



Social media to support organisational activities: a framing theory perspective

*A case study on how two Norwegian organisations use social
media*

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Abstract

The aim of this thesis is to contribute new insights on social media usage in organisations by answering the following main research question: *How is social media used to support organisational activities in marketing and finance departments?*

The use of social media has had exponential growth the last decade which has greatly impacted personal and organisational life. Due to the fast-paced development of mobile technology, there is a need for continuous research on the concept of social media. Scholars and practitioners have widely studied the implications of social media for individuals, but there is a lack of scholarly research on social media in an organisational context. In this thesis we explore how social media usage in organisations has developed over time, and how organisations use social media to solve problems in order to support organisational activities in marketing and finance departments. By conducting a case study on two Norwegian organisations, Delta and Sigma, both of which have used social media the last ten years, we were able to study how organisations use social media to support the organisational activities in these departments. We collected data through semi-structured interviews of eleven employees across the two organisations, and conducted a comparative analysis through the theoretical lens of Benford & Snow's (2000) framing theory.

We found that social media is used to support four key organisational activities in the following ways. First, in regard to marketing activities, social media is used to meet competition and to reach target customers. Facebook is extensively used to support these activities, due to the ease in which a broad audience can be reached, as well as cost-effectiveness. Second, organisations use social media for branding purposes. We found that Facebook and Instagram are the most used applications to support branding activities. Third, social media supports customer service activities since it offers contact points where customers can provide feedback and ask questions. In this regard, Facebook is the predominantly used social media application. Forth, we found that social media is used to support recruitment activities, where LinkedIn is used to post job advertisements and relevant news about the organisation or industry in which the organisation operates. Moreover, we found that the marketing departments have the overall responsibility for all these supported activities. However, we did not find substantial evidence of social media supporting organisational activities in the finance departments.

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1. Introduction

1.1 Background and relevance

The use of social media has grown exponentially over the last decade and today social media applications are a part of the everyday life for almost one third of the world's population (Banner, 2016). In 2017 the number of social media users worldwide was 2.46 billion users and the number is estimated to grow by six per cent by the end of 2018 (Statista, 2018). This indicates wide popularity of social media and to say that social media has an impact on almost every aspect of personal and organisational life is not an exaggeration (Kaplan & Mazurek, 2018). It is now up to organisations to establish how to make the best use of the social media applications available (Kietzmann, Hermkens, McCarthy, & Silvestre, 2011).

The use of social media has revolutionised the way customers and organisations connect and interact (Accenture, 2015b). Social media allows organisations to more easily have two-way communication with their customers, with customers constantly keeping the organisations up to date with feedback and inquiries (Go & You, 2016). New media technologies make it possible for organisations to better meet the needs of their customers, and open up the opportunity to provide new types of services (Go & You, 2016). As a result, organisations have been quick to adopt social media (Alalwan, Rana, Dwivedi, & Algharabat, 2017).

However, social media has not only proven to be a powerful tool with regard to customer relationship management. Many business leaders acknowledge that social media issues impact their bottom line (Clutch, 2017). A survey conducted by Hootsuite (2014), one of the world's most used social relationship platforms, reveals that eighty-eight per cent of executives agree that their organisation's use of social media is important in remaining competitive. Social media enables organisations to interact with customers at relatively low cost and high efficiency compared to what was possible with more traditional marketing methods (Kaplan & Haenlein, 2010).

Furthermore, social media can have a two-fold use in organisations. Firstly organisations can use social media as a virtual community to achieve different purposes related to organisational activities, such as branding and marketing (Arnaboldi, Azzone, & Sidorova, 2017). Secondly, social media can be used as a source of information relevant for decision-making processes

(Arnaboldi, Azzone, et al., 2017). Accenture (2015a) states there is a huge potential for those organisations that capitalise on the opportunity to use the data collected through social media to derive actionable insight, and drive business decision making.

Over the last decade, scholars and practitioners have attempted to analyse and understand the concept of social media by suggesting definitions, frameworks and classifications, by investigating its use and effects, and by adding different theories and methodologies to the field (Kaplan & Mazurek, 2018). However, due to the fast-paced advancement of mobile technologies and the evolution of social media, ongoing research is required within the field.

Kaplan & Mazurek (2018) indicate that the lack of connection between academia and business practice causes a dissonance between the outcome of the research and what businesses need. Moreover, research does not provide a clear idea of the pattern in the social media usage of organisations and is limited in regard to how organisations use a combination of social media applications to achieve and maximize possible synergistic effects (Go & You, 2016). Furthermore, Arnaboldi, Azzone et al. (2017) request further research on how social media affects professional boundaries within the organisation, and in particular how it affects the finance department and roles like management accountants.

To meet the need of more relevant research on social media usage in organisations, our thesis aims to contribute with insights on the development and the current use of social media in organisations. Moreover, we seek to contribute with findings of how social media affects professional boundaries within organisations and how social media can support organisational activities in both marketing and finance departments. In doing so we will apply framing theory. To our knowledge, social media usage in organisations has not been studied through the lens of framing theory in previous research. Framing theory provides a deep understanding of how a specific concept can help to solve identified problems. We will use Benford & Snow's (2000) framing theory to explore how the organisations use social media to support different organisational activities in marketing and finance departments.

1.2 Research question

In our thesis we aim to explore the usage of social media in organisations. Our main research question is:

How is social media used to support organisational activities in marketing and finance departments?

To be able to answer our main research question we seek to answer the following sub-questions:

- i. How has the social media usage in organisations developed over time?*
- ii. How is social media used to solve identified problems related to organisational activities in marketing and finance departments?*

Our first sub-question explores how the usage of social media has developed over the last decade. This research question is answered in chapter 4 and 5, through the empirical findings from our organisations, and further in the discussion in chapter 6.1 Our second sub-question explores how organisations use social media today to solve identified problems related to organisational activities in marketing and finance departments. The reason why we want to focus on organisational activities linked to marketing and finance, is because we aim to contribute with findings to Arnaboldi, Azzone et al.'s (2017) research. Hence, we wish to explore how social media impacts professional boundaries within organisations and in particular the implications it has for the marketing and finance departments.

Our second sub-question is answered in chapter 6.2. Through the lens of framing theory, we seek to explore how organisations identify problems in which social media can be a part of the solution and how the organisations use social media as a strategy to solve the identified problems. Moreover, we want to explore the motivation behind the choices made in relation to the organisations' social media usage.

Our two sub-questions enable us to answer our main research question as the development of the social media usage leads to the use of social media today. Our main research question is answered in chapter 7.

1.3 Methodology

In our quest to answer our research questions we use a qualitative research method to collect data. We conducted a case study with semi-structured interviews in two Norwegian organisations, anonymised as Delta and Sigma. The data collected is analysed by conducting a comparative analysis of the two organisations. We found it expedient to compare two dissimilar organisations where both use social media extensively as we want to gain a deeper understanding of organisational social media usage. Delta and Sigma are different on three main dimensions. First, whilst both residing in the financial services sector, they operate in different markets. Delta is an insurance company whereas Sigma is a consumer bank. Second, they differ in size. Delta is a large organisation with about one thousand employees, whereas Sigma is a relatively smaller organisation with around four hundred employees. Third, they are different in regard to experience. While Delta is an old traditional organisation with over hundred years of operating in the insurance industry, Sigma is a new and innovative organisation and has been operative for almost twenty years.

The empirical findings from the organisations together with existing literature on social media create the foundation of an answer to our first sub-question. Studying the empirical findings through the lens of framing theory will lay the grounds for answering the second sub-question. The answers to these two sub-questions form the answer to our main research question.

1.4 Outline

In chapter 1, we introduce the background and relevance for our research with elaboration on the motivation behind conducting this study. In chapter 2, we present the theoretical foundation of our thesis. The chapter consists of two sections. First, we review media management and marketing literature and focus on the definition of social media and the usage of social media in organisations. Second, we present our theoretical framework framing theory. In chapter 3, we discuss our methodological choices. In chapter 4 and 5 we present the empirical background and our empirical findings for Delta and Sigma respectively. In chapter 6 we discuss the findings from chapter 4 and 5 in relation to the theory from chapter 2 and compare the findings from the two organisations studied. In chapter 7 we conclude with our findings and provide suggestions for further research.

2. Theoretical foundation

This chapter consists of theory about social media and presents a theoretical framework for analysing the usage of social media in organisations. Chapter 2.1 provides a review of existing literature on the concept of social media and the social media usage in organisations. The literature review will help us to answer our first sub-question. In chapter 2.2 we present our theoretical framework known as framing and will further elaborate on collective action frames (Benford & Snow, 2000). Framing theory provides us with a framework we can use to analyse the social media usage in organisations and help us answering our second sub-question.

2.1 Social media in the media management and marketing literature

With the exponential growth in the use of social media the last years, it is reasonable to consider the revolutionary trend of social media usage as a trend organisations should join (Kaplan & Haenlein, 2010). Business executives and decision makers try to understand how to best make use of the available social media applications which involves managing the organisation's online presence, as well as handling an increasing amount of data (Peters, Chen, Kaplan, Ognibeni, & Pauwels, 2013 as cited in Kaplan, 2015). In the following we aim to elaborate on the concept of social media and provide a definition of the concept which we will use in our thesis. Moreover, the literature review also includes literature about social media in an organisational context. The literature review will provide us with expectations in regard to our first research question: *How has the social media usage in organisations developed over time?*

2.1.1 The concept of social media

In existing literature today, there is no clear definition of the concept of social media and we found an extensive inconsistency among researchers in the use of social media as a term. Obar et al. (2012) emphasise two main challenges associated with defining the concept. Firstly, the rapid changes and innovations in the technology, and secondly the fact that social media enables communication that when generally described can be comparable to communication enabled by other traditional media technologies (Obar et al., 2012).

Existing literature reveal there are different ways of discussing the concept of social media. Some refer to social media as the different platforms or applications used to consume social media, while others refer to social media as the diverse underlying technology that enables the various platforms or applications (Go & You, 2016). Even the terminology “social media” remains unclear as terms like “social network” (e.g. Boyd & Ellison, 2007), “social media platforms” (e.g. Kietzmann et al., 2011), “social media technologies” (e.g. Arnaboldi, Busco, & Cuganesan, 2017), “social media services” (e.g. Obar & Wildman, 2015) and “social media applications” (e.g. Go & You, 2016) are used interchangeably.

Herein, we will use the term *social media* when referring to the concept and *social media applications* when referring to the various types of social media. We find it expedient to use these terms as social media is often used for the general concept while social media applications include terms such as social media platforms and social media technologies. In the following we aim to clarify the meaning of social media by presenting some researchers’ descriptions and definitions of the concept, before we articulate our own definition of social media in an organisational context based on the outlined researchers’ explanations.

Arnaboldi, Busco et al. (2017) describe the main characteristics of social media technologies as “the possibility to connect with other users worldwide and to access, post and share information on a regular and continuous basis” (p. 763). This definition may cover how many people would describe social media, because it involves the fact that social media makes it possible to interact with people at any time and in any place. Moreover, Xiang & Gretzel (2010) explain that social media websites are “representing various forms of consumer-generated content, such as blogs, virtual communities, wikis, social networks, collaborative tagging and media files” (p. 179). This definition includes the term consumer-generated content and thus focuses more on the content customers can produce and publish on social media compared to the definition of Arnaboldi, Busco et al. (2017). However, the fact that social media is easy to access regularly is not included in Xiang & Gretzel’s (2010) definition.

Further, Kietzmann et al. (2011) explain that “social media employ mobile and web-based technologies to create highly interactive platforms via which individuals and communities share, co-create, discuss, and modify user-generated content” (p. 241). This definition focuses more on social media as being highly interactive platforms than the previous definitions have done. However, there is still a missing element of how easy it is to access social media, as was

emphasised in the first definition. Moreover, Obar & Wildman (2015) found it necessary to form a definition by identifying four commonalities among different social media services:

- (1) social media services are (currently) Web 2.0 Internet-based applications,
- (2) user-generated content is the lifeblood of social media, (3) individuals and groups create user-specific profiles for a site or app designed and maintained by a social media service, and (4) social media services facilitate the development of social networks online by connecting profile with those of other individuals and/or groups. (p. 2)

The definition covers more aspects than the previous definitions have done individually, but it does not include the accessibility and possibility to connect to other users worldwide.

The most cited definition of social media in existing literature is however “a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0 and that allow the creation and exchange of user-generated content” (Kaplan & Haenlein, 2010, p. 61). It focuses mainly on the same elements as the previous one, but compared to Obar & Wildman’s (2015) definition is it a more concise definition of social media. However, the same goes for this definition as for the previous four; it does not include the accessibility element.

To be able to fully understand the researchers’ definitions of social media we find it necessary to define and clarify the terms Web 2.0 and user-generated content. The concept of Web 2.0 is a platform where users continuously can modify content and applications (Kaplan & Haenlein, 2010). Web 2.0 further developed the World Wide Web to enable content and applications to be created and modified by all users in a collective and participatory manner, as opposed to only by authorised individuals (Kaplan & Haenlein, 2010). Kaplan & Haenlein (2010) argue that Web 2.0 can be seen as the ideological and technological foundation, whereas user-generated content (UGC) is “the sum of all ways in which people make use of social media” (p. 61). Obar & Wildman (2015) elaborate on this, and describe Web 2.0 as the ideology, while user-generated content is the fuel. Normally the term UGC refers to the numerous forms of media content that are created by end-users and made publicly available, such as the ‘likes’ on Instagram, the comments on videos on YouTube and so on. However, not all of this media content is considered UGC and The Organisation for Economic Cooperation and Development has set three requirements which need to be fulfilled in order

for it to be categorised as UGC (OECD, 2007). First, the content has to be published on a publicly accessible website or social networking site, which excludes content such as e-mails and instant messages from the term UGC. Second, the users have to add their own value to the content, requiring a certain amount of creative effort from the users. Hence, reposting and copying already posted content is not included in the term. Third, the content has to be created outside of professional routines and practices which means that content created for commercial market purposes is not considered as UGC (OECD, 2007).

Still, none of the aforementioned definitions of social media entail an organisational perspective, as many of them are based on the concept of UGC which exclude content created inside professional routines and practices. We argue that there is a lack of definitions that involve social media in an organisational context and have not succeed in finding an existing definition entirely adequate for our thesis. Since we seek to explore social media in organisations our ambition is to contribute with new insights to the understanding of social media in organisations. Thus, we have chosen to propose our own definition of social media which is inspired by the above-mentioned definitions:

Social media is a group of Internet-based applications that builds on the ideological and technological foundations of Web 2.0 and gives users, both individuals and organisations, the possibility to connect with other users worldwide and access, post and share information on a regular and continuous basis.

