that are of great importance for the readers. To summarize, this was something that Zetterman experienced as a risk – that UD were a bit too careful which lead to that they did not reach any interaction which was one of the fundamental ideas with existing in social media.

Lina Lindberg brings up the issue of response as one of the risks. This, she claims, is a central question that organizations and companies need to ask themselves – ”do we have time to answer?”. If not, maybe social media is not the right place for you to be, she concludes. Personally, Lindberg thinks that an organization or company should answer all types of questions. When conducting a successful work with social media, Lindberg says that you often reach the point when the people you have been conversing with become your ”ambassadors”. This means that sometimes when there are complaints or questions, you find these 'ambassadors' stepping in and covering your back or answering whatever questions have been posed. This is something that Zetterman says that they have also experienced at UD which has lead to that the communication have become more clear and effective as these ambassadors also help other readers to find answers on their questions.

Another problematic issue that Klas Andersson brings up is the legal aspects that organizations within the public sector face. Which post should be registered, and how should posts that have been deleted be handled? Should they be registered before they are deleted? As well, he highlights the risk of having non-active users in the social media landscape. This will according to Andersson damage the brand if there are pages and users in different forums that aren't active.

One possibility and great advantage with communicating through social media that Teo Zetterman presents is the potential in reaching people outside of your network. The function of being able to share and post links on social media enables messages and information to spread, free of charge and with a high speed. Zetterman experienced this when UD shared a tweet on ICC:s (International Crime Court) first sentence in the middle of March. In this case UD's tweet was re-tweeted twelve times by other users on Twitter. In total, these users had approximately 13.000 followers, which meant that UD's message was available to more than three times as many followers as they have got on their own.

Being able to ask questions through social media platforms as a way of getting hold of information is something that Lina Lindberg brings up as an important possibility and something that she sees as one of the main advantages with communicating through social media. The type of information that you are able to get through social media is not really possible to get in any other way she states, and also highlights the issue of how this can affect your brand in a positive way. Lindberg also explains that by using the information you get from your clients/readers/followers in a constructive way you will be able to improve the image of your brand.

During the so-called Arabic Spring and the nuclear disaster in Japan last year, Teo Zetterman and his colleagues found that their blog to be a very powerful communication channel. Through their blog and the comments they received on their posts they managed to get to know what type of information was lacking. Based on the questions they received on their blog they could give response immediate. This, according to Zetterman, became a very effective way of communicating as the situation was so critical. It also meant that UD could easily straighten misunderstandings and decline rumours. As well, this lead to that traditional media started to follow the conversations done on UD's blog and based some of their reports on what UD published in social media.

7.2.6 Effects on the identity

Klas Andersson thinks Malmö Stad as an organization is too big to have their identity affected by social media as it is right now. However, he says he thinks it will have an impact on the organization when they will manage to conduct a direct dialogue with their citizens. This, he states, will be a new way for Malmö Stad to relate to and meet their constituents, and when they manage to do that, social media might affect the identity, Andersson concludes.

UD's situation has according to Teo Zetterman been a bit anonymous in this sense. He says that people in general are not really informed and interested in what UD does. With UD's social media use they want to address the people who already are interested and aware of what they are doing. Zetterman continues explaining; ”This is partly because we are dependent on people who forward our information. Traditionally, foreign affairs is not something that is of interest to the general public, and therefore we would not address our communication to those who are not interested in what we do, instead we want to focus on the ones who actually have an genuine interest”. However Zetterman also describes that when traditional media has written about what UD has written on their blogs this of course affects their identity. A wider range of people get to read about UD's work, and the employees at UD have their words published in medias they do not own. During the past years UD has been treated quite rough in traditional media, according to Zetterman. This, he means, has been accurate as they have done mistakes and not been active in communicating their work properly. After they started to work with social media and identified a few of their challenges they are suddenly seen as a model example, which Zetterman experiences as a very interesting change.

In the case of organizations within the public sector Lina Lindberg thinks that social media can help out in ”putting a face” on the organizations. Furthermore, she means that this in the long runt might benefit the organization in their relation to the citizens. A more direct communication could lead to that the citizens get a deeper understanding for the work that the organization does, which will make the organization more transparent. This, she thinks, can lead to that a notion of participation is created.

8. Analysis

8.1 Aim with social media use

Although many scholars stress the importance of feedback when planning for and conducting successful communication, as this enables a development and moderation of future communication (Miller:2009), this was not a part of the respondents and informants initial idea when adding social media as one of the communication channels. Viewing the definition that Carlsson (2010) provides on social media concerns communication channels who allows users to communicate directly with each other. To enable this type of activity a combination of technology, social interaction and user generated content is needed. This type of communication could be described as a symmetrical two-way model as the focus is on *equal communicatio*n and *dialogue* as well as *the power-relation between sender and receiver being balanced.*

In Malmö Stad, Klas Andersson explains that their initial aim with social media was more about watching over their own brand as well as there was a kind of expectation on that they *should* exist in social media. Teo Zetterman at UD explained that their entrance in social media was a combination of avoiding technological and bureaucratic issues, as well as they saw it as a good tool to be able to mirror the important questions in the world politics in a more vivid way. Lina Lindberg at Tactiq PR states that their use of social media was more as a way for them to be able to elaborate and try out different techniques and for their clients to be able to obtain an additional value. As well, Zetterman also adds that they wanted to work with one of the communication challenges that they had identified, the fact that people had high expectations on UD's work at the same time as they had low knowledge about what is included in their mission. By using social media this would become more clear as they in a more effective way would be able to inform and communicate their work. However none of the respondents brings up the possibility of dialogue and interaction in their answer on why they initially wanted to use social media, which is a contrast to what all three respondents mention as possibilities with working with social media later on in the interviews, for example when Teo Zetterman states; "[social media] is a developmental process and something that we can learn from by doing it *together".*

The focus on interaction is a shift within the communicative field that Shirky (2009) brings up as a central issue in his book. The new technology has enabled communicative patterns where we no longer are limited to communicating one-to-one or one-to-many, but also many-to-many – so called group conversations. To make these types of conversations successful Michael Nilsson from Manifesto (my informant for the pre-study, view chapter 4) stresses the importance of defining the goals you want to reach with your communication and what you want to gain from social media. As in Malmö Stad's case, where a general expectation on that they should exist in social media is maybe not the best motive to why they are there. As well, being a passive user with no focus on interaction, might not be the best solution for taking care of a brand which was Malmö Stad's second aim with their social media use. As Gripsrud (2002) concludes, social media is not only about sending out and sharing your own messages, it is about collecting others' opinions.