We argue that our definition is sufficient for the purpose of our thesis and is more suitable in our case than the aforementioned definitions because it covers the main elements in all those definitions, as well as including the organisational aspect. The first part of our definition is motivated by Kaplan & Haenlein's (2010) definition and entails a description of what social media is, adding to it that users of social media may be both individuals and organisations. The second part is inspired by the definition of Arnaboldi, Busco et al. (2017) and implies what functionalities social media provides.

2.1.2 Social media usage in organisations

Social media is no longer only a matter of personal use and organisations have started to use different social media applications for various purposes (Alalwan et al., 2017). According to Arnaboldi, Azzone et al. (2017), social media has a twofold use in organisations. *First*, it is

considered as a channel for building a virtual community which implies that social media is used to achieve a number of different purposes (Arnaboldi, Azzone, et al., 2017). These purposes include issues related to electronic customer relationship management (e-CRM) (Ahuja & Medury, 2010), marketing (Felix, Rauschnabel, & Hinsch, 2017), innovation (Mount & Martinez, 2014), recruiting (Sivertzen, Nilsen, & Olafsen, 2013) and internal communication (Leonardi, Huysman, & Steinfield, 2013). In other words, social media has become significantly more than just a communication tool. *Second*, social media is a source of information as organisations are able to trace people's individual characteristics, comments and relationships (Arnaboldi, Azzone, et al., 2017). Nowadays, organisations have the opportunity to exploit the data generated from customers and potential customers, as technological advances have made data analytics in real time available and possible for everyone (Arnaboldi, Busco, et al., 2017). People's likes, Tweets and posts can therefore be the basis of decision making in organisations and help management in deciding the future strategy. Furthermore, organisations can also trace competitors' behaviour on social media (Constantinides, 2014). The monitoring of individuals and competitors on social media is called social media monitoring (Constantinides, 2014).

Moreover, Arnaboldi, Azzone et al. (2017) highlight that different professionals in organisations today are claiming their degree of responsibility to govern the various social media applications. The different professionals include employees in the field of *marketing and communication*, *information technology* and *management accounting*. The research uncover an occupational transformation related to social media and how a new area of performance monitoring led by the department of marketing and communication is being shaped (Arnaboldi, Azzone, et al., 2017). The authors argue that these departments use social media data to support and lead "activities such as innovation, customer management and the employment of talented people" (Arnaboldi, Azzone, et al., 2017, p. 822). The new tasks related to the governing of social media often cross organisational boundaries, and thereby organisational actors alter their occupational boundaries (Arnaboldi, Azzone, et al., 2017).

Arnaboldi, Azzone, et al. (2017) emphasise that social media might not only impact the field of marketing and communication, but also the field of finance and on professionals like management accountants. The researchers have found a hybridisation of professions where management accountants are approaching the field of marketing and communication and can use information from social media to do various analysis. However, the link between social media and management accountants is still somewhat unclear. Arnaboldi, Azzone et al. (2017)

reveal in their study that traditional accountants are reluctant when it comes to social media and are more likely to observe the process of hybridisation at a distance. These accountants continue to focus on their routine operations based on conventional data and consider information from social media and the usage of social media a matter for the marketing and communication department in organisations (Arnaboldi, Azzone, et al., 2017).

Even though social media can improve and support organisational activities, social media will not always impact the organisations in a positive manner. Organisations are increasingly confronted with negative comments and firestorms on social media, and although such opinions may only represent the very few, they spread fast (Benthaus, Risius, & Beck, 2016). In order to benefit from social media, organisations need to develop capabilities to engage in it as well as to monitor social media activities (Benthaus et al., 2016). Not taking social media seriously can have a negative effect on the organisations and they should strive to implement a professional social media strategy (Benthaus et al., 2016). Thus, it is important for organisations to understand which social media applications they should engage in to facilitate best possible outcomes.

Use of the different social media applications in organisations

Kaplan & Haenlein (2010) have classified the various social media applications in six different groups. The first classification group they highlight is *(micro)blogs*, which involves applications such as Twitter. Blogs are referred to as web-based communication with regular updates and a series of archived records, while microblogs are described as blogs enabling the exchange of small elements of content in between users (Kaplan & Mazurek, 2018). Blogs were the first form of social media that organisations widely adopted (Kaplan & Haenlein, 2010). They can potentially provide organisations with valuable information as blogs give them access to massive amounts of user-generated data and can also be valuable as they may increase interaction with existing and potential customers (Go & You, 2016). However, as much as corporate blogs can provide an open space for communication with customers and help build and sustain good customer relationships, they have often proved an unsuitable tool for open communication with customers. Most content published on corporate blogs is highly regulated information and organisations have more control over the communication than the customers, which does not simulate open, two-way communication (Waters, Ghosh, Griggs, & Searson, 2014).

The second group, *collaborative projects* (e.g., Wikipedia), is described as applications that facilitate cooperative and real-time creation of knowledge-related content by many end-users and includes wikis, online forums and review sites (Kaplan & Haenlein, 2014). Similar to blogs, collaborative projects can provide advantages for organisations by giving the customers a chance to impact the outcome of the products (Kaplan & Mazurek, 2018). Kaplan & Mazurek (2018) highlight that collaborative projects implemented correctly may improve many activities in organisations. The authors emphasise that they can improve the sharing of knowledge and information within and between organisations, the communication organisations have with their customers, internal coordination and cooperation between employees, as well as innovation in organisations (Kaplan & Mazurek, 2018). Furthermore, Kaplan & Mazurek (2018) argue that social media should be an integral part of organisations and that modern organisations more regularly base their businesses on communities and collaboration with customers today.

Organisations have recently moved towards other social media applications such as the those classified in the third and fourth group of Kaplan & Haenlein's (2010) classification, *social networking sites* (e.g., Facebook) and *content communities* (e.g., YouTube). Social networking sites concerns social media applications where individuals can create profiles and use these profiles to communicate with each other (Kaplan & Mazurek, 2018). Content communities is defined as a place where users can share pictures, videos and other forms of media (Kaplan & Haenlein, 2010). Applications categorised under both groups, social networking sites and content communities, enable organisations and customers to have a shared social experience and dialogue that have value for the customers (Heller Baird & Parasnis, 2011). Social networking sites are also considered as particularly effective tools for organisations that seek to combine different branding strategies (Heller Baird & Parasnis, 2011).

The two last groups in the classification concern *virtual worlds* (e.g., Second Life, and World of Warcraft), which is divided into the two groups, *virtual social worlds* and *virtual game worlds*. These include more advanced social media applications and both can be defined as “artificial online environments through which individuals embodied as avatars can interact with each other” (Castranova 2005; Kaplan & Haenlein 2009 as cited in Kaplan & Mazurek, 2018, p. 275). These applications were implemented by several organisations, for example in 2007 Toyota used World of Warcraft to promote their new pickup truck, the Tundra, reaching the game's 25 million users (Kaplan & Haenlein, 2010). However, the usage of virtual worlds

has been far less extensive than expected, and represents an area of great unexplored potential (Kaplan & Haenlein, 2010).

Go & You (2016) argue that the best effect of social media usage is achieved when combining various types of social media. As the different forms of social media have dissimilar purposes, the social media engagement and effectiveness are more powerful when organisations use two or more forms together. Researchers argue that organisations have to select and connect a collection of different social media applications that provide the following features: expressing, sharing, networking and gaming (Zhao & Qiu, 2011). Using different applications in a combinatory manner is claimed to maximize the synergistic effects (Zhao & Qiu, 2011). Since social media provide organisations with increased options for communicating with customers, it appears beneficial for organisations to develop multichannel strategies for customer relationship management (Go & You, 2016). In our thesis, we will examine what types of social media applications the organisations use and whether the reasons behind their usage is coherent with the theory presented.

2.1.3 Summary of social media in the media management and marketing literature

Chapter 2.1 provides a theoretical foundation of the concept of social media. In chapter 2.1.1, we review definitions of social media from existing literature and based on this propose our own definition where we include the organisational aspect of social media. We use this definition for the purpose of our thesis.

Our definition is: *Social media is a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0 and gives users, both individuals and organisations, the possibility to connect with other users worldwide and access, post and share information on a regular and continuous basis.*

In chapter 2.1.2, we elaborate how social media is used in organisations and look at the hybridisation of professionals. Additionally, the chapter includes a classification of how the various social media applications are used in organisations with their consequent features and potential benefits.

2.2 Theoretical framework on framing

Our main research question seeks to answer how organisations use social media to support their organisational activities in marketing and finance departments. In this regard, we try to find answers to our second sub-question, i.e. how social media is used to solve identified problems related to organisational activities in marketing and finance departments. This chapter will help us to outline a framework to answer this sub-question. We want to investigate how the organisations use social media to solve identified problems related to their organisational activities in these departments and why they use it the way they do. To be able to answer this, we find it expedient to use the theoretical framework known as framing (Benford & Snow, 2000), since Benford & Snow's (2000) framing theory addresses identification of problems, suggested solutions to the problems and the motivation behind the solutions. In the subsequent section we present framing theory and elaborate further on collective action frames with their features. There are parts of the framing theory presented in Benford & Snow's (2000) overview and assessment we choose not to introduce in this chapter, because we want to focus on the parts we find most relevant for our thesis and go into detail on those.

2.2.1 Framing theory

Benford & Snow's (2000) framing theory springs from Goffman's (1974) work on frame analysis in the context of social movements. Goffman (1974) argues that when an individual observes a specific event the person will respond by using one or more primary frameworks. The framework is referred to as primary as it transforms the particular event from meaningless to something with a meaning (Goffman, 1974). Goffman (1974) explains that "each primary framework allows its user to locate, perceive, identify, and label a seemingly infinite number of concrete occurrences defined in its terms" (p. 21). According to Benford & Snow (2000), framing theory introduces features of how frames can help specific events become meaningful and further make desired actions occur.

Framing entails the process where people develop a conceptualization of an issue or where they start to think differently about an issue (Chong & Druckman, 2007). The way information is presented, which is *the frame*, will affect the way people process that information, and the frames will thus organise or structure the meaning of the message received (Asemah &

Edegoh, 2012). The meaning of a message can be changed simply by using other words and thus affect the audience in a way that will benefit the sender of the message. According to Benford & Snow (2000), framing is “an active, processual phenomenon that implies agency and contention at the level of reality construction” (p. 614). The authors study framing in a social movement context, where agency refers to the work evolving as the work of social movement organisations or movement activists and contention entails that the new frames can differ and challenge the existing frames (Benford & Snow, 2000). However, in our case agency is related to the organisations and the people working with social media in the organisations we are studying.

Framing theory has previously been used mainly by social movement scholars, and the same applies for Benford & Snow’s (2000) presentation of the theory. The authors present the theory from a social movement perspective and the explanation of all the features of the frames together with the framing processes are all connected to social movements. Social movements are defined as “collective challenges, based on common purposes and social solidarities, in sustained interaction with elites, opponents, and authorities” (Tarrow, 2011, p. 9). Even though we do not study a social movement, we find the concept of framing applicable when analysing our cases. The reason for this is because we aim to study how the organisations use social media to solve problems related to organisational activities. As aforementioned, framing theory concerns problem identification, problem solution and motivation to act and is therefore suitable for our purpose. Other researchers have also used framing theory to study cases which are not social movements. E.g. Kaarbøe & Robbestad (2016) apply framing theory in their study of how private sector accounting norms are translated within the public health sector in Norway and seek to explore the role of change agents in the process. To our knowledge social media usage in organisations have not been studied through the lens of framing theory and therefore our thesis is a contribution to existing literature.

Collective action frames

To better comprehend the relevance of framing theory when examining the use of social media in the organisations, we find it necessary to understand collective action frames and their features. Collective action frames will influence the experience of the audience and guide to action in the same way as frames do, but they also intend to mobilise potential followers or members (Benford & Snow, 2000). This characteristic is relevant in the organisational context

in which we intend to study social media. Organisations have a motivation in using social media to mobilise more followers which they can hopefully transform to customers.

As explained by Benford & Snow (2000), the collective action frames are more action-oriented and mean to “inspire and legitimate the activities and campaigns of a social movement organisation (SMO)” (p. 614). According to Zald & Ash (1966), social movements are established through a variety of organisations, called social movement organisations (SMOs). We will in our cases adapt it to entail the frames’ impact on the organisations studied.

Furthermore, collective action frames consist of two sets of features. One refers to the action-oriented function that involves the *core framing tasks* (Snow & Benford, 1988). The other refers to the interactive processes of these core framing tasks which generate collective action frames (Snow & Benford, 1988). In our case, we will look at the first set of features, being the core framing tasks of the organisations. These tasks are divided into three main core framing tasks which are referred to as *diagnostic framing*, *prognostic framing* and *motivational framing* (Snow & Benford, 1988). In the following we will explain the three core framing tasks in more detail.

Core framing tasks

According to Benford & Snow (2000), core framing tasks satisfy different needs in a social movement. In our case, core framing tasks will therefore satisfy different needs in relation to the social media usage in the organisations we study. The organisations might have problems, challenges and needs they want to satisfy and solve, and we want to explore how social media can contribute to solutions and support organisational activities in marketing and finance departments. The core framing tasks set the structure of how organisations can use social media to solve their identified problems.

The first core framing task is *diagnostic framing* and implies problem identification and attribution of blame (Snow & Benford, 1988). Benford & Snow (2000) explain that since social movements call to change a problematic situation or issue, it follows that directed actions are dependent on the identification of the source(s) of blame. Diagnostic framing involve identifying the source(s) of the problem and diagnosing an event as problematic and therefore in need of change (Benford & Snow, 2000; Snow & Benford, 1988). However, identifying the problem does not entail consensus regarding the source of the problem and

disagreements about this may frequently erupt among the participants in the social movement (Benford & Snow, 2000).

The second task, *prognostic framing* involves suggested solutions to the problem that is diagnosed with specific propositions for what needs to be done (Snow & Benford, 1988). Snow & Benford (1988) explain that “the purpose of prognostic framing is not only to suggest solutions to the problem but also to identify strategies, tactics, and targets” (p. 201). Prognostic framing involves a “plan of attack” and strategies to carry out the plan (Benford & Snow, 2000). Moreover, prognostic framing answers the question of what is to be done (Benford & Snow, 2000). Benford & Snow (2000) state that research show that there tends to be a correspondence between the diagnostic and prognostic framing in that the identification of specific problems in diagnostic framing limit the range of possible solutions and strategies in prognostic framing (Benford & Snow, 2000). In our case, we will investigate how organisations use social media to solve the problems identified and what strategies they apply in order to solve them.

Both the diagnostic and prognostic framing tasks aim to achieve an agreement of mobilisation, while the final core framing task, *motivational framing* implies action mobilisation and gives the participators the motivational driving force to proceed (Snow & Benford, 1988). Motivational framing functions as a call to action and is the underlying motivation behind the actions in the suggested solutions. However, it is not certain that action mobilisation automatically follows from an agreement of mobilisation, and therefore the development of motivational frames is required (Snow & Benford, 1988). We want to explore the underlying motivation and reason for why our organisations have chosen to use social media to solve the problems identified.

In our case, the core framing tasks involve actions that aim to structure the process underpinning the way social media is used in the organisations. On the basis of these core framing tasks we can explore if the usage of social media aims to solve specific problems and it may explain why the organisations use social media the way they do. Furthermore, in association with the theory we are left with some expectations of findings. We expect we will find that both organisations use social media more strategically today than they did only a few years ago. Moreover, we believe that social media contributes to solve problems our organisations have identified. Thus, that they use collective action frames to optimise the social media usage and that social media supports some of their organisational activities.

2.2.2 Summary of framing theory

The theoretical framework we chose to use for our analysis is the framing theory by Benford & Snow (2000). The theory refers to how individuals observe events and use frames to make what they observe meaningful (Goffman, 1974). One type of frames are the collective action frames, which are more action-oriented than other frames and aim to gain potential members or followers. These frames have three core framing tasks, which are diagnostic, prognostic and motivational framing. The first core task concerns problem identification, the second one is about suggested solutions to the problems identified and the third task implies action mobilization (Snow & Benford, 1988). The theoretical framework will make it possible for us to analyse how our organisations, Delta and Sigma identify problems in which social media help solve, how they go about solving the problems and underlying reasons behind the choices they have made in regard to their social media usage.

3. Research methodology

In chapter 3 we expatiate on the methodological choices in our thesis, where the choices are based on the background and the research question. In chapter 3.1, we describe the research philosophy. In chapter 3.2, we present the research approach. In chapter 3.3, we emphasise the research design where we describe and elaborate on the components research purpose, research method, research strategy and time horizon. In chapter 3.4, we present our method of data collection. Further, in chapter 3.5, we describe how we analysed the data collected. In chapter 3.6, we discuss the research quality of our research. In chapter 3.7, we emphasise the ethical principles and guidelines that we followed throughout our research. Finally, in chapter 3.8 we summarise our methodological choices in a table.

3.1 Research philosophy

Research philosophy is described as “a system of beliefs and assumptions about the development of knowledge” (Saunders, Lewis, & Thornhill, 2016, p. 124). Every researcher will make assumptions at every stage in their research, and these assumptions will in turn affect the understanding of their research questions, the methods they use and the analysis of their findings (Crotty, 1998 as cited in Saunders et al., 2016).

The research philosophy we find most expedient to use in our research is the philosophy of interpretivism. Interpretivism is a philosophy that focuses on the differences between humans and physical phenomena, and emphasises that these cannot be studied in the same way (Saunders et al., 2016). Interpretivists are critical to ‘laws’ that can be applied to everybody, because they suggest that people with different backgrounds and under different circumstances create different meanings and thus experience phenomena differently (Saunders et al., 2016). Saunders et al.(2016) describe that the purpose of interpretivist research is “to create new, richer understandings and interpretations of social worlds and contexts” (p. 140). In our case this implies that we want to interview employees working in the organisations to look at how they experience the organisations’ use of social media and explore how it affects their work. The interviewees are of different backgrounds and professions and may therefore affect their respective organisation’s way of using social media differently. This will enable us to gain a

richer understanding of how social media is used and the reasons behind why the organisations use the social media applications the way they do.

Typical for an interpretivist researcher is also to acknowledge the complexity by collecting data that is meaningful for the participants (Saunders et al., 2016). We want to have a phenomenologist's philosophy approach within interpretivism which means that we place emphasis on the participants' experiences (Saunders et al., 2016). In doing so, we will be able to understand the reasonings behind their choices regarding the use of social media and it may contribute to new understandings of the subject. With this philosophy, it is important for us to enter the organisations with a mindset where we try to understand the world from our participants' point of view (Saunders et al., 2016).

3.2 Research approach

A research approach concerns the researcher's approach to the development of a theory (Saunders et al., 2016). There are two contrasting approaches most commonly used, and these are the deductive approach and the inductive approach (Saunders et al., 2016). Saunders et al. (2016) describe a *deductive approach* as one where the research begins with theory before a research strategy is developed to test the theory. With a deductive approach, conclusions are drawn through logical reasoning and the researcher makes a hypothesis based on existing literature (Ghauri & Grønhaug, 2005). The theory, and the hypothesis built on it, comes first before influencing the rest of the research (Ghauri & Grønhaug, 2005). An *inductive approach* refers to research starting with data collection to explore a phenomenon before the researcher generates or builds a theory based on the data collected (Saunders et al., 2016). By using an inductive approach the conclusions are drawn from empirical observations, and the findings are used to improve theories (Ghauri & Grønhaug, 2005).

Abductive approach, is a third research approach often used (Saunders et al., 2016). This approach is often characterised as a combination of the two above-mentioned approaches. When using an abductive approach the researcher moves back and forth in between theory and data, and in that way combining deduction and induction (Suddaby, 2006 as cited in Saunders et al., 2016). Typically, the researcher will do data collection to explore a phenomenon, identify themes and interpret patterns, create a new or change an existing theory which afterwards is tested through additional data collection (Saunders et al., 2016). Dubois & Gadde

(2002) underline this by stating that an abductive approach is effective when the researcher's objective is to discover new things.

In our thesis we seek to answer how social media is used to support organisational activities in marketing and finance departments by applying framing theory. Existing literature shows limitations in regard to social media usage in organisations and moreover framing theory is rarely used in an organisational context. Therefore, we find an abductive approach expedient since it allows us to move back and forth in between theory and data collection (Saunders et al., 2016).

Initially, we approached our research by reviewing existing literature on social media and social media usage in organisations. The literature review helped us to identify themes in which we wanted to explore further in our analysis. E.g. social media's twofold use as a virtual community and as a source of information. We used the themes we found in the literature review together with our theoretical framework on framing, to develop the interview guides attached in appendix 8.2. We wanted to ask questions that would help us answer how the organisations use social media to solve identified problems and e.g.: "Why did your organisation implement the different social media applications?" was a question we asked.

After we conducted the interviews we saw that the organisations mainly used social media to create a virtual community and that the social media usage was closely linked to the organisations' activities in the marketing department. Based on the findings from the interviews we identified marketing, branding, customer service and recruitment as key activities in which social media supports. Thus, we focused on these four organisational activities in our analysis and used framing theory to explore how social media supports them.

3.3 Research design

Saunders et al. (2016) describe the research design as "the general plan of how you will go about answering your research question(s)" (p. 163). It contains the objectives for the research, specification of where the data is going to be collected from, how it is intended to collect and analyse the data, and consideration of possible challenges and ethical issues (Saunders et al., 2016). We will in chapter 3.3.1-3.3.4 describe and elaborate on four components of our

research design, these being *research purpose*, *research method*, *research strategy* and *time horizon*.

3.3.1 Research purpose

The purpose of research can either be exploratory, descriptive, explanatory or evaluative, or a combination of these (Saunders et al., 2016). We find it most appropriate to describe our research purpose as *exploratory*. Saunders et al. (2016) refer to an exploratory research as a study where open questions are asked to be able to discover and gain insight about a topic of interest. In our case, we seek to explore the use of social media in organisations and do not want to affect the answers by asking narrow and specific questions. We want to find out as much as possible about the specific topic, and thus we do not want our own thoughts and experiences to shape our research. This approach goes well with our research philosophy in that we want to discover the world through the participants' view and therefore do not want to influence them with personal opinions, but instead explore the phenomenon together with them. Moreover, research questions beginning with "What" or "How" are likely to be exploratory (Saunders et al., 2016), substantiating our choice of research purpose since our research questions all begin with "How".

Furthermore, exploratory research is flexible and adaptable to change, thus making it possible for the researcher to change the direction of the research when new data and insights occur (Saunders et al., 2016). For our thesis, we want to engage in this flexibility and adaptability so that we can examine the topic in the most appropriate way and not necessarily in the way we initially believed to be expedient. By doing so, we avoid limiting our research and make sure all the important aspects are considered.

In addition, when conducting exploratory research one may begin with a broad focus before narrowing the focus further in the research (Saunders et al., 2016). This characterises our research as we started with exploring a more general use and understanding of social media in organisations. Since our aim was to contribute with findings to Arnaboldi, Azzone et al.'s (2017) research about professional boundaries and the effects social media has on marketing and finance departments, we decided at an early stage to explore these two departments. As the research proceeded, we found it more expedient to focus on the development of social media usage and how organisations use social media to solve identified problems. Further, we found that the problems organisations often sought to find solutions to were related to

organisational activities. Our exploratory research purpose enabled us to change direction when new data and insights occurred. Hence, the main objective with the research became to gain deeper insight into how organisations use social media to support organisational activities in marketing and finance departments.

3.3.2 Research method

There are different techniques of collecting data and we distinguish between quantitative, qualitative and mixed methods (Saunders et al., 2016). In our thesis, we use a qualitative research method. This method involves collection that generates or uses non-numerical data (Saunders et al., 2016). By conducting interviews, we collect data straight from the source as we speak directly with the participants. In that way, we get rich data of personal reflections and experiences about the topic. Analysing this data helps us explore the topic with new insights and thus strengthens our research.

3.3.3 Research strategy

A research strategy is defined as “a plan of how a researcher will go about answering her or his research question” (Saunders et al., 2016, p. 177). The choice of research strategy will according to Saunders et al. (2016), be guided by the research question and objectives, research philosophy, research approach and purpose, in addition to more pragmatic concerns like how much existing literature and knowledge there is in the field, the amount of time available for conducting the research and access to data. In our thesis, we find it useful to use case study as our research strategy in order for us to answer our research questions. Furthermore, the two cases have comparative power in that they have different contextual variables under similar conditions (Saunders et al., 2016), such as Delta being a larger and older organisation compared to Sigma while they both are operating in the same industry. Therefore, we will conduct a comparative case study with the case objects being two Norwegian organisations in the financial industry where they are both using social media actively. A case study with a comparative structure is a study that repeats the same material two or more times and thereafter compare the findings (Yin, 2014).

According to Yin (2014), a case study is an empirical analysis that “investigates a contemporary phenomenon (the “case”) in depth and within its real-world context” (p. 16). This implies that we want to understand the dynamics of topics within its context (Saunders

et al., 2016). Further Yin (2014) describes a case study as an inquiry where there may not be any clear boundaries between phenomenon and context. In our case, we want to understand how the organisations in their real-life settings identify problems in which usage of social media can be a part of the solution and support organisational activities in marketing and finance departments, furthermore, why organisations use social media in the way they do. Thus, we find case study to be an expedient research strategy in order to study the phenomenon in depth and increase the understanding of how organisations use social media.

A case study can either be conducted as a single-case study or a multiple-case study. A single-case study refers to a single experiment, while a multiple-case study is a study with more than a single case (Yin, 2014). Yin (2014) does not put a broad distinction between these two, and considers the two designs to be variants within the same methodological framework. Despite this, there are distinct advantages and disadvantages with a multiple-case study compared to a single-case study (Yin, 2014). On one hand, the findings of a multiple-case study are often more compelling and thus the overall study is considered more robust than a single-case study (Herriot & Firestone, 1983 as cited in Yin, 2014). On the other hand, a multiple-case study can require more resources and time than is available to an independent researcher or student (Yin, 2014). Yin (2014) indicates that a single-case study is more vulnerable and it may be possible to achieve substantial analytical benefits from conducting a multiple-case study compared to a single-case study.

In our research we want to explore and do an in-depth analysis of the use of social media in organisations, and to do so we found it necessary to conduct a *multiple-case study* to get a deeper understanding of how organisations use social media to support organisational activities in marketing and finance departments. If we were to only look at one single organisation we would not know whether our findings were typical for that specific organisation or whether they were findings reflecting the industry as a whole. We expect to find variations in the use of social media in the organisations, as well as some similarities that may be typical for a majority of organisations in the industry. By conducting a multiple-case study with two organisations and compare the findings, we will get a more robust conclusion than if we had conducted a single-case study (Yin, 2014).

Moreover, a multiple-case study can either have a holistic or embedded design. A holistic design refers to a case study where the organisation as a whole is being examined, while an embedded design has an emphasis on different units within the organisation (Yin, 2014). In

our thesis, we focus on examining each organisation as a whole and analyse how these organisations as one unit use of social media to support organisational activities in marketing and finance. Therefore, we use a *holistic design*. We take all the information received from the interviewees into consideration and will sometimes address the differences between interviewees in the same organisation. However, our main focus will be on the organisations as a whole and we will compare our findings from the organisations with each other.

During the initial phase of our thesis we conducted an assessment where we generally observed how five Norwegian organisations in the financial industry use different social media applications. Mainly, we observed their presence on social media in five social media applications: Facebook, Instagram, Twitter, LinkedIn and Snapchat. We decided to study two organisations that were using all five applications and saw this as an indicator for being present on social media. Furthermore, we wanted the organisations to differ in size and age, as well as being in separate areas of the financial industry, such as insurance and banking. Therefore, our study concerns Delta, an older and larger insurance company and Sigma, a younger and smaller Norwegian bank, both using all five social media applications. We believed that the traditional cultural and structure of Delta contrasting with the innovative and more flexible perspective of Sigma would create tensions that would enable us to explore social media usage more exhaustively. We chose to limit our study to two organisations because we had limited time and resources at hand to conduct the necessary research.

3.3.4 Time horizon

The time horizon of a research project can either be cross-sectional or longitudinal (Saunders et al., 2016). When the research has a cross-sectional time horizon a “snapshot” of a specific time has been taken, while a longitudinal research involves series of “snapshots” over a shorter or longer period of time (Saunders et al., 2016). The time horizon in our study is *cross-sectional* since we are conducting interviews over a short period of time and will not repeatedly interview the same people over a longer time period. The reason for this is mainly because we are constrained by time, and thus do not have the availability to conduct interviews over a longer period. Additionally, it may similarly be time consuming for the interviewees to attend repeatedly over a longer period of time, and some may not be able to. Consequently, it can affect the validity of the research negatively. Therefore, we find it expedient to use a cross-sectional time horizon for our research and we believe it gives the research sufficient data.

The interviews were conducted in October and November 2018 and provide useful information from the interviewees on how they observe social media usage today together with its development over time. This information enables us to find an answer to our main research question on how social media is used to support organisational activities in marketing and finance departments.

3.4 Data collection

Collected data can be classified as either *primary data* or *secondary data* (Saunders et al., 2016). Primary data is new data, collected specifically for the research undertaken, whilst secondary data is data initially collected for other purposes than that specific research. In our research, we collected data by conducting *semi-structured interviews* and in the following we will expound on this. In chapter 3.4.1 below, we elaborate on our collection of primary data through semi-structured interviews. In chapter 3.4.2, we present our interviewees, while lastly in chapter 3.4.3, we explain our use of secondary data.