The fact that a majority of the Swedish people use social media is not a factor that is easy for companies and organizations to neglect. According to Findahl's (2010) study, 97% of the Swedish people had in 2010 access to internet in their homes. According to my survey, 96% of my respondents were active in social media, out of this group 79% answered that they visit social media platforms many times a day. It is easy to understand most companies and organizations find it temping to be where the people are. These figures might explain the attitude that Klas Andersson has been confronted with in the different administrations within Malmö Stad, where the staff has thought "wow, it would be fun if our district had its own Facebook-page". After a while this interest has cooled off and the different pages and users have become passive. From my survey there is an example of that the aim with social media use also is of importance among the citizens. One respondent states that explaining the aim more clearly would make it easier to perceive the organization as reliable;

> The communication can be reliable but I have an feeling that the public sector is using social media more as a way to "keep up with the new things", rather than thinking about what the function with that type of communication is (compare with for example using the telephone as a communication channel). If I knew what the aim was with using social media was, I would find it easier to perceive them as reliable. - Anonymous respondent

All of my respondents and informants in the qualitative study mention the concept of target group when talking about the people they are conducting communication with. However when planning a communication strategy the view on the receiver is of great importance as this is a way to find out the aim of the communication. Larsson (2002) presents a number of definitions that describes different views on the people you want to communicate with; *crowd* concerns a heterogeneous anonymous group of people; *audience* which describes a fragmented media-audience and; *target-group* who is a group of individuals who organizations and companies want to affect through strategic communication. Often target-group is confused with the concept of *public* which could be described as a group of people who are awarded with their own power to act.

As the concept of social media is built on an interactive conversation, the way of defining the group of people you want to communicate with could answer the question of whether or not social media is the right channel for you. The respondents use both *audience*, *target-group* and *public* when they are describing the people they are communicating with, this is probably because they lack this perspective on how this definition could illustrate the aim of communication. However I find that Lindberg talks about target groups in a higher extent than the other respondents, and this is most probably because she is the only informant who solely operates within the private sector.

Nevertheless, concerning for example Klang's definition of social media as an equal conversation, it becomes problematic when the sender describes the receiver as a part of the target-group. Financial motives could have an impact on your communication and therefore make the relation unequal. This is something that is supported by Falkheimer (Nilsson:2010) who also finds the concept of target-groups conflicting. This he explains by saying that communication with a target group could be seen as a one-way mass communication which stands in strong contrast to the idea of social media as an interactive conversation. With this in mind, it implies that organizations who want to start to use social media should start with detailed discussion on how they view the people they want to communicate with.

8.2 Perspectives on the sender's role

Communication can be viewed as the foundation of organizations as it is through the communication identity and meaning is negotiated and created (Falkheimer&Heide:2007). This implies that the structure of the communication, and the channels chosen will affect both internal and externals views on an organization. As many organizations within the public sector has shifted focus from the obligation to inform, to instead wanting to conduct a more interactive communication, the channels and the role of the sender needs to be revised (Dahlqvist&Melin:2010). For many organizations there is a view that the traditional strategies and ways of thinking that apply on traditional media, can just be translated and applied in social media. Lina Lindberg from Tactiq PR highlights the fact that the work with social media is hard to control and that you as an organization have to be aware of the fact that you are building something from scratch and that it will take time, often longer time than the clients wants it to be before there are any results.

Within the public sector the focus on communication has increased over the years, this means that the number of people working with information, communication and marketing is steadily going up (Dahlqvist&Melin:2010). Traditionally the view on communication with in the public sector has been somewhat introvert and the focus has been on the obligation to inform. This is though a viewpoint that now is starting to change (ibid.). The possibility of interaction has been something that UD has taken advantage of when deciding which channels they should use. This was according to Teo Zetterman a way for UD to come up with the best choice of channel when they wanted to start sharing their documents, after reaching out through social media and asking for advise from their readers, the decided on a new channel they had not tried before.

The way UD used social media in this situation stands in strong contrast to the way the researcher Mathias Klang (Nilsson:2011) views public sector's presence in social media. Klang argues that the communicative patterns within the public sector, compared to how it is structured within social media, are so different that it becomes problematic. He illustrates this problem by saying that citizens *converse* with each other in social media, but *communicate* with the state. As the aim with social media is conducting conversations and dialogues, this is an obvious issue as the state, according to Klang, seldom is able to conduct an equal dialogue. However Zetterman and his colleagues has in this case proved Klang wrong, showing that there can be an interest from the state in interacting with the citizens. Solis & Breakenridge (2010) highlights the importance for an organization to not only send out information, but to make sure you converse and listen. By doing this, they claim you will find it easier to develop your organization and the communication within the organization. The situation UD found themselves in, where they did not know which channels to choose, sending out questions and discussing alternatives with the readers was not only a successful way of doing it, but also a way to show the citizens that they value the communication and that their voice counts According to Erik Qualman (2009) interactive conversations have also shown to be effective when it comes to the voting audience. The new communicative pattern that social media has enabled Qualman argues is a positive force when minimizing the gap between authorities and citizens.

When Klas Andersson reasons about being an organization within the public sector he concludes that there are factors that limits them in their use, something that he explains like this; “we are not able to be as open as we wish to be, we have to take a step back”. This is not only associable with the legal aspects brought up in chapter 2.5, also parts of Klang's criticism goes in line with the limitations that Andersson brings up in the interview. Klang means that every attempt from the state or other organizations when they are trying to put the hierarchical order aside and make it look like they are conducting relaxed conversations is according to him bound to be a failure. This could then be connected to the difficulties Andersson brings up with existing in social media at the same time as taking Malmö Stad's mission as a public sector in to account. According to Klang, social media is a conversation whereas the state is an institution, two factors that he argues are hard to combine.

Concerning the view on the public Vasquez and Taylor (2001) has presented two fields of research which describes the way organizations and companies sees the public. Larsson (2002) defines these two directions as *strategic* and *dialogic*. When analysing Malmö Stad, Tactiq PR and UD's way of seeing their public there seem to be a tendency of aiming towards the dialogic perspective, but not all of them has reached there yet. The strategic view on the public can be compared with how organizations view their target groups; consumers of a message and an object with whom the organization acts *towards*. Lina Lindberg from Tactiq PR brings up the possibility of being able to ask questions as a way of getting hold of information as one of the main advantages with using social media. Neither Lindberg nor Andersson brings up any advantages that the public can gain from social media and does not really highlight the dialogues. However, in Tactiq PR's case this might have got to do with the fact that they, compared with the other respondents, operate within a profit-driven field. In contrast to this UD provides a few examples of when social media has worked as a platform for crisis-communication, in this sense the use of social media has been more directed towards a dialogue and is also based more on that the public functions as an active part of the communication.

UD have in their work decided to use their different social media platforms to support each other, which means that they have sometimes identified issues and question on twitter that they have written about on their blogs, and vice versa. As well, Zetterman says that they alert new posts on their blog through twitter and vice versa. This way of structuring communication can be described as the concept of *integrated communication*. Lesley (2004) has presented four dimensions that are important to keep in mind when implementing this into your communication strategies. It concerns what you want to mediate (the message), where your message is mediated (the channels), how your message fits in (influence) and when the message is mediated (time).

In one of the responds from my survey I found a reasoning that connects to the concept of integrated communication, suggesting how it could work; "/.../ using a blog could be a way to make information on the webpage more clear, like for example informing about changes. Twitter and Facebook could perhaps be used as a way to spread links to updates on their webpage, at the same time as you are able to answer questions related to the information that has just been published on the webpage". This citation illustrates how for example the work of an administration can become more clear for citizens if you use several channels to spread the same message.