3.4.1 Primary data: semi-structured interviews

Considering our research purpose, method and strategy, it seems appropriate to collect primary data by conducting semi-structured interviews. Saunders et al. (2016) state that semi-structured interviews are non-standardised interviews often referred to as the qualitative research interviews. Semi-structured interviews may be used in exploratory studies as they can provide central background and contextual information (Saunders et al., 2016). Additionally, Yin (2014) states that the interview is one of the most important sources of evidence in case studies.

When conducting semi-structured interviews, the interviewer follows an interview guide with some pre-defined topics and key questions that he or she wants to cover during the interview. However, the interviewer is also allowed to deviate from the interview guide if the interview takes a noteworthy direction. This gives the interviewer flexibility to uncover topics during the interview that might not have been disclosed by using a different method. In our research we find this flexibility advantageous as the explorative design entails uncertainty of what exactly will be unveiled during the interviews which is consistent with our abductive research approach. Furthermore, the role of the interviewer plays an important part since the interviewer

can steer the interview and ask follow-up questions when he or she wishes. This requires us to be attentive in our role as interviewers and is discussed in depth in chapter 3.6 when deliberating on different biases. Moreover, the connection between interviewer and interviewee is central in semi-structured interviews, and therefore we found it beneficial to conduct the interviews face-to-face with only one interviewee at a time.

3.4.2 Interviewees

As mentioned in chapter 3.1 we have an interpretive research philosophy where generalisations are frowned upon. We sought to interview people in different positions and departments to form a deeper understanding of social media usage in the organisations and how it supports organisational activities in marketing and finance departments. Our interviewees ranged from department managers to regular employees in positions we argue relevant for understanding how social media supports the activities in the two selected departments. However, the interviewees did not necessarily have to work in the organisation's Marketing Department or Finance Department to be seen as relevant interviewee objects. Moreover, it was of importance for us to interview a key person in each organisation who works primarily with social media.

We had two dissimilar approaches when finding our interviewees. In Delta we handpicked all the interviewees as we have contacts working in Delta and they allowed us this access. The selection process in Sigma was however directed by our contact person there and we could only communicate who we would like to interview. This may have impacted our study since we in Delta were able to directly contact the people we wanted to interview. In Delta, we also had a good overview of the employees relevant for our research. While in comparison, in Sigma we had to trust our contact person to understand what employees we wanted to interview.

All of our interviewees were at the time employed at the Norwegian headquarters of their respective organisation. Therefore, our findings are only representative for the Norwegian units of the organisations. In total we interviewed eleven people. The distribution of interviewees between our organisations and their roles are presented below in table 1.

Organisation	Department	Interviewees	No. Interviews
Delta	Marketing	Head of Marketing	1
	Communication	Head of Communication	1
	Marketing	Social Media Manager	1
	Customer Service	Digital Customer Consultant	1
	Finance (private)	Business Controller 1	1
	Finance (corporate)	Business Controller 2	1
Total number of interviews			6
Sigma	Customer Development & Sales	Head of Customer Development & Sales	1
	Customer Experience	Head of Customer Experience	1
	Customer Experience	Social Media Manager	1
	Finance	Head of Finance	1
	Finance	Business Controller	1
Total number of interviews			5

Table 1: Distribution of interviewees in Delta and Sigma

The two organisations are structured differently, and the positions also have different names. The Marketing Department in Delta is equivalent to the Customer Experience Department and Customer Development and Sales Department in Sigma. The head of these departments are employees with leader responsibilities in regard to marketing and branding. The Head of Communication in Delta is responsible for external communication. The Head of Finance in Sigma has the overall responsibility for the accountants and controllers. We define the Social Media Managers as employees with responsibilities related to social media. However, this does not imply that they work exclusively with social media. The Digital Customer Consultants in Delta are employees with responsibilities related to answering customers on the different social media applications. We have defined Business Controller as employees with responsibilities related to different analysis and overseeing the financial operations.

3.4.3 Secondary data

In addition to the primary data we collected, we used secondary data in the study. We sought to be well-prepared before the interviews and used annual reports as well the organisations' homepage to learn more about the organisations. We found it particularly valuable to look at the organisations' different social media accounts, to get a sense of how each one of them use social media and when the organisations started to use the different social media applications. This provided us with insight that we used in the development of the interview guide, but it also proved valuable in the interviews as we were able to ask more focused questions. We also used secondary data to validate and complement our empirical findings regarding the development of social media usage presented in chapters 4 and 5.

3.5 Data analysis

In qualitative research the analysis is based on data such as words and images (Saunders et al., 2016). In our research we had to analyse words since we conducted semi-structured interviews. The nature of the data has implications for the analysis as non-standardised data from semi-structured interviews tend to be complex and large in volume (Saunders et al., 2016). This kind of primary data requires exploration and categorisation to be further analysed. In our thesis we used thematic analysis and the procedure is explained in detail below.

All the interviews we conducted were audio-recorded electronically with the permission of the interviewees. Shortly after the interviews we transcribed them into text and became familiar with the data set. Then we commenced the work of analysing the data inspired by the *thematic approach*. Saunders et al. (2016) describe that the main purpose of this approach is to search for themes or patterns across the data set. The thematic analysis allowed us to use an abductive approach and we began the analysis with theoretically-derived themes which we modified and added to as we explored our data set (Saunders et al., 2016).

Firstly, we used theoretically-derived themes, based on our interview guide, to identify different initial themes. We coded our data set using colour coding and had different colours for the different initial themes. This allowed us to systematise our data and find patterns across our data set. Secondly, we used Microsoft Excel to structure the themes found in the data set with 28 categories such as “virtual community” and “source of information”. This formed the

basis of our empirical findings presented in chapters 4 and 5, where many of the initial themes are merged with other themes to create more “mutually exclusive and collectively exhaustive” themes (Lee & Chen, 2018). In addition, we used secondary data to validate and complement the empirical findings to be able to establish a chronological development of the social media usage as our interviewees were not sure when their organisations started to use the different social media applications. Thirdly, we had three main analytical themes inspired by Benford & Snow’s (2000) framing theory. These main analytical themes were labelled “problem identified”, “suggested solution” and “motivation”. We then conducted a comparative analysis of the similarities and differences in Delta and Sigma based on the main analytical themes.

3.6 Research quality

In this section we elaborate on the criteria for judging the quality of the research and discuss the quality and limitations of our research design. Yin (2014) presents four tests when considering the research quality: construct validity, internal validity, external validity and reliability. In chapter 3.6.1 we describe validity in greater detail and discuss the validity of our research and what tactics we have applied to try to overcome the threats related to this. In chapter 3.6.2 we define reliability and review the reliability as well as limitations regarding this.

3.6.1 Validity

Validity refers to measurement accuracy, analytical accuracy and whether research findings can be generalised (Saunders et al., 2016; Yin, 2014). The validity of the research is described by Saunders et al. (2016) in two ways. Firstly, validity refers to “the extent to which data collection method or methods accurately measure what they were intended to measure” (Saunders et al., 2016, p. 730). Secondly, it refers to “the extent to which research findings are really about what they profess to be about” (Saunders et al., 2016, p. 730). Validity is often divided into the following three main groups: construct validity, internal validity and external validity. Yin (2014) states that these should be taken into account throughout the entire case study, and in the following we will address each of these three.

First, *construct validity* entails the identification of precise measures for the concepts being studied (Yin, 2014). Saunders et al. (2016) describe that construct validity is a general concern

in case study research and thus, construct validity is a weakness in our study. Critics of case studies argue that subjective measurements, which tend to confirm the researchers' biased conceptions, may be applied when collecting the data (Yin, 2014). Therefore, we had to be especially aware of the threats related to construct validity when collecting data. Saunders et al. (2016) highlight the importance of asking clear and understandable questions when conducting interviews to collect data. Consequently, we focused on well-defined and open questions in our interviews. If the questions were unclear for the interviewees we followed up with explanations and help the interviewee to understand the question before proceeding to the next question.

Second, *internal validity* is described as the establishment of causal relationships, where a certain condition is believed to lead to other conditions (Yin, 2014). However, according to Yin (2014), internal validity is only relevant for explanatory or causal studies and inapplicable for descriptive and exploratory studies, such as ours. The rationale behind this is that our case study is not supposed to establish causal relationships, but rather describe and explore the situation in the organisations today.

Last, *external validity* refers to whether research findings can be generalised to other relevant groups or settings (Saunders et al., 2016). In qualitative research this might be a challenge as the purpose of the research often does not involve generating generalisable findings (Saunders et al., 2016). Since our research strategy is case study, our research findings are not generalisable. Moreover, Saunders et al. (2016) describe that in qualitative research external validity can instead be understood as *transferability* of the research. The criteria of transferability refers to whether the study is transferable to other settings (Saunders et al., 2016). On that note, Yin (2014) highlights that in case studies one should consider *analytical generalisation* and not statistical generalisation, where the case study should be seen as a possibility to “shed empirical light about some theoretical concept or principle” (Yin, 2014, p. 40). This description is more accurate for our research and analytical generalisation has therefore been the focus in our case study. We believe our findings can contribute to the understanding of social media usage in organisations; also that they can be of use in further research of the concept. As our case study is a cross-sectional study, it is important to note the fact that the usage of social media in the two organisations we studied may change over time. Also, we only studied two Norwegian organisations which entails that we are limited to a Norwegian context. However, we believe that the in-depth interviews we conducted with

several different and central employees in the organisation enabled us to give a meaningful and complex answer to our research question.

3.6.2 Reliability

Reliability refers to whether it is possible to replicate the research and if other researchers can repeat the study with the same results (Yin, 2014). In qualitative research reliability refers to whether other researchers would be able to reveal similar information as the research that has been conducted (Saunders et al., 2016). Since semi-structured and in-depth interviews are non-standardised and situational, the reliability of the research can be a concern. Moreover, the concern about reliability is often related to different types of *bias* and errors. Saunders et al. (2016) describe four threats to reliability: interviewer bias, interviewer error, participant bias and participant error.

The first threat is *interviewer bias* and relates to the interviewers comments, tone of voice and non-verbal behaviour, which might affect the way in which the interviewees respond to the questions being asked (Saunders et al., 2016). The interviewer may want the interview to take a particular direction and attempts to impose its own beliefs and thoughts on the interviewee through the questions asked (Saunders et al., 2016). Therefore, we had to be attentive to this risk when conducting the interviews and try not to influence the interviewees. Even though we both had ideas about what we wanted to find, we argue that we mostly managed to overcome the challenge of interviewer bias because of the risk awareness we had.

Next is *interviewer error*, which entails factors which alter the interpretation of the interviewer (Yin, 2014). This can be factors such as that interviewer is tired at the time the interview is conducted or not well-prepared for the interview and therefore misinterprets the interviewees more indirect meanings. We therefore tried to plan for the interviews to take place during working hours and tried to not plan too many interviews each day of interviewing. We never had more than two interviews each day. Furthermore, we spent a great amount of time preparing for the interviews. When preparing for the interviews we focused on learning more about Delta and Sigma. In addition, we put great effort into designing the interview guide. We tried out the flow of the questions and discussed possible follow-up questions. This turned out to be very helpful as our interviewees were hung up in different questions. Since we had pre-prepared follow-up questions it became easier to steer the conversation back on the topics we wanted to explore.

The third type of threat is referred to as *participant bias* and can be a consequence of the interviewee's own perceptions of the interviewer (Saunders et al., 2016). This type of bias is however not always linked to the perceptions of the interviewer but can also be a matter of the interviewee's openness. Even though the interviewee has accepted to participate in the research, he or she can be reluctant to reveal and share certain information. This can be because the interviewee wishes to present themselves or the organisation they work for in a more positive or negative light (Saunders et al., 2016).

Another potential participant bias might be a result of the organisation's partaking in the selection of interviewees. Our two organisations had the opportunity to influence whom we interviewed. This could be problematic as the organisations may have selected interviewees that are trained to answer questions regarding social media usage and therefore could give rehearsed answers. Moreover, it is time-consuming to participate in research interviews, and the willingness for employees to take part in these interviews might be reduced. The result of these two dimensions could bias the sample from whom data are collected (Saunders et al., 2016). This threat is most present in the case of Sigma where we did not have the final say in whom we were to interview.

Lastly, the threat of *participant error* occurs if there is any factor altering the interviewee's performance (Saunders et al., 2016). An example could be conducting the interviews at an inconvenient time or place. Thus, when scheduling the interviews, we sought to conduct the interviews during regular work hours and emphasised to our interviewees that we were flexible regarding date and time. Additionally, we ensured that the interviews took place at the interviewee's respective workplace and that the room in which the interview took place was a closed space inaccessible for others.

3.7 Research ethics

Saunders et al. (2016) describe research ethics as "the standards of the researcher's behaviour in relation to the rights of those who become a subject of a research project" (p. 201). During a research project the researchers face various ethical issues, however most of them can be anticipated and dealt with consecutively (Saunders et al., 2016). During our research we followed Saunders et al.'s (2016) guidelines in which the different ethical issues are discussed.

Firstly, it was important for us to get the consent of our interviewees. The information and consent form attached in appendix 8.1 was presented to all our interviewees before the interviews started. The form describes our research project and states that participation in our research project is voluntary and anonymous, and that the interviewee can withdraw at any time. It includes information about privacy policy and the rights that the interviewees have, such as access to personal data registered. Furthermore, the form also includes contact information that the interviewee may need to follow-up on its rights. At the end of the form the interviewee has the opportunity to sign a consent, and the interviewee had to sign this in order for us to commence the interview. This was not a problem for us and all eleven interviewees signed the consent form and were offered a signed copy. By doing so we ensured to follow the ethical principles described by Saunders et al. (2016) which entail voluntary participation, right to withdraw, informed consent, confidentiality of data and anonymity of those taking part.

We also followed other ethical principles such as respecting others and avoiding harm. Management of data was conducted respecting confidentiality and anonymity, and all names were changed to a pseudonym. We have also sought to act with integrity and objectivity in relation to the data analysis and empirical findings presented. Moreover, the ethical principles of correct referencing to our sources of information and openness about potential errors in our research have been important throughout our study.

3.8 Summary of methodological choices

Table 2 below presents a summary of our methodological choices. The summary shows the highlights from our research methodology presented throughout chapter 3.

Dimension	Methodological choice
Research philosophy	Interpretivism
Research approach	Abductive
Research purpose	Exploratory
Research method	Qualitative
Research strategy	Multiple-case study
Time horizon	Cross-sectional
Data collection	Semi-structured interviews
Data analysis	Thematic

Table 2: Summary of methodological choices

4. Delta

Chapter 4 presents the empirical data collected during our research on Delta. In chapter 4.1 we provide an empirical background of the organisation. We begin with an introduction of the organisation, before we present how the organisational structure accommodates the social media usage. Chapter 4.2 presents the empirical findings from the interviews conducted. First, we study how social media has developed in Delta. Second, we explore how the organisation uses social media today as a virtual community under four organisational activities. Third, we examine how social media is used as a source of information in Delta today. In chapter 4.3 we summarise our findings.

4.1 Empirical background

4.1.1 Introduction to Delta

Delta is a large Nordic insurance company with around one thousand employees in Norway (Delta's webpage). The organisation is well-established and has been a player in the Nordic market for a long time. We have only studied the Norwegian division of the organisation. Delta has both private customers and corporate customers, but we will only focus on the private market. Their target customer in the private market is forty to sixty years olds with a steady income and several different insurance products. Delta's purpose is to *make it simple to stay safe*. The organisation is often described as traditional, safe and old-fashioned by both employees and customers.

4.1.2 Organisation of social media in Delta

Delta is a large organisation with a complex organisational structure. In figure 1 below we have illustrated the organisational chart for relevant departments in Delta. By relevant departments we imply the departments that help to create an understanding of the organisation with a main focus on how the organisational structure accommodates social media. Therefore, we have illustrated the main divisions with related departments mentioned in the interviews. In the following we will present the Marketing Department and Finance Departments in greater detail.

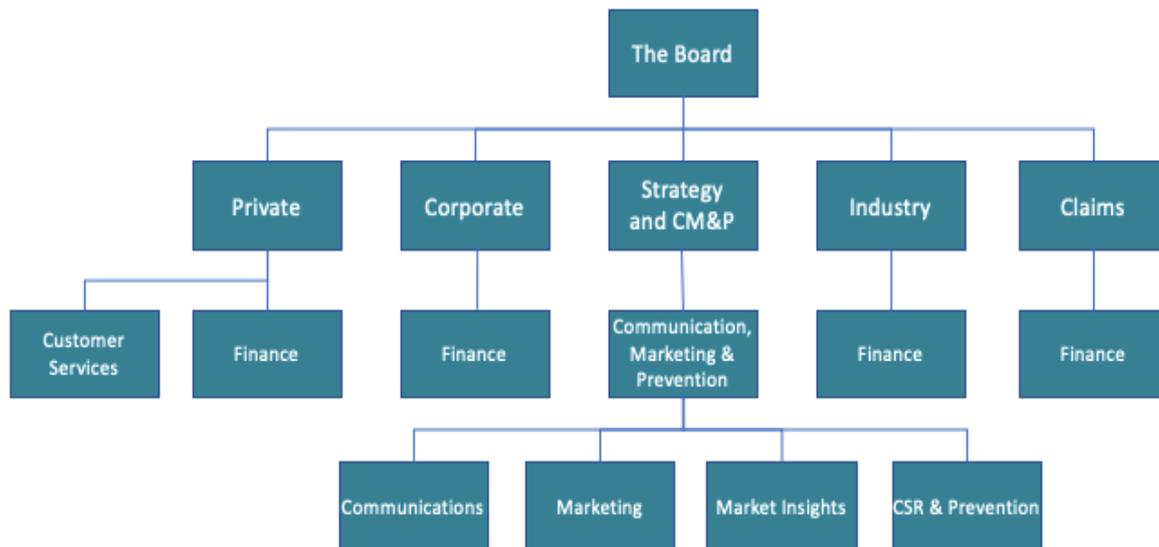


Figure 1: Illustration of the organisational structure in Delta

As illustrated, Delta is divided into the *main divisions Private, Corporate, Claims, Industry and Strategy and Communication, Marketing and Prevention*. Today, responsibility for social media is assigned to the Marketing Department in Delta and the department is under the division *Communication, Marketing and Prevention* and serves as a support function for all the departments in the organisation. Everything related to branding, marketing, customer communication and customer relationship management in Delta is the responsibility of the Marketing Department. The department consists of eleven employees working as Project Managers, Brand Managers and Graphic Designers among others. Additionally, the Social Media Manager works in this department and has the main responsibility for the social media usage in Delta.

The Social Media Manager works closely with the employees in the division of Communication, Marketing and Prevention, which involves employees in the Market Insights Department and the CSR & Prevention Department. The Market Insights Department is the heart of data analysis in Delta and conducts analysis on the social media usage. The CSR & Prevention Department cooperates with the Marketing Department, primarily the Social Media Manager, on creating content related to loss prevention. Furthermore, the Social Media Manager also works closely with the Digital Team in the Customer Service Department, which is responsible for replying to all inquiries from customers on social media. However, as the

Marketing Department serves as a support function in the organisation, they cooperate with more or less any department in the organisation.

Since our main research question seeks to explore how social media is used to support organisational activities in marketing and finance departments, we have interviewed employees from the finance departments in Delta. The four main divisions in Delta: Private, Corporate, Claims and Industry, all have a finance department assigned to them where it serves a support function. The majority of the employees in the different Finance Departments holds a business controller position.

4.2 Empirical findings

Chapter 4.2 presents our empirical findings from our data collection in Delta. The findings will help answering our two sub-research questions:

- i. *How has the social media usage in organisations developed over time?*
- ii. *How is social media used to solve identified problems related to organisational activities in marketing and finance departments?*

In chapter 4.2.1 will we examine the development of social media in Delta, with focus on how the use of social media changed when the organisation had a reorganisation in 2015. In chapter 4.2.2 we will present Delta's use of social media today as a virtual community. The chapter studies the usage related to the four organisational activities: *marketing*, *branding*, *customer service* and *recruitment* as the findings suggest that these organisational activities are supported by social media. Chapter 4.2.3 provides our findings of how Delta use social media today as a source of information.

4.2.1 The development of social media in Delta

The timeline of Delta's use of the different social media applications is illustrated below in figure 2. Delta had a big reorganisation in 2015 and this extensively affected the social media usage, as well as the organisation around the social media usage. Therefore, the timeline is divided into two time periods, where the first period *pre-reorganisation* (2009-2015) indicates the period before the reorganisation in 2015 and the second period *post-reorganisation* (2015-2018) refers to the period after the reorganisation. The illustration is created on the basis of

data collected in our interviews. However, we supplemented the data with data from the different social media applications that Delta use, where we used the date when the first content was published on the corresponding social media applications as start date.

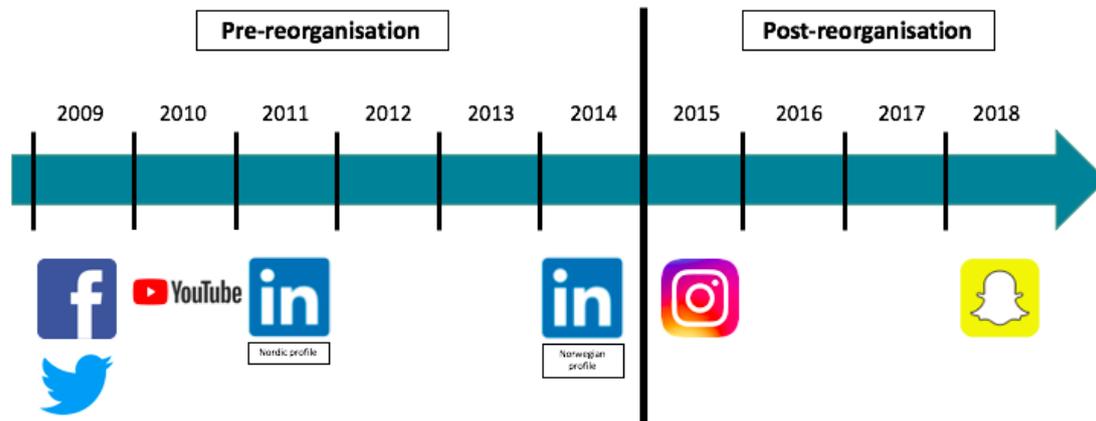


Figure 2: Illustration of the social media timeline in Delta

As we see from figure 2, Delta started to use different social media applications between 2009 and 2011. The reason why LinkedIn is shown twice in the timeline is because they started in 2011 with a Nordic profile and then in 2014 a separate Norwegian profile was established. The Norwegian profile is used by the Norwegian division today. In the following we will go through the development in the two time periods pre-reorganisation and post-reorganisation.

Pre-reorganisation

This time period spans from 2009 until the reorganisation in 2015. During this period social media was a subject to a combined marketing and communications department. There was no overall strategy for social media usage and it becomes evident through the interviews conducted that the early stage usage was fairly unstructured.

Delta started to use Facebook in 2009. Our interviewees state that Delta started to use Facebook simply because “everybody else” started to use it. The Social Media Manager explains it like this:

In the beginning I think that it was a little like “Oh, now we also have to be on social media”. I think it was that trivial. Also, I think that in the beginning it was more of a feeling that we needed to be here [on social media] and more like a funny thing internally. (Social Media Manager)

Additionally, they saw Facebook as a cheap marketing channel compared to other channels. In the beginning they mostly used Facebook to post content such as press releases and to say “Happy Friday” to their customers. Facebook was used like a second webpage where the customers could find information and contact the organisation. The Head of Marketing describes the use in these words:

In the beginning it [Facebook] was only about having a place where the customers could find us. Because if they did not want to use our webpage they would rather go to [our] Facebook [profile] and find the organisation there and [...] stay in touch there, a sort of dialogue with the customers. (Head of Marketing)

The comments and questions on Facebook were answered by a communications consultant, the position the Social Media Manager held at the time. However, answering the customers required a great deal of customer service competence which was challenging since the Social Media Manager did not have this competence.

In the beginning it was actually my responsibility to answer the customers that contacted us on Facebook, and I spent a lot of time on it because I had no idea [what to answer]. Repetitively I had to find out who could answer the different questions. So gradually I developed a base with a travel insurance expert, a home insurance expert, a dog insurance expert and so on. (Social Media Manager)

Delta also started to use Twitter in 2009 and the interviewees describe that the reason for joining Twitter was because it was a new social media application through which they felt that they could reach out to their customers with socially engaging messages.

So, Twitter was for us a place where we could share messages about Delta, which are many of the same messages we share in the press. So, in that way we could meet the socially involved people, like journalists etc. And thus, we

could there [on Twitter] publish content about Delta we thought were interesting [...] (Head of Marketing)

The following year, in 2010, Delta published their first video on YouTube. The Social Media Manager explains that there was no other reason for why they started to post videos on YouTube other than enabling them to use the same videos on their webpage. Seemingly, it is more convenient to use videos on webpages if they are posted first on YouTube as the Social Media Manager explains here:

We have used YouTube mostly because if you were to post videos on our webpage, then you have to have the video on YouTube as well. So, it has mostly been that we have to post it there [on YouTube] to use it on [Delta's webpage]. (Social Media Manager)

Google Plus was another social media application of organisational interest at the time. There was a discussion after the launch whether Delta should join the application or not. However, they decided not to proceed with a Google Plus account and are satisfied with that decision today since Google Plus never became a significant social media application.

[...] Then there was a discussion related to Google Plus when it came. But it never got that big and we never jumped on that wave. And yes, now it [Google Plus] has disappeared [...] (Head of Marketing)

In 2011 they joined LinkedIn with a Nordic profile and used the application to post job advertisements as well as some news about the organisation. In 2014, Delta created a separate Norwegian profile on LinkedIn and ever since have had two profiles. The split was however less beneficial for the Norwegian division as all the followers remained on the Nordic profile.

[...] But all the followers kept following the Nordic profile. So, they probably have around ten or twelve thousand followers, while we have only two thousand. So, we are left with no one [...] (Social Media Manager)

Post-reorganisation

This time period spans from after the reorganisation in 2015 until 2018. In 2015 Delta went through a reorganisation which led to extensive changes in the organisational structure and affected the social media usage. As an example, the combined marketing and communications department became separated into two departments within the division of Communication,

Marketing and Prevention, as shown in figure 1. Before the reorganisation there was no established position with overall responsibility for the social media applications that Delta used. With the reorganisation, social media became the responsibility of the Social Media Manager, a newly-established position within the Marketing Department. This is what the Social Media Manager says about the reorganisation:

In 2015 we reorganised and [...] social media and marketing became the responsibility of the Marketing Department and I got a more specific title [Social Media Manager] because we wanted to do more out of social media. So, then we sat down and made a strategy and started to use budgets [...] and I worked closely with our media agency [...]. So, we managed to professionalise it [the social media usage] and this happened during 2015-2016. (Social Media Manager)

The Social Media Manager is responsible for posting all the content on the different social media applications and for developing the social media strategy in Delta. The Social Media Manager describes the role like this:

I am probably the one that creates most of the content that Delta use in their communication, apart from the content that external [communication] agencies help with. So, there is a lot of videos, a lot of development of concepts and how one should launch a product and so on [...] There is a lot of production of content and I am responsible for all the content that is posted on the social media applications [...] And I also have the responsibility for the social media strategy in Delta. (Social Media Manager)

In 2016, the responsibility for answering customers on social media was reallocated and became subject to the Digital Team in the Customer Service Department. This involved answering inquiries on Facebook, comments on posts and customers' posts about Delta on Facebook. The Social Media Manager explains the development of responsibility allocation in these words:

It is only the last year that everything is in place, and it actually *is* the Customer Service Department that has the responsibility for the dialogue with the customers on Facebook. And there is a team that does the job, because not everyone can do it. We have spent a lot of time on templates and training, to

make the them [the employees in the Digital Team] secure enough to do the job. As it requires other things than only replying to e-mails or something that is not going to be official. (Social Media Manager).

The Customer Consultant – the person with most responsibility related to replying to customers on social media – had the impression that the Marketing Department had too few resources and too little in-depth knowledge about customer service to be able to answer all the comments and questions on Facebook. In the interview the Customer Consultant adds this to the story:

My impression is that they were quite few in Marketing and that it [answering customers on social media] was a task that took a lot of their time which they rather wanted to spend on other things. [...] I think that it is quite natural that it has become our responsibility. (Customer Consultant)

The time period, post-reorganisation, is also characterised by the establishment of new social media applications. Instagram was used by Delta for the first time in 2015, five years after the launch of the application. The application was used to publish pictures related to Delta's cultural values, but the activity rate has been steadily low.

[...] We saw here [Instagram] that we could convey things in another way. Because on Instagram it was about posting images and eventually movies. So, you can engage and reach in another way, more visually. (Head of Marketing)

In addition to this, Delta have recently, in 2017, started to use Snapchat although only as a marketing channel.