The perspective on the sender is something that Tactiq PR, UD and Malmö Stad reasoned differently about. Malmö Stad and Tactiq PR both used the name of the administration or company when signing posts done in social media. Lina Lindberg motivated this by saying they think it will only become confusing for the receivers if there is a personal name under each post. However this is something she thinks smaller organizations and companies could do without confusing their customers. At UD, Teo Zetterman explains that this was a part of their strategy to work with one of their communicative challenges They have therefore decided to sign most posts,. By identifying different persons with in UD's organization their aim was that they would hopefully increase the knowledge among the citizens, concerning what UD does and what their mission is. In addition, Zetterman means that this is a way for UD to "put a face" on the organization.

The perspective on the sender was also something that in the survey showed to be of great importance. 79% of my respondents answered that they would like to know with whom they are communicating with, this could be compared with 19% who answered it was not important. A majority of the respondents who considered it important motivated this by saying that this was important for eventual future contact and to be able to feel more safe in the dialogue, these figures confirm UD's line of though of identifying the different employees.

8.3 Internal establishment

One of the main points Michael Nilsson from Manifesto brings up in the interview is the importance of working with establishing the idea of social media internally before you set to work. By doing this Nilsson states that you will create an understanding among the employees as well as making sure that you do not loose yourself in different policy documents before the idea is established and you have decided if this is even the right way to go.

The way your communication is planned and what channels you have chosen also has great impact on both the internal and external views on the organization, therefore these are choices that should be firmly established before you set in to action (Falkheimer&Heide:2007). Nilsson suggests that a good way to establish new communication channels within an organization is to have a group of people who are genuinely interested in these questions. In this case this would be a few people who would work as a platform of knowledge for social media, that then would spread the knowledge internally. Falkheimer (2001) means that the situation of the employees, which in this case could be the level of knowledge, will function as a presupposition for the outcome of the external communication. This is supported by Nilsson who concludes that activating an organization within social media with out any specific knowledge can be quite dangerous and actually harm the organization. These viewpoints could be compared with Malmö Stad's strategy, where Klas Andersson alone is responsible for the organization's social media use.

Among my respondents the work with establishing the idea internally has been done in different ways. Klas Andersson describes their strategy as “unprofessional”. This is according to him because they have acted in the spur of the moment, and the different administrations have had free hands to activate users. This has resulted in that Malmö Stad now has a number of passive users in social media, that are not maintained. At UD, Zetterman explains they had a defined strategy for establishing the idea of social media internally. Zetterman and his colleagues chose a number of individuals within the organization, positioned in different parts of the world, that they wanted to engage in social media. These individuals were people with good judgement, suitable personality and they were trusted within the organization. By doing it like this Zetterman says that they managed to create an acceptance among the other employees, as the individuals who had agreed on this idea, were highly respected and serious officials. This strategy Zetterman motivates like this;

> This is something that you can apply on organizations in general. Always make sure you have got people internally that you can rely on when you're breaking new lands. Make sure that you have people that are well respected on your side, with these people involved in the project or idea, you will gain many advantages. - Teo Zetterman

One of the risks with having many passive users, as in Malmö Stad's case, can be related to the concept of integrated communication. Lesley (2004) explains the idea of integrated communication as “a message that an organizations sends out to the public should be the same no matter which channel is being used”. Thus, if an organization has a number of passive users the information on these different pages will not be synchronized and up to date which can lead to both problems and misunderstandings, as well as a confused idea about respective organization or company.

Although UD show that they have worked accordingly to a strategic plan, Teo Zetterman also says they got recommendations from British colleagues referring to their way of working as “we learn as we go along”, which was an attitude that he means has functioned as a good support during their developmental process. This way of looking at strategies can also be found in Klas Andersson's reasoning when he brings up the positive aspects with not having a certain strategy, as he likes the idea of trying different ways and learning as the work goes on. Andersson explains this by saying; ”the more I write in the policy documents, the more controlled this work becomes, and that is something that I am trying to avoid”. Nilsson also supports these lines of thoughts when underlining the importance of not loosing yourself in different policy documents when it comes to developing use of a media that is under constant change and development. However Lina Lindberg's view on this is contrasting compared to the other respondents, she claims that it is important to plane your strategy in the same way as you do when you set up a plan for your brand. Although, she agrees on the uncertain elements of when planning for a social media strategy as she admits it is hard to be able to control an outcome. As Lindberg operate in the private sector compared to the other informant and respondents, it is not surprising to find that they differ in their reasoning. Lindberg, Andersson and Zetterman's view on this could be compared with Lesley (2004) thoughts concerning strategies. He argues that the internal channels often are neglected when organizations are planning for their external communication. This, he claims, is usually because most organizations does not realize the importance of having the messages firmly established within the organization before they actively communicate them externally.

8.4 Tonality and interaction

The issue of how to plan the interaction is an important question when organizations wants to become active within social media. Michael Nilsson claims that it is very difficult to be general in these types of questions, but stresses the importance of having an idea of how you want your brand to be perceived. One of the keystones in social media concerns interaction. This means that there is a possibility for both parts of the communication to be able to contribute to the conversation. Michael Nilsson says that he has seen many bad examples of organizations who have been too informal. If the tonality is not a genuinely established within the organization, this is a strategy that according to him is going to fail. Nilsson's thoughts concerning how tonality can have an impact on how the brand will be perceived, is confirmed by Dahlqvist & Melin (2010) who says that creating a successful brand is not only about being familiar with the tools necessary but also to know *how* they should be used and *in which order*. What they mean is that you need to know which channels to use, what tone your organization should have as well as identifying the importance of timing.

The issue of tonality is strongly connected to one of the key characteristics of social media; conversations. However, there is a manifestable conflict when organizations wants to conduct conversations (Nilsson:2011). This issue concerns how the conversation will be influenced by the fact that one of the participants does not know with whom they are conversing with. Even though Shannon & Weaver's extended model (view model 6.2.2) entails the possibility of feedback, the conversation still suffers from the fact that online-friends and followers often are not able to know whom within the organization they are conversing with. This is what a lot of Klang's criticism concerns and he asks himself how organizations are going to come by this hindrance?

Lina Lindberg states that you should enhance the possibility of socialization. A successful way of doing this is according to her to make sure that your organization always ask questions. By doing this you can be sure that your communication will not become a one-way communication and that you are able to take advantage of the possibility of interaction that social media provides. She is aware that organizations initially might feel a bit awkward doing this, but from her experience this is a very successful way of opening up for dialogues. This way of structuring the communication will according to Larsson (2002) work in favour for the organization's work. Gripsrud (2002) argues that an important element of social media is the concept of feedback. What Lindberg suggests above is supported by both these two researchers. Gripsrud (ibid.) concludes that social media is a new platform that not only focuses on giving out messages but also on collecting others' opinions and ideas.