[...] We do not have an account on Snapchat. We have only used it for advertising. (Social Media Manager)

4.2.2 Social media as a virtual community

Social media is used in different organisational activities with various purposes in Delta. The Head of Marketing explains the different functions like this:

So, social media can be a sales channel, it can be a channel for customer communication, it can be a channel to post good stories about the company and

get more people to get to know and like the company. It [social media] is primarily only a media channel, but it is a media channel that functions a bit different compared to other channels. You can either post a lot of organic content or you can advertise. (Head of Marketing)

For Delta the most important social media application is evidently Facebook, and it is also a strategic decision from the management team in Delta to focus on Facebook. The Head of Marketing answers this when we asked which social media applications they prioritise:

[...] Facebook is without doubt number one. That is because we have prioritised it and we have succeeded in that channel (Head of Marketing)

On questions related to how frequent Delta use social media, the Head of Marketing said this:

On Facebook? No, it all depends. At least three times a week, but sometimes it is even daily [posts]. [...] We want to post at least two to three times a week so that it is relatively regular. Our concern is more related to whether the things we post are interesting enough and relevant enough. (Head of Marketing)

The use of Twitter is limited to single posts copied from Facebook, and generally Delta post information and content related to loss prevention on Twitter. Twitter has been used for branding, but as there is no strategy for the application, the usage of Twitter reflects inconsistency and low activity. The Head of Communication describes the usage today:

We have a Twitter-account where we post something like once a month. So, we are not very active there [...]. (Head of Communication)

When Delta publish content on the social media applications, they are concerned about using it in the correct way in terms of tone of voice. They want to reflect their values and show their brand in a positive way by using social media. They do not want to be perceived as too formal and they want to talk in a friendly and open way to their customers. The Head of Marketing describes their tone of voice like this:

We try not to be too formal [on social media]. [...] Not too much of “we [Delta] know best” but make it more engaging for the users and try to do it [use social media] in a nice way. We should have a caring tone of voice because we are a company that want to be perceived as safe and simple. [...] That entails talking

to them [the customers] in a way that make them feel safe. So, there is something emotional in that, something caring, something about taking care of each other [...] without being too personal. Because we are not supposed to be our customers' best friend, it is not what it is about, but we should be a good support. That is important to us, so it is one of the governing rules we have here. (Head of Marketing)

Furthermore, it is important for Delta to find a suitable balance between content that is fun and content that is serious in order to reach out to the customers with the right message. The Head of Marketing explains what they think about when they decide how they want to be perceived on social media:

There can be a lot of things that create engagement. It all depends [...] Obviously you can create something that is really funny and that truly entertains people, and that often works. The thing is though, that we are an insurance company and when people have losses is it not funny and it is not supposed to be funny. So, our profile is not that much about humour and using humour to reach out with our messages because it [the message] is too serious for that. However, that does not mean that we cannot have a spark in our eyes and that we cannot make people laugh. (Head of Marketing)

The Head of Marketing also adds to this:

We are not a humour company, so we are not supposed to be that. And this [decision to not use humour that much] is based on a lot of market research that we have done and the answer we have gotten from the market is that they do not want us to use humour either. But this does not mean that we cannot create something that is funny every once in a while, of course we can. (Head of Marketing)

Moreover, the importance of being consistent across all the social media applications is something Delta focus on when they publish content on social media.

We must be faithful to what Delta communicate, either it is on Facebook or Snapchat or Insta[gram] or Twitter or in the press or if it is some paid advertising on VG [newspaper] or communication that we send out to our

customer. You should always recognise that it is the same organisation (Head of Marketing)

Marketing

We found that Delta, by using Facebook, mainly focus on reaching out to as many customers as possible and not necessarily on targeting specific customer groups. The Social Media Manager describes the usage like this:

So, Facebook has actually been quite a broad platform for us [Delta] where we have mostly focused on reach and engagement, more than being very targeted. [...] So, it is only the last two years that we have used campaigns that are more targeted. But it [the usage of Facebook] is mainly about reaching out broadly with our messages to reach many people and to grab their attention. (Social Media Manager)

To be able to have a good reach, Delta have changed the way they use social media. This concerns their use of Facebook in particular, since Facebook have changed their algorithms which makes it impossible to post as much organic content as organisations used to do. The Head of Marketing elaborates on how Delta want to use social media today and optimise the reach of organic content:

We wish to have a good reach [on social media] and we also wish to communicate a message that we can control based on specific target groups and engage [these groups] there [on social media]. If you look back a few years ago, it was possible to post a lot of organic content that a lot of people saw. That is not how it works anymore. (Head of Marketing)

We found that one of the reasons why Facebook has been the most important social media application for Delta to date is because it offers a cheaper marketing channel when compared to other platforms. Since Facebook is getting more expensive have they started to use other social media applications more.

One of the reasons why Facebook has been used by so many organisations is because it is a cheap channel to do advertising relative to other channels. You have the same with Snapchat now. Facebook is becoming more expensive, and Snapchat is relatively cheaper compared to the possibilities you have [with

Snapchat]. But the more organisations that start to use it [Snapchat], the more expensive it [Snapchat] will become. (Head of Marketing)

Delta have started to use other social media applications because it enables them to meet customers they otherwise would not meet on Facebook. One of these applications is Instagram and the Head of Marketing emphasises:

I would say that main purpose [of Instagram] is to get additional reach for what we do on, well yes, primarily Facebook and reach a group that we might not reach on Facebook. And again, the same [as for Facebook]: communicate good stories about Delta that we think could be relevant and engaging for our customers. It can be everything from posts about loss prevention to emotional stories about [the corporate social responsibility work that Delta do]. We can do this very visually [on Instagram], which is a great fit with the application. That being said, I do not think we have a strategy that enables us to [...] deliver at our best [on Instagram]. (Head of Marketing)

Snapchat is another social media application Delta have started to use. However, they do not have their own profile on Snapchat and mainly use it for marketing purposes, as aforementioned. Delta recently launched a new insurance product targeted towards a younger audience and they used Snapchat as one of the main marketing channels. The Head of Marketing is very pleased with the results:

So, for instance now we have launched a new insurance product [...] and we have to a great extent used Snapchat. And with great success. That is because this is a target group younger than the one that Delta usually target. (Head of Marketing)

Another social media application Delta use for marketing purposes is YouTube. However, they do not have a clear strategy for how to use it. The Social Media Manager describes the usage today like this:

Lately we have used YouTube as an advertising channel. So, our commercials are used as adverts there. [...] We have never created content specifically for YouTube. It is more of an application that we use if we are going to use videos

on other places [like the webpage]. So, there is no specific strategy for the usage of YouTube. (Social Media Manager)

Branding

Although social media, mainly Facebook, is used for many different purposes, the Head of Marketing emphasises the most important reason for why Delta use Facebook:

[...] The most important thing for us is to use Facebook as a channel to show off Delta in a positive way and to be interacting with people in the market. As well as use it to try to show that Delta is a company with some core values and a position that we believe people, when they get to know it [the company], will like a lot and that this can differentiate us from our competitors. (Head of Marketing)

Furthermore, Instagram is highlighted as a social media application used for branding purposes.

Instagram, I feel that is a channel where you have the opportunity to build a feeling around your company. Use photos and show it [the company] in that way. [...] (Customer Consultant)

We found that Delta want to use social media to help them become more interesting for the customers. They emphasise that insurance is a product of low interest and therefore social media can help making it more entertaining. Entertaining content often engages customers more. Although, as mentioned in relation to the organisation's tone of voice, they do not want to use too much humour since they do not want to be perceived as unprofessional when joking about something that is of a serious matter for their customers. To use social media to make insurance more interesting can therefore be considered as a trade-off between fun and entertaining content and serious and professional content. The social media manager explains it this way:

[...] Insurance is very boring and there are very few people that cares about insurance, unless you have had a leak in your house or something been lost when you have travelled. It [insurance] is *really* a product of low interest. So, I have been interested in standing out of the crowd, and that is supposed to be with engaging content [...] We have tried to find the things we can still do with

integrity, but that also has this stop-effect in the feed [...]. (Social Media Manager)

The Head of Marketing also comments on the lack of interest for insurance:

That [insurance] is simply the industry we are in and there are a lot of other things that people would rather like to hear about and see on Facebook or on any other social media [application] than their insurance company. That is the way it is. That is the world we [Delta] live in. (Head of Marketing)

The Head of Communication thinks one solution to the little interest can be to get in touch with the customers more regularly.

[...] Insurance is a product of low interest. Normally, you are not really that interested in insurance [...] So, if we manage to get in touch with the customers every day through new products [anonymised] and other things, the customers will then become more interested, right. Because, then you get the daily connection [...] (Head of Communication)

Delta try to use social media as a channel where they can inform their customers about how to prevent losses and other relevant tips and advice. In that way, they can signal that they focus on how customers can stay safe and hopefully avoid loss. Today, Facebook and Twitter are the social media applications most used for this. The Head of Marketing explains:

We focus a lot on [...] loss prevention. So really, to make both the community and customers safe and reduce the number of losses that occur and [let our customers] know more about what they can do to contribute to that [prevent loss]. There is a lot [of post] on everything related to the weather and seasons and that sort of things. There [on Facebook] we give a lot of good advice and advice on what one can do. That is probably the most important thing we do in that channel [Facebook]. Also, because it fits well with Delta's profile and position which is making the society and our customers safe. Then, we have to help the society in doing so. We cannot just say "stop having so many claims". (Head of Marketing)

According to the Social Media Manager, it seems like they use Twitter to share similar information. To remain on Twitter is a choice of Delta mainly because their competitors are using Twitter.

It [the content posted on Twitter] has typically been about prevention, so if it is a storm, then we post tips and advice. [...] But this gives [the customers] very little and we have not used Twitter for advertising either. [...] The other insurance companies use Twitter more or less in the same way. (Social Media Manager)

Customer service

In addition to the aforementioned ways Delta use social media, they also use it for purposes related to customer service activities. The Digital Team in the Customer Service Department is responsible for replying to their customers on Facebook. The Customer Consultant that we interviewed describes the responsibility dedicated to them like this:

Originally the task involved answering private messages [on Facebook], but now the task in collaboration with the Social Media Manager has expanded to answering as much as possible on Facebook. Because it is only Facebook, I do not have any responsibility regarding Instagram, Twitter or any other channels [...] So there [on Facebook] I have started to answer posts, comments on posts that we [Delta] publish, basically to give a more nuanced picture. (Customer Consultant)

We also found that Delta use social media to receive feedback from their customers. They can find out what customers think about specific products or what they think about Delta's customer service. The Head of Marketing states this about the matter:

[...] If we want, we can go out in social media and receive input from people about a new product we might produce. So, we can engage there [social media] and ask what they [followers] think about that. [...] We can also post a list of benefits and make them [followers] rank it. Or we can ask them openly [...] "What do you think? Give us some inputs on innovation we have not thought about yet. Help us!" So, there are many ways we can engage [...] And of course, we also receive information about to what extent they [followers] like the content we make and the things we are concerned of [...] And then

we receive lots of input on whether we are good or bad in customer service or claims [...] (Head of Marketing)

Furthermore, Delta highlight that they as an insurance company do not interact with their customers as regularly as other companies may do. The interaction Delta have with their customers is normally related to when they have a problem or a claim. However, they see social media as a channel where they can meet their customers more often. The Head of Communication elaborates on this:

An internet bank or a bank meet their customers maybe several times a day. We [Delta] rarely meet our customers unless there has been a loss. Therefore, I think that it is important for us to be more present and make ourselves more relevant for the customers in their daily lives. Facebook is, or I think Facebook is a good channel for doing this. (Head of Communication)

Recruitment

LinkedIn is a social media application Delta use in order to recruit the best candidates for their positions. Today, they use it to post news about the organisation and job advertisements. The Marketing Department wants LinkedIn to be the responsibility of the Human Resources Department, but this is not the case today. The Social Media Manager explains it this way:

We also have a LinkedIn-profile [...] We actually want the HR department to have the responsibility for it, because as it is used now it is basically a recruitment channel. [...] So, we have a discussion [in Delta] about who should have the responsibility. (Social Media Manager)

Even though the Marketing Department wants the Human Resources Department to take control over the LinkedIn-profile, posting content on LinkedIn is still the responsibility of the Marketing Department. The Head of Marketing describes why Delta use LinkedIn in these words:

[...] And LinkedIn, that is maybe the most important channel to reach out to people with a professional standpoint [...]. We can reach out with other types of messages, also on the recruitment side [...]. And, you can also target it [messages] on different companies you want to reach. [Head of Marketing]

4.2.3 Social media as a source of information

Social media can also be used as a source of information. However, none of the interviewees place emphasis on using information from social media as part of decision-making processes. The Social Media Manager states that Delta use Facebook's own tools to gather data about their customers.

It is only the content that we pay for that we get insight into. You do not get any insight into the organic [content], there you can only see geography, sex, age, but you do not really see anything. But, when you have content that you have paid for, then you can go into details about interests and demographic and age and sex and relationship status [...] (Social Media Manager)

Today, Delta do most of their analysis without any information from social media.

Now, we do most of our analysis in other medias [than social media] and in other ways than on social media. (Head of Marketing)

We wanted to understand how the finance department is affected by social media. This is what the Head of Marketing had to say when we asked if the Finance Departments could be more involved in the work with social media:

The Finance Department? No, or it could be, but we [the Marketing Department] do not have a cooperation with them today. I do not really see how we could use it [social media] together. (Head of Marketing)

The Business Controller does not use any data from social media but try to pay attention to what is going on in the various social media applications.

No, I do not use it [social media] directly. Obviously, I pay attention and read some comments every now and then because I am a controller for the Contact Centre and therefore I sometimes have to try to understand if there is discontent [among the customers] about specific things. (Business Controller 1)

However, we did find that the Finance Department uses social media to do specific market research. This is often related to monitoring competitor's social media applications and to see

what kind of products and services they launch. The Business Controller for the private market explains how they could use social media to do market research:

And then there is close monitoring [on social media] of competitors. Because it is here they [the competitors] post a lot about their new products and what they do [...] As an example, DNB offered an insurance for the Norwegian folk costume. That made everyone really aware [of it] [...] and often when new products are launched questions like whether we [Delta] can launch similar products are directed to us [Finance Department]. (Business Controller 1)

4.3 Summary: empirical findings from Delta

Delta is a large and traditional Nordic insurance organisation. In our thesis we have studied the Norwegian division which has around one thousand employees. Delta has used social media since 2009 and their first social media applications were Facebook and Twitter. Further they implemented YouTube and LinkedIn. In 2015, there was a major re-organisation which affected their social media usage. In the recent years, they also started to use Instagram and Snapchat. Today social media is the responsibility of the Marketing Department in Delta. They have since 2016 had a Social Media Manager with primary responsibility for the social media usage. The responsibility involves creating and posting all content on social media. Social media serves many purposes in Delta today and supports different organisational activities, including marketing, branding, customer service and recruiting. Delta's main focus under marketing is reaching their target customer. When it comes to branding, the biggest concern for Delta is insurance being a product of low interest and they use social media to a great extent to try to overcome this challenge. They also use social media a lot to share information about loss prevention, which also corresponds with Delta's values as they want to make it simple for customers to feel safe. In regard to customer service, it is the Customer Service Department that has the responsibility for replying to customer inquiries on social media. For recruitment purposes, Delta uses LinkedIn where they post job advertisements and news about the organisation. Furthermore, social media can also be used as a source of information. This is however something Delta does not do to a great extent. The Finance Departments in Delta mainly use conventional data and only look to social media for social media monitoring.