Teo Zetterman from UD explains that their strategy has been to show that there are different individuals behind each blog and the other social media platforms. From the organization's point of view, choosing individuals that will be able to write in a personal way, will hopefully lead to that the readers will find it more interesting as well as a possibility for a more relaxed conversation. Zetterman underlines that they want to actively move away from the traditional bureaucratic tonality, instead they are aiming towards something more personal. UD's way of thinking illustrates the shift that has happened within the PR field, where the focus has moved from getting publicity to more focus on interaction and dialogues. As well, the focus is also on conducting more informal communication where all participants are equals (Solis&Breakenridge:2010).

What both Lindberg and UD explains that they are trying to do with their way of conducting communication, when asking questions and identifying individuals within the organization, is to enable more focus on the public as they aim that these choices will result in a more interactive relationship. This can be related to what PR 2.0 is trying to do when placing the *public* back in to public relations, the aim with this is to leave the classic sender-and-receiver perspective behind. However this is something that is difficult to do when one participant remains anonymous, as the communication could be claimed *not* being equal. The development of UGC (User Generated Content) has put more power in the hands of customers and citizens, however when the interaction does not enable both parts of the conversation to know who the other individual is, the power relation still remains unequal (Solis&Breakenridge:2010). Lindberg from Tactiq PR motivates this by saying it will only become confusing for the consumers if personal names are published under an organization or company's name, Andersson from Malmö Stad does not motivate their choice of not publishing names, other than saying that it has been a decision they have made. Lindberg also says that they want to create a notion of *we*, which means that the whole organization or company stands behind and support each post.

When deciding *not* to identify individuals who works with a company or organization's social media use, this is also a way to protect employees from not being exposed. If something is done wrong, it is the whole organization that stands as the sender, and not an individual. As UGC also has changed the social media landscape and allowed peer-to-peer sharing, the producers looses control of how their messages/information is being spread (Solis&Breakenridge:2010). This means that an individual working for an organization suddenly can be conducting communication with multiple individuals, this is illustrated in Shirky's model (view model 6.2.4). Signing posts then means that the same individual can become responsible for a lot more conversations than what there is time for. This argument underlines the importance of doing a critical analysis of which individuals should work with social media within each organization, and how the workload should be dispensed.

However if the communication is based on the organization's core values there should not be a problem for other employees within the organization to become involved in the conversations. This is something that Lina Lindberg suggests, saying that the core values should function as the commandments in an organization's communication. By doing this, she claims, you will have an explicit strategy for all employees working with communication. This is also supported by Dahlqvist & Melin (2010) who claims that this is a presupposition for creating a successful brand, to make sure that the organization delivers the core values in every interaction with the public. By doing this, the authors also state that it will enable an integrated internal and external communication which will lead to that the organization will be able to mediate an uniform image of the identity of the organization in each dialogue.

8.5 Risks and possibilities with social media

Concerning risk my respondents and informants bring up different issues. Michael Nilsson says that the two most common mistakes that he thinks organizations does is that they initially have too little patience and believe that the work with social media is supposed to show results immediately. As well, he thinks that organizations usually fail with establishing the idea internally. This can, according to Nilsson, result in that organizations will not be able to conduct an effective and successful work with social media if not all co-workers are supporting the idea. This he means has got to do with the fact that sooner or later organizations working actively with social media, will face a reaction. No matter if the reaction is positive or not, it will be embarrassing for you as an organization if everyone does not know what you are communicating on the web.

Lina Lindberg brings up the issue of response as a major risk. This is according to her a central question that organizations and companies need to ask themselves; “do we have time to answer?”. If the answer is no, Lindberg suggests that the question of existing in social media should be discussed ones more. Lindberg herself thinks that an organization or company *always* should answer as this, according to her, is a way of conducting successful communication through social media. Eventually she means that this often leads to that the people you have been conversing with becomes your “ambassadors”. This role means that people will step in and cover your back and defend you in social media forums, or sometimes just helping you to answer questions. This is an idea that Lois (2005) also supports, describing this as word-of-mouth – which means that if you succeed in building strong relations with your public, these ambassadors will talk about you in their relations and networks and eventually the information about your organization will spread in many different directions. Along with internet, word-of-mouth has enabled information to spread even more, and a lot faster. This developed concept is called electronic word of mouth and is defined by Hennig-Thurau (2004) as ”any positive or negative statement made by potential, actual or former customers about a product, service or company, which is made available to a multitude of people and institutions via the internet”. The concept of eWOM can also be compare with the concept of communicating *many-to-many* that Shirky has introduced in his book (view chapter 6.4) and also the discussion that he brings up concerning that organizations should provide forums for self-organization.

Lois (2005) highlights the fact that you will not be able to control how eWOM travels, which is something that many organizations fear. This is a conflict that Teo Zetterman also alerts, when he concludes that letting go of the control is usually very difficult for large organizations.

Teo Zetterman from UD brings up the *internal issues* as their biggest challenge. He explains this as the challenge of convincing the employees and the organization as a whole, that social media is the right tool to use for conducting communication with the surroundings. In addition he brings up the importance of making sure that all employees, no matter position, have got good sense of judgement. When this work is done, Zetterman sees many advantages as social media technology usually are provided for free, it is only up to each organization to provide these medias with manpower. This is also one of the challenges that Klas Andersson brings up, the issue of resources and how to distribute work hours. What he means with this is that it is very easy for an organization to activate a page or a user in social media, but a lot harder to keep it active. Lois (2005) confirms Zetterman and Andersson's thoughts related to the issue of costs, as he concludes that one of the great advantages with social media is that it is cheap and provides easy access to the public, something that organizations hasn't had before. Michael Nilsson from Manifesto develops this line of thought saying that he thinks that many ideas that “look good on paper”, will not work in reality. On the other hand, he means that with social media you do not need to include big money compared with how it works when you use channels in traditional media, which allows people taking risks with out gambling with big money.

The pros and cons with different channels that Michael Nilsson highlights is supported by Lesley (2004), who finds that non-purchased channels often are both cheaper to work with and more credible from the receivers point of view. As well, channels who belongs to the organizations has been proved to be used in a very limited extent, which is regrettable as this channel also is free of charge as well as it carries high credibility among the receivers.

Lina Lindberg from Tactiq PR brings up the constant change and development within social media as well as maintaing the connection with the target groups as the main challenges. In addition, she thinks it is a challenge to create easy going and at the same time rich communication in combination at the same time as you are trying to create additional value for the receivers. Some of the challenges that Lindberg identifies are also aspects that Lois (2005) highlights. In his research he has found three trends that has influenced traditional marketing and communication and lead to that conversations have been ascribed more power within the marketing field. These are; less consumers trust in companies; technology is becoming more mobile and; it is harder to make sense out of all the choices and information provided. Both Lindberg and Lois has discovered is that it is harder to break through and make your message heard and understood in the information overload that we are faced with every day. As well, creating additional value becomes harder for Tactic PR, as Lois (2005) has found that customers trust less in companies, therefore they have to plan their communication in a smarter way. Preferably this could be done through the concept of "ambassadors" presented above.

Lois (ibid.) and Lindberg's thoughts concerning challenges is also confirmed by Bickart & Schindler (2001) who brings up advantages with eWOM where they conclude that information spread through internet forums have greater credibility as the information is spread between peers and therefor perceived as unbiased. As well, the information spread and exchanged in online-forums can be of more relevance to consumers. Finally, online-forums have greater ability in developing empathy among readers as personal stories and experiences can be shared. However, if organizations and companies initially aim towards developing relations to future ambassadors, these possibilities presented above will hopefully follow eventually.

The public sector, compared to the private sector, has to act according to a number of legal aspects (www.lagen.nu 19/3-12). These aspects can in some ways be seen as obstacles when organizations within the public sector want to use social media as a communication channel. This is one of the challenges that Klas Andersson from Malmö Stad brings up. The combination of social media being so transparent and their obligation to register information and documents is something that he sees as very problematic and difficult to solve in a good way. Zetterman also pays attention to this difficulty saying that; "a lot of UD's work is secret, and it has to remain secret due to the respect we have to remain among the states we are in discussions with and the situation of single individuals abroad. But in some cases it is unproblematic if we are more open, and then we also try to be more transparent". They have identified the areas where they are able to be more transparent and have worked actively in these cases, whereas they have decided that it is okay to have close-circuit areas when it is necessary. In contrast to this, Michael Nilsson from Manifesto says he finds that organizations are not able to be as open and transparent as they need to be to be able to get any joy out of social media.

One major consequence for organizations within the public sector is that they among other things are responsible for the content on their Facebook-page. This responsibility concerns the legal aspects which means that organizations have to be aware of what is published on their pages (Blennius:2010). This is something that Zetterman says that UD has discussed a lot in their work with social media. Initially they were warned that there would be so called "internet-trolls" online, which lead to that their followers needed to get their comments and questions approved before they were published. The consequence of this however lead to that they did not receive any comments and therefore they decided to moderate in retrospect. According to Zetterman this is something that has functioned well and they have not had any disturbing comments at all.

Social media use has resulted in a possibility for organizations to be able to conduct direct communication with their citizens. As well, it has lead to that citizens have other expectations on how fast they should receive answers. In my survey 95% of my respondents said that the time-perspective was important to them, 14% answered that they thought it was reasonable to receive an answer within an hour. The majority of my respondents (47%) answered that 2-5 hours was a reasonable time-perspective for an organization to produce an answer. This can be compared with

44% who considered it reasonable to receive an answer within 2-3 days.

Teo Zetterman emphasizes the potential of being able to reach people outside of your network as one of the great advantages with social media. At UD they have experienced the possibility of being able to share post and links that have been re-tweeted and shared in other social media platforms. These characteristics are something that Zetterman also describes as a way for them to get in contact with new people that have not yet found their users on Twitter and their blogs. This could be connected to how Clay Shirky describes the new communicative conditions and how social media has enabled new communication patterns where we communicate many-to-many. This is something that could be seen as a risk, but also a great possibility.

Lindberg from Tactiq PR sees information gathering as one of the main advantages with social media. She claims that the type of information you are able to obtain through social media is not possible to get in any other way, in addition she means that it is usually given to you free of charge. If an organization uses this information in the right way she implies that this can be used to improve the image of your brand. This line of thought is supported by Dahlqvist & Melin (2010) who claim that the central and most important aspect of branding is that it will function as the identity for an organization. Therefore there should be and ambition from the organization's point of view to create a compliance between identity and image, as this means that the organization will be perceived in the way it aims to be perceived. This also means that an organization like Göteborgs Stad needs to know how to handle the tools given to them in their communication (for example how to handle questions related to; tonality, channels and timing) to be able to succeed with this task.

From Zetterman and Lindberg's responses concerning advantages, social media use could be related the creation of brand-loyalty. Melin (1999) describes this process as initially an organization or company creates an interest among the consumers/public (can be done through blog posts and tweets). This is then followed by attempts to strengthen the relationship (which preferably could be done through dialogue). This will then lead to that the consumer will associate directly when seeing the brand, which result in that the relationship between the brand and the target group is strengthened.

8.6 Effects on the identity

As concluded before, communication can be seen as the foundation of organizations and it is through the communication that identity and meaning is negotiated and created. This means that the way the communication is planned and the channels chosen will affect both the internal view on the identity as well as the external. As everything an organization does will have consequences for their brand, Göteborgs Stad have to make sure to synchronize their online presence with the core values of the organization. From my survey one of my respondents reasons about how the identity of the sender can have an impact on whether or not the information spread online will be perceived as reliable or not;

> It is the sender who is important when making the information feel reliable. The sender needs to be a bit personal as well as it needs to be an active user. At the same time it is crucial that the sender also seems serious, they should not produce any updates about having coffee and stuff. If it is an organization within the public sector it should be *important* information that should be spread.
> - Anonymous respondent

One way of taking care of an organization's identity is to make sure that the brand is firmly established among the employees who are the ones communicating Göteborgs Stad's brand in different areas (Carlén:2002). Shown from the example from my respondent above, it is of great importance that the sender shares important information if the organization also wants to be perceived as serious.

Along with how the PR-activity has changed today, UD has developed their view on communication. Before they directed their communication towards “the general interested public”, which according to Zetterman has been too broad and lead to that the focus has been on quantitative aspects instead of qualitative. Within PR today the communication has also shifted in its' character and instead there is a focus on symmetrical communication where the participants practice a balanced and equalistic communication (Larsson:2002). Zetterman claims that UD's way of thinking and their way of viewing themselves was turned up-side-down with the new possibilities of communicating that social media has enabled. They have developed their communication in the same direction as the PR-activity, where there is now more focus on dialogues, which in the long run will affect the identities of organizations as they now are able to build relations with their audiences.

Klas Andersson from Malmö Stad reasons that their organization is too big to have their identity affected by social media right now. He adds though, that it could lead to some effects when they have managed to conduct direct dialogues with their citizens. Within classical branding theory there is concept of branding-image that describes the associations that organizations wants their brand to be connected with. Usually, within the public sector the most common characteristics for the identity are *names*, *acronyms* and *logotypes*. From an organizations point of view, there should be an ambition to create a compliance between identity and image, which would result in that the organization will be perceived in the way it aims to be perceived (Dahlqvist&Melin:2010). The aim with positioning is to be able to create an effective strategic communication, which hopefully will lead to that additional value is created (Melin:1999). Shown from Findahl's study as well as my survey, social media use has become a natural part of most Swedes daily life. Concerning the mission of the public sector, where the aim is to serve the citizens, the widespread social media use could be seen as an indication that this channel of communication should be provided if there is an interest among the citizens. Concerning this issue, 59% of the respondents in my survey answered that it would be of interest if such a service were provided to them.

Lina Lindberg brings up another issue related to identity where she claims that social media can help in the work of “putting a face” on the organization. This could be connected to the aspects of branding presented above. What she means with this is that social media as a communication channel can help organizations in building relations with their public, and in Göteborgs Stad and the Contact Centre's case this could also lead to that the citizens get a deeper understanding for the work that the organization exercises. A deeper understanding could also help the organizations in being more clear concerning in which areas they can and cannot be transparent, which is an issue that both Zetterman and Andersson brings up in the interviews. Organizations within the public sector are placed in a problematic conflict when the expectation on more transparency has increased among the citizens as well as they have to respect the different legal aspects (view chapter 2.5).