5. Sigma

In this chapter we present our findings on Sigma. Chapter 5.1 provides an empirical background of the organisation. We begin with an introduction of Sigma, before presenting how the organisational structure accommodates social media. In chapter 5.2 we present the empirical findings from our data collection in Sigma. First, we present the development of social media in the organisation. Second, we examine how Sigma use social media today as a virtual community under four organisational activities. Third, we study how social media today is used as a source of information in Sigma. Chapter 5.3 is a summary of our findings.

5.1 Empirical background

5.1.1 Introduction to Sigma

Sigma is a medium sized Norwegian bank with around four hundred employees (Sigma's webpage). The bank has been operating for two decades and have from the beginning differentiated from competitors by offering digital services rather than having physical contact with its customers. Sigma were listed at Oslo Stock Exchange a few years ago and in the aftermath of this the bank expanded and went through a reorganisation. They have a wide target customer profile but have traditionally been known to reach out to younger customers from twenty to forty years old. Sigma's core values are *simple*, *open*, *fair* and *friendly innovator* which work as guiding principles for them.

5.1.2 Organisation of social media in Sigma

Sigma do not have a traditional organisational structure with a defined Marketing Department. Instead, many of the marketing activities are assigned to the *Customer* division of the organisation. Figure 3 below illustrates the organisational chart for relevant departments in Sigma. By relevant departments we apply the same reasoning as for Delta. The departments illustrated provide an understanding of the organisation with main focus on how the organisational structure accommodates social media. Therefore, we have illustrated the main divisions with related departments mentioned in the interviews. In the following we will present the Customer Experience Department, the Customer Development and Sales Department and the Finance Department.

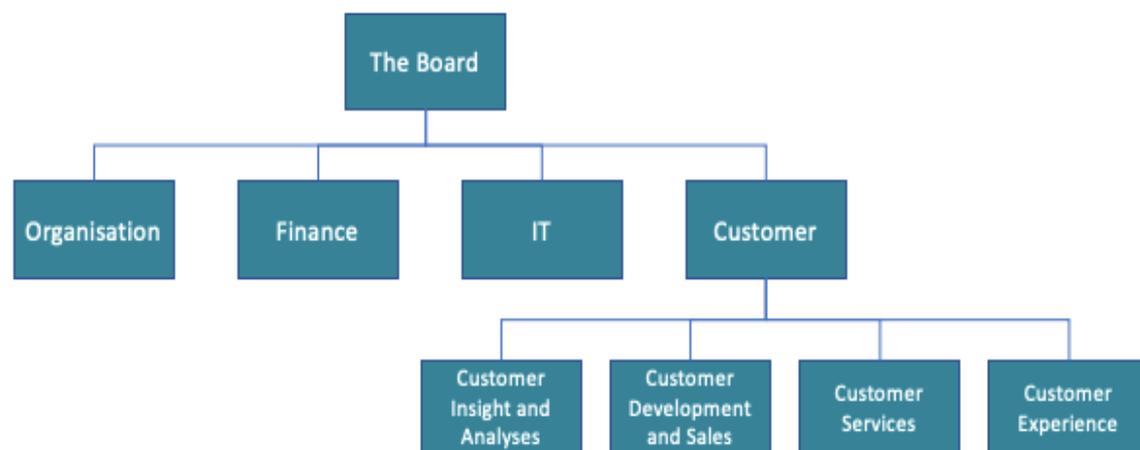


Figure 3: Illustration of the organisational structure in Sigma

The responsibility of social media is under the Customer division, where it is further allocated between two departments: *Customer Experience* and *Customer Development and Sales*. The *Customer Experience Department* has responsibility for producing and publishing organic social media content. The department consists of a multidisciplinary team which is divided into three sections. One section is responsible for deciding what development projects to focus on, another team is responsible for the design profile and a third team is responsible for organic content. The *Customer Development and Sales Department* is responsible for producing and publishing all the paid content, as well as having responsibility for CRM. However, it is the Customer Experience Department that has the main responsibility for social media.

The *Social Media Manager* works in the team responsible for content in the Customer Experience Department. The person works closely with the Customer Development and Sales Department to make sure that content published on social media contains a good balance of paid and organic content. Furthermore, the role involves working together with the Customer Service Department to make sure all the inquiries from customers are replied to. The *Customer Service Department* has four consultants responsible for replying to customers on all of Sigma's social media applications.

The *Finance Department* is led by the Head of Finance and divided into Accounting and Controlling which consists of ten people. Four working in Accounting, another four in Controlling and additionally two working in both places. Those working as accountants are responsible for producing the consolidated accounts and group reporting among other things, while the responsibilities of the business controllers include for example providing numerical data for graphs and tables to the quarterly report, make prognoses and conduct what-if-analysis.

5.2 Empirical findings

Chapter 5.2 presents our empirical findings from the data collection in Sigma. The findings will help us answering both our sub-research questions:

- i. *How has the social media usage in organisations developed over time?*
- ii. *How is social media used to solve identified problems related to organisational activities in marketing and finance departments?*

We will in chapter 5.2.1 present the development of social media in Sigma, examining how it was before and after a major reorganisation in 2016. Chapter 5.2.2 studies how Sigma use social media today as a virtual community. We present the usage related to four organisational activities, those being *marketing*, *branding*, *customer service* and *recruitment*, as the findings suggest that these organisational activities are supported by social media. In chapter 5.2.3, we introduce our findings on how Sigma use social media as a source of information.

5.2.1 The development of social media in Sigma

We have illustrated in a timeline when Sigma started to use the different social media applications. When Sigma started to use the different applications is based on when we found that Sigma first published content on the applications. Twitter and Facebook were the first applications they started to use, respectively in 2009 and 2010, followed by YouTube in 2011, LinkedIn in 2012 and Instagram in 2013. More recently, in 2017 they started to use Snapchat. Out of all the applications, Facebook is the one they have used most actively, and this is the case today.

Sigma have been through many reorganisations. However, the main reorganisation in the last ten years took place in 2016 and we therefore divide the timeline into two time periods. The first time period, *pre-reorganisation*, spans from 2009 to 2016 and indicates the period before the organisation went through the last main reorganisation. The second time period, *post-reorganisation*, spans from 2016 to 2018 and represents the period from the reorganisation until today.

The timeline of when Sigma started to use the different social media applications is illustrated below in figure 4.

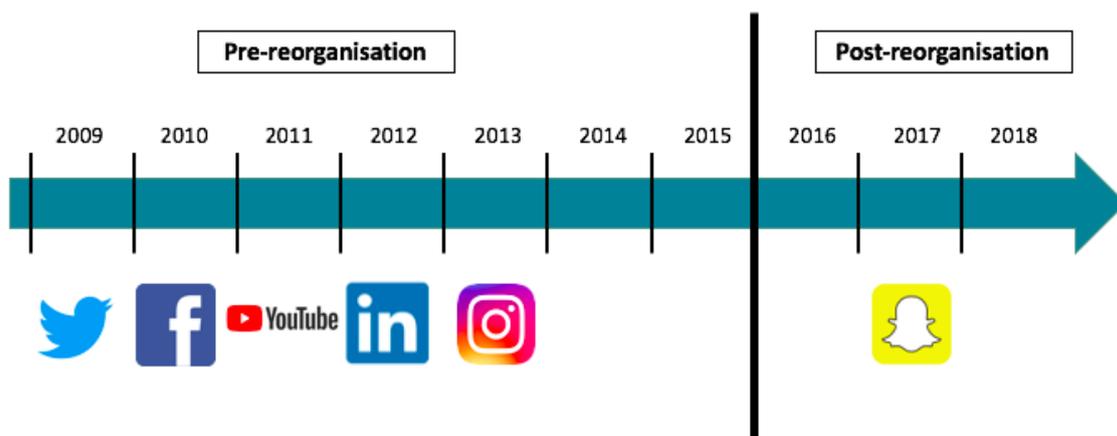


Figure 4: Illustration of the social media timeline in Sigma

Pre-reorganisation

The pre-reorganisation period spans from 2009, when Sigma started to use social media, until 2016 when the reorganisation found place. When Sigma first started to use social media, they did not use it very actively. However, they had a purpose behind what they wanted to do with the applications they used, which was to have an outward-facing profile that reflected their brand.

[...] Probably many [organisations] had a Facebook-account and a Twitter-account and did not fully understand what they used them [the social media applications] for. I think we were one of those [organisations] who early defined that we should have a profile outward and that it should reflect our brand. (Head of Finance)

Despite this, there was no clear strategy for how to use social media, what to post on the social media applications or at what time. The head of Customer Development and Sales explains the use of social media before as more unsystematic:

[...] I feel that we used to publish [on social media] without thinking through it. (Head of Customer Development and Sales)

The first social media application Sigma started to use was Twitter in 2009 and they tried to use it for customer service purposes.

So, on Twitter we had something like “We are here to help you”. I think it is still like that. We used it as a customer service channel, but very few [customers] use it [Twitter] for customer service. (Social Media Manager)

Furthermore, Sigma have normally published the same content in all the various social media applications and the Social Media Manager explains it like this:

Before I started they [Sigma] posted a bit of everything everywhere [on social media]. (Social Media Manager)

Before the reorganisation Sigma had a Marketing Department. The department consisted of people working with sales, content, corporate social responsibility, public relations and internal communications among others. In addition to this, responsibility for the organisation’s

social media usage was assigned to this department. There was one person responsible for social media and this person did all the work related to the use of the social media applications.

When I started here [in 2016], it was one person in the old Marketing Department that had the responsibility for social media. And this person posted everything on social media, as well as making the content strategy, making all the content, publishing all the content and replying to all questions from the customers [on social media]. (Head of Customer Experience)

Post-reorganisation

The post-reorganisation time period runs between 2016 and 2018. In 2016 there was a major reorganisation that changed the structure of the organisation and still there are ongoing changes in positions and roles in the organisation. In the following, we will focus on the organisational changes related to social media.

During the reorganisation, they reassigned some of the people from the Marketing Department into a new department called *Customer Development and Sales*. The reason for this was that they saw it necessary to focus more on CRM and to change the existing CRM-system for a new one. To change the system is a long process, and thus they decided to create a team specialising on CRM. Furthermore, they also saw it necessary to separate the people creating the content for marketing channels into its own department, and thus *Customer Experience* was established.

Before, we used to have a Marketing Department [...] But they [the board] saw that they [Sigma] needed to focus on how they [Sigma] worked with CRM [...] We had a system that was not good at all and to change the system is a very long process [...] We needed to be more specialised on it [CRM] [...] So, then we separated that group out of the Marketing Department [...] Initially, *the content group* was with them [the separated group], but it was a group with great need, so they wanted to separate between them. It was first in May 2017 that *content* became its own [team]. (Head of Customer Experience)

Together with the creation of the new departments, the responsibility for social media was moved from the old Marketing Department and over to these two new departments.

The responsibility for social media is divided between *Customer Development and Sales* and *Customer Experience*. Where paid [content] is produced and published by Customer Development and Sales and all organic [content] is done by Customer Experience. (Head of Customer Experience)

Another reason for why the Customer Experience Department was established was that they saw a need to establish a department to protect customers against decisions not optimal for the customers. The Head of Customer Experience explains it like this:

[...] To put the customer first has always been a part of the culture and incorporated in the organisation. When we see that the battle is in the digital channels, it made sense to create a team with a professional community with good competence and knowledge about the customers. It was an easy choice to make. The board and management are controlled on targets related to growth, and therefore it is important to have a department that can resist the pressure in those cases it is not right for the customer. Because if it is not right for the customer, is it not right for the bank neither. Measures that promote growth can pay off sometimes, but it can also damage the brand in the long run and create customer experiences that is not good. (Head of Customer Experience)

The Head of Customer Experience emphasises further:

[...] It is the customer experience we live for, so to make sure we have a strategy that protects this both in short term and in long term do we think is the best way to reach the target - which is growth. (Head of Customer Experience)

Before the reorganisation there was only one person responsible for all social media usage in Sigma. The work load for this person was increasing and after the reorganisation they saw a need for allocating some of the responsibility to other employees in the organisation. Thus, the Customer Service Department took over the responsibility for replying to customers contacting them on social media, because the questions asked were typically once requiring more of the competence the consultants at in Customer Service Department possess. By doing it this way, the people working with the content production had more time to publish more on social media, as well as focusing more on making good content.

Primarily, the background for that [allocating the responsibility] [...] is that the questions we receive is not directly connected to the posts [on social media] [...] That is something [the] Customer Service [Department] keeps more up to date on [...] That made it possible for us to release ourselves more, publish more content and spend more time on the content that was published. (Head of Customer Experiences)

Around the same time as this happened they established the position of Social Media Manager within the Customer Experience Department.

[...] And then [the person with the responsibility for social media] got the position as a full time Social Media Manager [...] (Head of Customer Experiences)

The Social Media Manager in Sigma today is responsible for the social media strategy at a superior level. The person is the initiator for arranging creative workshops with various people in the organisation to get ideas for what to publish on social media and to improve their social media usage.

[...] Every now and then the Social Media Manager organise creative workshops and schedule in different people in the organisation. So, this person starts many creative processes. Other times this person starts something on demand from the board or others. The Social Media Manager is there to try to balance a good disclosure need [...] (Head of Customer Experience)

In addition to this, the Social Media Manager is responsible for publishing organic content on social media, as well as making sure all the incoming inquiries from customers are being handled in a correct manner.

My role is to have an overview of what is going on in social media. In a way keep myself updated on trends and those kinds of things, because I am also producing the organic content for the channels. I am in control over the strategies and I know what directions we want to move in. In addition to maintaining a balance between paid and organic content. I am aware of the difference [between paid and organic content], but a customer only sees

Sigma. It is important for us to have a balance, so we can avoid only pushy sales [messages] and also publish some tips and information. (Social Media Manager)

5.2.2 Social media as a virtual community

Today, social media is used in various organisational activities in Sigma. Many of the social media applications are used for more than one purpose and subsequently used in different ways depending on the purpose. How social media is used differently is explained by the Business Controller we interviewed:

[...] Social media is [used for] information exchange on all the platforms. It is also used in the customer dialog directly [...] It is kind of a platform to expose the company, as well as to show who we are and what we do. Also, to get inputs from our customers on things we do well, things we do bad, modification requests etc. It is kind of a marketing arena, but also an arena to receive inputs from our customers. (Business Controller)

All interviewees focused on Facebook when they talked about Sigma's social media usage and the Head of Customer Experience explains why they are present on Facebook with this:

Facebook is our biggest channel, where we are most active both with organic and paid content. And basically, we want to use that [Facebook] for both sales, branding and customer service [...] (Head of Customer Experience)

Furthermore, the Social Media Manager says this about how often they use Facebook for those purposes:

[...] On Facebook is it [posts] every day despite weekends because we are not enough people during the weekends [...] (Social Media Manager)

Moreover, the most important social media applications are Facebook followed by Instagram and Snapchat, in which they see a lot of potential. The Head of Customer Experience explains this:

Today, it is Facebook [most important] without doubt and that is because we use it so much. I hope and wish that we will start to use Instagram in a more

strategic way, so it can become more important as well. And then, we see that advertising on Snap[chat] is very valuable for us. I think those are the three [most important applications]. (Head of Customer Experience)

Our interviewees in Sigma emphasise how important it is to use social media with a consistent and professional tone of voice that reflects the organisation's brand and values. They want to signal that the customers are one of them and that the customers recognise Sigma in all the social media applications.