8.7 Applying the Media Richness Model

The media richness model aims to function as a support for understanding the choices organizational members make about communication media use (Miller 2009:242). The aim with this model was to find out how managers chose one communication medium before another. Daft & Lengel (1988) suggests that organizational communication tasks vary in their level of *ambiguity*. By ambiguity they refer to the existence of conflicting and multiple interpretations of an issue. This could be applied on the different types of social media platforms, and the aim with presenting this model is that it will function as a support when choosing which channel should be used for which message. The media richness model could also work as a support to the dimensions that Lesley's has provided for integrated communication (see chapter 6.8).

The idea of choosing the type of social media according to your purpose with the communication is supported by Michael Nilsson at Manifesto who concludes;

> You should put up your goals to begin with and reflect upon if you are able to reach those goals and which platforms would be of interest in that case. If you only want to create a dialogue, maybe Facebook will be good for you, if you want to create interaction and involvement maybe you should start a blog instead. Most of the organizations and companies we meet do not ask themselves these types of questions. - Michael Nilsson

Daft & Lengel (1988) have used four criteria to distinguish the information carrying capacity of media: 1. The availability of instant feedback, 2. The use of multiple cues, 3. The use of natural language, and 4. The personal focus on the medium (ibid.). The different social media platforms have solved the technological aspects in different ways, however the criteria presented above are all possible to apply on to social media if the view on “multiple cues” could be replaced with for example emoticons [11] instead of physical body language.

If a communication channel have all or many of these characteristics they are called *rich* media, in contrast to the channels who have non or few that are called *lean* media. When using the media richness theory one would base the decisions on the combination of the notion of task ambiguity with the notion of media richness. This means that the media that matches the ambiguity of the message would then be appropriate to choose. Teo Zetterman gives an example of how UD has worked with this; “/../..a typical scenario is when we get a question on twitter where we are not able to answer with only 140 characters, then we use this question as a base for our next post on our blog. And when we have written something on our blog, we write about this on twitter”. As well, he explains that they use the different social media platforms to support their different messages. This illustrates that UD matches the ambiguity of the message as well as they are working with integrated communication. From my survey one of the respondents brings up the issue of reliability that can be connected to the level of ambiguity;

> Twitter for example feels less reliable than a blog. A blog on the other hand can feel more reliable than a webpage, if the posts are new. Using a blog could be a way to make information on the webpage more clear, like for example informing about changes. Twitter and Facebook could perhaps be used as a way to spread links to updates on their webpage, at the same time as you are able to answer questions related to the information that has just been published on the webpage.
> - Anonymous respondent

This citation could be related to the fact that Twitter has got limited possibilities of mediating messages of a higher ambiguity, as the number of characters in a tweet is limited to 140. This suggests that twitter could be used in communication with low ambiguity, compared to a blog that can handle questions of higher ambiguity as well.

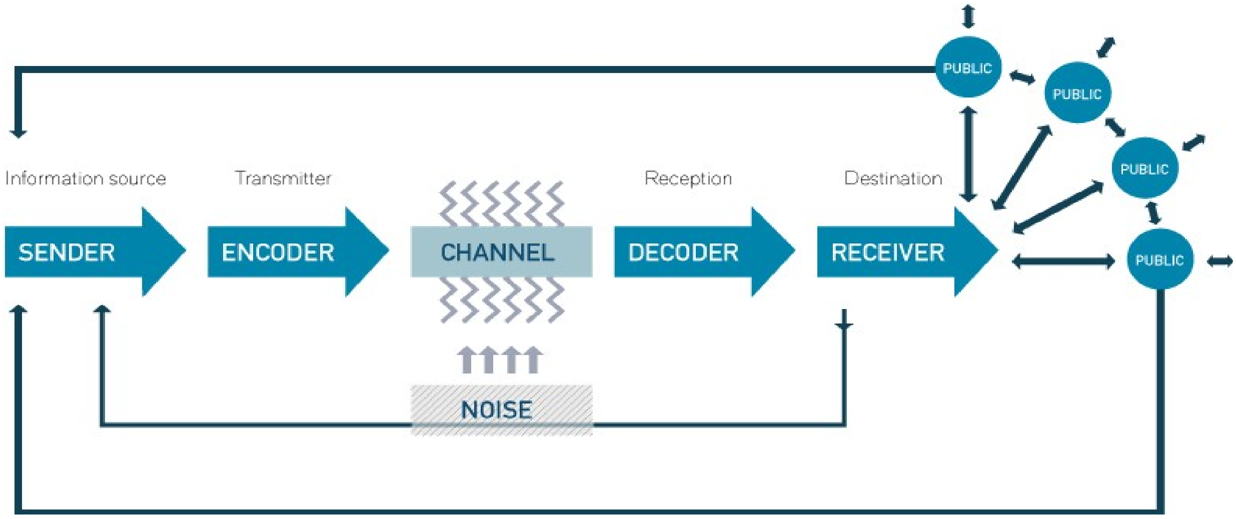
---

11 An *emoticon* also known as “smiley” is when characters are combined to illustrate facials expressions, for example a sad or happy face.

9. Conclusion and suggestions

9.1 *How should Göteborgs Stad and the Contact Centre use social media in their communication?*

To be able to provide a useful answer to this question the initial thing Göteborgs Stad and the Contact Centre needs to do is first to discuss their view on communication. When organizations want to implement social media as a communication channel they must realize that structure of communication will be different. Social media has focus on *interactions* and *dialogues* as well as the focus is on *communication* instead of *information*. To be able to get an idea of how the communication has changed, I have developed a model which is a combination of Shannon & Weaver's extended model (view model 6.2.2) and Shirky's social media model (view model 6.2.4)



9.1.1 Patterns of Communication in Social Media (Hajee:2012)

This model illustrates that communication travels from a sender to a receiver, during the encoding and decoding process there can appear noise (which can concern problems connected to technology, meaning and affection). When the message reaches the receiver there is a possibility that other people present in the same network reads the message. This means that when communicating through social media, the communication can always spread to a lot more receivers than what the sender initially thought. This results in that organizations not only communicate to one receiver at a time, instead the communicative patterns could be described as many-to-many, so *called group-conversations.* The fact that social media now enables the public to communicate with each other this new communication channel results in great possibilities and also lots of risks. Below I will provide some elements that according to the data analysis can be seen as the most important when planning for a successful presence in social media.

By changing the view on communication and admitting the receiver's influence in the dialogue, organizations will communicate *with* their public instead of *to.* This is a presupposition for the new paradigm within the PR-field. By changing the way of thinking this will lead to that the organization can focus on dialogues and interaction instead of publicity – this is not only a characteristic of PR 2.0 but also social media in general.

The work of implementing the work with social media internally has been something that has differed among my respondents. Michael Nilsson claims that not implementing the ideas and strategies well enough internally is a mistake that many organizations does. This can lead to serious consequences as well as having an organization with a non-effective communication work. Teo Zetterman from UD says that the internal establishment was something that they focused on before they started to use social media. As a strategy they chose a number of people who were well respected within the organization that they presented the idea to, when they had accepted the social media campaign, they involved the rest of the organization. Concerning Michael Nilsson's statement, the well planned internal establishment could be seen as one of the keys to UD's success when it comes to their social media use. Klas Andersson on the other hand describes their strategy as "unprofessional" as they have acted more in the spur of the moment. This has also lead to that they now face a problem when Malmö Stad's administrations have started pages and users that now have become passive.

The *time-perspective* is something that it of great importance when communicating through social media. This is evident from my interviews as well as for my survey. A clear majority of my respondents from the survey answered that the time-perspective was important for them when communicating through social media. From the ones who said it was of importance, a majority considered 2-5 hours to be a reasonable time period before they received feedback or a reply. From my qualitative study, my respondents claim that organizations have to be patient when implementing social media as a communication channel. All of them agreed that it usually takes longer time than what you expect it to, before you can see any results from your new ways of communicating. Michael Nilsson suggested that organizations should have a small group of people that are responsible for working with and developing social media use. This group should preferably also be genuinely interested in social media and will be able to spread the knowledge and strategies within the organization in a successful way.

Concerning the issue of *identity* the respondents did not agree on the same strategy. Lina Lindberg and Klas Andersson said that they put the company/organization/administration as the sender. Teo Zetterman explained that they have decided to put personal names under most posts, this is according to him a way to make the organization more transparent as well as a to "put a face" on the organization. Zetterman's thought was more in line with what the respondents from the survey answered. An immediate majority (79%) wanted to know with whom they were communicating with. Out of these 79% the respondents said that this was important for future contacts with the organization as well as a way to make the communication to feel more secure. Some respondents said that knowing the name of the ones they were communicating with would make the information feel more serious and reliable, this was described like this;

> If you don't know who has written/produced the information it becomes harder to trust that the information is reliable. Often when big organizations or companies write, they don't sign with any names, and then it is difficult for me as a receiver to know who has written what. Not knowing who the sender is makes it less reliable. - Anonymous respondent

This could be related to the criticism that the researcher Mathias Klang directs towards the public sector's use of social media, where he claims that it is not possible for the public sector and an individual to conduct equal dialogues. This he means, is partly because the power-relations is not equal. However I suggest that identifying the officials working within the public sector could be one step towards creating more equal conversations. When communicating with the public sector through traditional channels, for example by post, we are used to not always knowing with whom we are communicating. The situation is however different when communicating through social media, where the aim is to conduct conversations. I find it difficult to believe that it is possible to conduct a successful conversation if one part does not know who the other part is.

All of my respondents concluded in the interviews that the focus should be on qualitative aspects instead of the quantitative. By this they mean that the success of an organization's social media use should not be measured through number of “likes” on Facebook, or amount of followers on twitter nor the amount of comments on blog posts. Instead, there should be a focus on qualitative aspects where the organization focuses on giving clear answers as well as making sure that they are an active a part of the conversation. If the conversations and the communication is done successfully this will lead to that the organization will gain so called “ambassadors”. Through both WOM and eWOM the ambassadors will strengthen the brand and the brand-image. In addition, shown from the respondents experiences shared in the interviews, these ambassadors also help out in improving the quality of interactions as they involve themselves in conversations online and help out in answering questions asked from other social media users/customers/citizens.

When planning strategies for the communication the organization should make sure to base all communication on the organization's core values. This is something that Lina Lindberg underlines as very important. This is also a key in creating brand loyalty (Melin 1999:76). Basing the communication on the core values will also help the employees in creating a uniform communication which would reduce the risk of making the communication become confusing if different employees sign with their names under each post.

Shown from both my qualitative and quantitative study, integration of communication is a way of making the communication more clear, democratic and reliable. Teo Zetterman explains that they integrate their communication by using the different social media platforms as support to each other. This is because the different social media technologies they use are good for different type of purposes. He illustrates this by saying that they sometimes use questions asked on twitter as a base for blog post, and then they twitter about their new blog post. One of the respondents from the survey said that integrating the communication would make the information become more reliable if the same information comes from several sources and platforms. If the work also involves integrating the organization's own channels as well as the non-purchased channels this could also lead to that the purchased channels start to write about what is written in the channels belonging to the organization. This is something that Teo Zetterman says that they have started to experience at UD, traditional media has started to refer to their blogs when informing about the world politics.

Integrating communication would also mean that the choice of channel is based on the message mediated. As the Media Richness Model suggests (view chapter 6.10), the sender should adjust the channel according to a number of characteristics. By doing this, the communication will hopefully become effective. This model is also a good way to structure the integration of communication and also a way in making sure that none of the social media platforms become passive. As the communication within an organization constitute the identity the choice of channels should also be planned according to the core-values. The Contact Centre also needs to define what questions they want to handle online, and what questions should be handled through more traditional channels. By deciding this initially the people working within the Contact Centre will be able to direct the questions that are not possible to answer through Twitter, Facebook or for example a blog (this could for example be a question whose information operates under the legal aspects the Contact Centre have to work according to). By making this decision and divide, they will also be able to direct the questions they are not able to answer online to the right channel. This will hopefully improve the notion of engagement and interest.

9.2 Suggestions to the Contact Centre:

- Accept that the pattern for communication has changed, make sure that you communicate *with* and not *to.*
- Make sure to establish the idea of social media internally within the organization, before you start to use it for your external communication.
- Put a signature under most post so that the people know with whom they are conversing with.
- Make sure to integrate your communication. Support your messages in social media with all your channels. Use a blog to develop discussions and questions, Facebook for conversations and guidance, Twitter for conversations and answering questions.
- Choose channel according to what message you are sending out.
- Answer all questions, and direct the questions you are not able to answer in social media to the right place.
- Make sure to answer within a day, the feedback within social media should be fast.
- Focus on qualitative interaction rather than number of “likes” or amount of followers. Make sure to conduct conversations, which will hopefully result in that you gain so-called “ambassadors”.
- Ask questions to the public and let them be a part of your discussions.
- Base all communication on Göteborgs Stad's core-values

9.3 Suggestion for further studies

In further studies I would find it interesting to do a deeper quantitative research on the public's view on the public sector's use of social media. This could be done by making an extended survey with more room for deeper analysis and correlations. As well, I would find it interesting to follow an organization within the public sector when they do their entrance in social media and analyse the first period with for example a few months later.

10. References

10.1 Printed sources

Bennis W. (1973) Interpersonal dynamics
Homewood Ill: The Dorsey Press

Carlén L. (2002) Varumärket på Internet
Malmö: Liber AB

Carlsson, L. (2010), *Marknadsföring och kommunikation i sociala medier: givande dialoger, starkare varumärke, ökad försäljning* :-)
Göteborg: Kreafon.

Dahlqvist U. & Melin F. (2010) Varumärken i offentlig tjänst
Malmö: Liber AB

Dibb, S., Simkin, L., Pride, W. M. and Ferrell, O. C. (1994) *Marketing: Concepts and Strategies, 2nd European edition,*
London: Houghton Mifflin Company,

Ekström M. & Larsson L. (2010) *Metoder i Kommunikationsvetenskap*
Lund: Studentlitteratur

Falkheimer J. (2001) *Medier och kommunikation – en introduktion*
Lund: Studentlitteratur

Falkheimer, J. & Heide, M. (2007). *Strategisk kommunikation – en bok om organisationers relationer.*
Lund: Studentlitteratur

Fiske J. (2004) *Kommunikationsteorier – en introduktion*
Stockholm: Wadström & Widstrand

Gripsrud, J. (2002). *Mediekultur och mediesamhälle*.
Uddevalla: Daidalos AB

Grunig, James E & Hunt, Todd (1984) *Managing Public Relations.*
New York: Holt, Rinehart and Winston

Habermas J. (1984) *Borgerlig Offentlighet*
Lund: Arkiv Moderna Klassiker

Hatch, M.-J. (2002). Organisationsteori; Moderna, symboliska och postmoderna perspektiv.
Lund: Studentlitteratur.

Kapferer J. (1995) *Strategic brand management*
London: Kogan Page

Kotler P, Wong V, Saunders J., Armstrong G (2005) *Principles of Marketing*,
4th European edition
Harlow: Financial Times/Prentice Hall

Kvale S. & Brinkman S. (2009) *Den kvantitativa forskningsintervjun*
Lund: Studentlitteratur

Larsson, L. (2002) *PR på Svenska – teori, strategi och kritisk analys*
Lund: Studentlitteratur

Lesley, U. (2004) *Integrerad kommunikation i praktiken*
Malmö: Liber AB

Lindlof T. & Taylor B. (2002) *Qualitative Communication Research Methods*
London: Sage

Lustig W. M & Koester J. (2010) *Intercultural Competence – Interpersonal Communication Across Cultures*
Boston: Pearson Education Inc.

Melin Frans (1999) *Varumärkesstrategi*
Liber AB, Malmö

Miller, K. (2009). Organizational Communication: Approaches and Processes, 5th Edition.
Boston: Wadsworth Cengage Learning

McQuail Denis (2007) *McQuail's Mass Communication Theory 5th edition*
London: Sage Publications Ltd.

Nilsson M. (2010) *Den sociala revolutionen – varumärkets guide till de sociala medierna*
Malmö: Manifesto

Nilsson M (red.) (2011) *Sociala? medier? En antologi om en ny tid*
Malmö: Manifesto

Palm L. & Windahl S. (1989) *Kommunikation Teorin i Praktiken – Hur modern kommunikationsteori kan användas av informatörer i det dagliga arbetet*
Kristianstad: Kristiansstad Boktryckeri AB

Rettberg W. J (2009) *Blogging – Digital media and society series*
Cambridge: Polity Press.

Shirky C. (2008) *Here Comes Everybody – The Power of Organizing Without Organizations*
London: Penguin Books Ltd.

Solis B. & Breakenridge D. (2010) *Putting the Public Back in Public Relations*
6th Edition
New Jersey: Pearson Education Inc.

Vasquez M. G & Taylor M. (2001) Public Relation: An Emerging Social Science Enters the New Millenium. *Communication Yearbook 24*

Wallén, G. (1996). *Vetenskapsteori och forskningsmetodik.*
Lund: Studentlitteratur.

10.2 Scientific articles

Ang, L. (2011) ”Community relationship management and social media” published in *Journal of Database Marketing & Customer Strategy Management,* Vol. 18, Nr. 1, s. 31–38.

Ada, Adam (2010). ”Effects of Web 2.0 on Journalism”
Available: http://ezinearticles.com/?Effect-of-Web-2.0-on-Journalism&id=3656198 (16/3-2012)

Bickart B & Schindler R (2001) ”Internet forums as influential sources of consumer information” published in *Journal of Interactive Marketing* Vol. 15, No. 3

Blennius U. (2010) ”Myndigheten i sociala medier – råd för medarbetare i Göteborgs Stad”

Hennig-Thurau T, Gwinner K.P, Walsh G & Gremler D (2004) ”Electronic word-of-mouth via consumer-opinion platforms: What motivates consumers to articulate themselves on the internet?” published in *Journal of Interactive Marketing*. Vol. 18 No. 38-52

Hogan, B. & Quan-Haase, A. (2010) ”Persistance and change in social media” published in *Bulletin of Science, Technology & Society,* Vol. 30, Nr. 5, s. 309–315.

Kaplan, A. M. & Haenlein, M. (2010) ”Users of the world, unite! The challenges and opportunities of Social Media” published in *Business Horizons,* Vol. 53, Nr. 1, s. 59–68.

Lois K. (2005) *Beyond buzz: the next generation of word-of-mouth marketing*
Available:http://ezproxy.ub.gu.se/login?url=http://site.ebrary.com/lib/gubselibrary/docDetail.action?docID=10196164 (last visited4/4-12)

O'Reilly, T. (2005). What is Web 2.0: Design Patterns and Business Models for the next generation of software. O’Reilly Media Inc.
Available: www.oreillynet.com/pub/a/oreilly/tim/news/2005/09/30/what-is-Web-20.html?page=1. (Lat visited 10/2-12)

Rapport från IT-kommisionen ”Från callcenter till kontaktcenter – trender, möjligheter och problem” Stockholm 1999

Qualman, E. (2009) ”Socialnomics: *How Social Media Transforms the Way We Live and Do Business”* Adapted by permission of John Wiley & Sons, Inc. ISBN: 978-0-470-47723-6

10.3 Online sources

Mehner H. (2012) *Program för utveckling av Göteborgs Stads medborgarservice http://www5.Göteborg.se/prod/Intraservice/Namndhandlingar/SamrumPortal.nsf/D9A4063046C1FB94C12579D00047B359/%24File/4.3_20120404.pdf?OpenElement (last visited 10/5-2012)*

http://topics.nytimes.com/top/news/business/companies/facebook_inc/index.htmlscp=1spot&sq=facebook&st=Search last visited 18/5-2012

http://www4.Göteborg.se/prod/G-info/statistik.nsf (last visited 2/2-2012)

IT-verktyg i demokratins tjänst - Del 1 utmaningar;
http://brs.skl.se/brsbibl/kata_documents/doc39705_1.pdf (last visited 10/4-2012)

www.Göteborg.se; politik&organisation;organisation;stadsledningskontoret
(last visited 2/2-2012)

www.twitter.com/basics/what-is-twitter/ (last visited 26/4-2012)

www.lagen.nu last visited 19/3-2012

www.malmo.se (last visited 3/5-2012)

10.4 Other sources

Conversation with Alexander Almér at University of Gothenburg 24/1-2012

Conversation with Maria Soner at Göteborgs Stad 27/1, 17/2 & 27/4 2012

Interview with Klas Andersson at Malmö Stad i Malmö 28/2-2012

Interview with Lina Lindbergh at Taqtic PR in Stockholm 19/3-2012

Interview with Michael Nilsson at Manifesto in Malmö 27/2-2012

Interview with Teo Zetterman at Utrikesdepartementet 19/3-2012

Myrendal J. (27/9-2011) Lecture on "Förändrade kommunikationsmönster genom sociala medier – genomgång av huvudsakliga teman i 'Here comes everybody'"
FLoV – University of Gothenburg