It [the tone of voice] is based on our brand and our values. We are supposed to be simple, open, fair and a friendly innovator. And it should be like we are "one of the people". We can be oral, but then we must be precise and professional. So, it is about shortening the words and use modern Norwegian [...] we use "you" and "we" and not "customer" nor "Sigma". (Social Media Manager)

Further, the Social Media Manager explains:

[...] We do not write formally, and we use normal words. For example, none of our products begin with a capital letter. And it is not "dear customer", but "Hi" [...] (Social Media Manager)

In order to reflect the organisation's brand and values they find it important to be aligned in all the communication channels.

There is a way of using the language which implies to be recognisable. It is about the consistency, because there are so many different departments that communicates out to the customers. Thus, to make sure that we are unified in regard of the text and our language, and the way we use the language, is very important. (Head of Customer Experience)

The language Sigma use on social media is even more loosely and more forward leaning than it is in other communication channels in the organisation.

When it comes to the use of language in social media are we kind of even more loose. Maybe even more forward leaning, even more "one of the people", even more oral and we apply other rules related to the use of emojis

than what we have on e-mail for example [...] That is because we follow the customers. When the customers are on Facebook, they have other expectations for how we should appear compared to in an e-mail. (Head of Customer Experience)

The Social Media Manager also emphasises the importance of not making the customer feel unintelligent in contact with Sigma:

[...] You are not supposed to feel stupid. We must use words that make you think «Oh yeah, that is how it is». That is very important. [...] Many savings products can be pretty complicated, so it is important that when you read it you think “Oh yeah, of course” and not “I am so stupid since I did not know that”. (Social Media Manager)

Marketing

The competition landscape in the banking industry has changed lately, thus Sigma need to interact with and approach the customers differently than they used to. The Head of Finance explains:

It is the competition in the banking industry that is the reason why we do not have the position we used to have. It forces us to approach the customers in another way than before because our competitors do it and because the banking industry is challenged by other companies, like fintech and other companies where they are extremely good at processing information. (Head of Finance)

Together with the change in competition, where Sigma no longer have a pull-factor through their brand, digital solutions and low-cost concepts like they used to, and the customers are changing. We found that Sigma see a greater need to work smarter towards their customers and social media is one of the tools they use to do so.

It [digital solutions and low-cost concept] is a hygiene factor now. Therefore, we need to use a lot more tools now than we did before. We work smarter towards the customers than what we used to. Thus, we grow in these areas. It has become more visible and we have chosen to organise us the way we do - more fragmented [...] Now it becomes more push as well [...] And there is more focus on it, on CRM as a subject and to do customer analysis. It is a part

of the toolbox. Investments in marketing is also a part of the toolbox [...] Therefore [a need to match target groups with market channels], we need to be smarter in the communication. Both on the digital platforms we have, on social media, but also on e-mail communication and other communications [types] we have. (Head of Finance)

To be able to work smarter towards the customers, Sigma have started to use social media more targeted.

[...] We are more complex and targeted into these channels [social media applications] than we were for maybe twelve months ago. (Head of Development and Sale)

The interviewees in Sigma highlight how important it is to target the right customers and that this is challenging when the customers are changing. The customers are getting older together with the bank and Sigma need to find out how to reach other customer groups. The Head of Customer Experience explains it like this:

[...] Now we [Sigma] are soon nineteen years old and our customers are in a phase of aging. So, we have to be very aware of who of our customers we actually reach out to. (Head of Customer Experience)

We are in the middle of a reflection phase where we see that we talk very well and, in a way, have a good conversation with those who have followed us for a long time on Facebook, but we are struggling a bit with reaching out to other target groups. (Head of Customer Experience)

Furthermore, Sigma want to use other social media applications like Instagram, because they think that can help them to reach out to other target groups.

The reason why we want to be more on Instagram is because we want to reach those who are younger [...] And then Instagram is a channel where we see that many spend a lot of time. In addition to Snapchat. And Instagram is a channel where we have the opportunity to express ourselves with “this is how we look like”. [...] It must give them [customers] something to follow us. People like to see photos of employees, so it must give them something. But

we do not know if it gives the right people something. (Social Media Manager)

The Head of Customer Experience underpins this:

[...] On Instagram we have had a very clear strategy, that being to share a lot of what is going on from the inside of the bank. But, we are also here standing in front of a change. We want to attract and speak more to young people [...]
(Head of Customer Experience)

By using Snapchat, Sigma have managed to lead many of the receivers of the marketing messages to the organisation's web site.

We have a converting of seventy-one per cent, so it is evidently a place where our customers are a lot and where they have time to receive a message. [...] Either is it the timing that is good or the targeting that is good or the channel that is good and the message. (Head of Customer Experience)

Furthermore, is Twitter a social media application Sigma use to do customer service, branding and sales.

[...] What we see is that we have a dedicated fanbase that are very active and that are good at lifting us up and good at defending us and that ask us specific questions. It is actually a channel where we do customer service and branding and sales. So, I think it is a very important channel towards a small group of our customers. (Head of Customer Experience)

YouTube is also an important application for Sigma to reach their targeted customers by using it as a marketing channel.

We have a YouTube channel. Primarily, we use it for advertising. (Social Media Manager)

[...] YouTube is an important channel for us [...] (Head of Customer Development and Sales)

Moreover, social media is used as a place where Sigma can test and learn how to improve their social media usage and how they can better target their customers. The Head of Customer Experience thinks of social media and testing in this way:

I think that social media is a fantastic place to test that [how to reach broader] and to learn. So, if we do not think it is a bit uncomfortable when we push the button and feel a bit insecure about how the reaction will be, then we are not brave enough. We have to dare to experiment here [social media]. (Head of Customer Experience)

The Head of Customer Experience emphasises how they can use social media to try reach out to the preferred customer groups:

What we see today is that we actually want to reach a broader spectrum of our customer group and our potential customer group than what we do today with those who like us on Facebook. So, then we have several alternatives. Either we can keep doing what we do today on that profile and therefore not do anything on it or we can try to reach those we do not reach today on other channels. Another alternative is to try to branch out and gradually change content and test what reach other target groups [...] (Head of Customer Experience)

Branding

After Sigma changed their brand name, people do not have the same awareness of the brand any longer. Therefore, Sigma finds it important to focus on branding activities in order to promote their brand and improve the brand awareness.

[...] We use brand awareness guidelines in all our channels now [...] It is very important that everything is aligned. We are focusing a lot on the brand, because we have a new brand. Sigma is new and that is a problem for us [...] We had around ninety per cent brand awareness before and now it is on sixty per cent [...] (Head of Customer Development and Sales)

Sigma want to use social media to help improving their brand awareness again. Moreover, on Facebook they have a Christmas calendar in order to try to strengthen their brand.

[...] For example, we have a Christmas calendar. That is a good thing for our brand. We are playful [...] it is fun to share some silly things. (Social Media Manager)

Another social media application they use a lot for branding is Instagram.

[...] Instagram is used in a lighter way to build our brand, so we have posted some “fun at work”- photos and things like that every now and then [...] (Controller)

Some of the bank’s products, like savings, are not necessary of very high interest for the customers and Sigma therefore use social media to try to make it more interesting.

[...] Savings can be a boring thing. It [content about savings] must be good if you want people to click on it [...] It is unrealistic to think that people will think of an advertisement about savings as exciting [...] (Head of Customer Development and Sales)

To try to make it more interesting, Sigma recently launched a new savings product where they used social media in the launch of the product.

[...] For example, we have this new savings product [anonymised] and there has been one big campaign now with focus on trying to sell in the product *savings*. (Social Media Manager)

Sigma use social media in different ways and for various purposes. One thing important for them is to be perceived as open, and they do this by posting relevant information on social media.

For us [Sigma] is it very important ... we have four values and one of them is to be open. We were the only bank, as far as I am concerned, that actually said on Facebook why we chose to raise the interest rate. [...] It is an objective for us to reach out to all of those who actually are customers today with relevant information and status about everything. Additionally, we wish to provide information about everything that is new. That can either be a new functionality that can be useful or a new product. We also wish to, of course, build our brand. [...] And also, to learn. For example, “What type of login method do you use?”.

So, we use it [Facebook] in many different ways and we want to find a good balance between all of them. (Head of Customer Experience)

Customer service

Another important feature of social media that Sigma highlight is that they can use it for customer service. For Sigma, it is important to have a good relationship with their customers. The Head of Finance explains that customer expectations are the driving force behind it.

[...] The competition in the industry in itself makes that you [as a customer] expect more from the competitors if you experience something positive one place [...] So, the expectations of the customers will be that the experience they have on digital channels become so good, so it is enough on its own. That will only happen if you have sufficient focus on the customers [...] (Head of Finance)

Customer satisfaction has always been important for Sigma. Therefore, they always try to put the customers first in all decision-making processes. The Head of Customer Experiences describes it like this:

When I started two years ago and asked the question [to employees]: “why are we not doing it in that way” or “can we do it like this”, it did not matter if I asked the colleague who sat answering the telephones from the customers or if I asked the CEO, they would all answer: “Yes, but how will that affect the customer?”. So, to set the customer first have been a part of the culture and is very incorporated in the organisation. (Head of Customer Experience)

Furthermore, the Head of Customer Experience elaborates on this:

We are a bank that many have an affiliation to [...] It is a fantastic good starting point, but it also gives us an extremely big drop height. So, to protect that and to build on that [...] that affiliation that many of the customers have is very important for us. (Head of Customer Experience)

Customer satisfaction is measured in a Norwegian customer survey called “Norsk Kundebarmometer”. The measurement is of high value for Sigma and it is an important measurement for them.

The most important target for us is “Norsk Kundebarmeter” (NKB) [Customer Satisfaction Measurement], thus customer satisfaction in a Norwegian customer survey. And it is clearly that the way we use social media can affect the target both in a positive and negative way. So, it is an incredibly important target in that way [...] (Head of Customer Experience)

By using social media, it can help Sigma improve customer satisfaction by for example focusing on good customer service. The Social Media Manager elaborates how important customer service is for Sigma:

The most important thing [with social media] for me is however ... Number one is good customer service. If you contact us on a channel we have chosen to be on, then we must take that inquiry seriously. That is number one. So, to number two. So, “why should you follow us?” [on social media] Shall we just be there to help them, or shall we also give them advice along the way? Then it is sales [number three]. So, for the bank is it important with sales, but it is also important with good customer service. So, everything must in a way support one another. (Social Media Manager)

Mostly, the interviewees talk about Facebook in relation to customer service, but Twitter is also to some extent used as a customer service channel.

On Facebook it [the objective] is customer service. And mainly it is the same for Twitter as well, because we have another customer base there. (Social Media Manager)

Furthermore, to receive valuable feedback is something Sigma want to achieve with their social media usage.

I take it [customer complaints from Facebook] further sometimes to hear with relevant department if it is like that or that. We get a peek directly into the customer experience. It is a nice way to receive feedback. (Social Media Manager)

Recruitment

In addition to use social media for all the aforementioned purposes, Sigma use it for recruitment by using the social media application LinkedIn.

The objectives of being on LinkedIn is simply to show the market what we are doing and that we, kind of take the position of who we really are, but also to be an attractive employer. That we are a serious employer that do cool things [...] (Social Media Manager)

The Social Media Manager thinks of LinkedIn as an application where they can talk of themselves in a more bragging way compared to the other social media applications.

[...] So, for me is it important that when we publish content on LinkedIn that it fits in to that professional setting. [...] Here, we also talk of “we” as a bank. [...] This is the only channel where we use “we” [...] So, it is a bragging channel. (Social Media Manager)

Sigma want to use LinkedIn for job advertisements and target message towards relevant groups of customers. However, they have not been very active publishing content on LinkedIn because of limited capacity.

LinkedIn is not really used a lot [...] We still want to use it for job advertisements and to target the message towards relevant groups there. In addition to this, we want to be more active there [on LinkedIn] [...] We have not prioritised it because it has been extremely busy. (Head of Customer Experience)

5.2.3 Social media as a source of information

Sigma use some of the information from social media and mostly information received from customers regarding complaints and suggestions.

[...] For us, all suggestions from our customers about things they wish were different, not only customer complaints but customer wishes and customer suggestions [...] will be structured, collected and supplemented with other information from Facebook and other social media [applications]. (Head of Finance)

However, the Social Media Manager does not collect any data from social media:

I do not gather anything [from social media]. Nothing. If I get something, it is when choosing winners of competitions and then to ask for their address.
(Social Media Manager)

Furthermore, the Finance Department does not receive any data from social media to use in their customer analysis. However, they may use some of the aggregated information that they receive indirectly from social media to estimate effects when looking at a new product to give them an indication.

[...] I receive information about what happens on social media, but then usually indirectly or via internal publications or presented to us by somebody else than those working directly with social media here [Sigma]. It will then be presented in an aggregated form to me. While the use of it, what I do with the information is mainly to estimate effects. Like when we are looking at a new product. What we think the demand will be and how many [of the customers] have requested it. [...] It is more like a qualitative evaluation than a quantitative evaluation. We try to find a buzz [...] It gives a certain indication, because often a few are very loud, and it will always be like that. (Business Controller)

Additionally, the Finance Department sometimes uses information from social media to do small operational changes based on feedback from the customers. However, the information is normally not representative enough to do substantial changes. The Head of Finance explains it in this way:

It [social media] is not representative enough. Even though for some cases in some contexts in relation to customer dialog it can be representative enough. But not necessary in order to do substantial changes in a product. In order to say something about how we connect with the customers in the customer contact centre [the Customer Service Department] or if parts of our website are bad and we can make it simpler for the customer, then it will be relevant. Even though there is about 50 people, because it can then mirror the entire customer base. (Head of Finance)

Sigma do not think information from social media is representative enough to have an impact on strategical decisions, because there are too few customers following the organisation on social media compared to their total amount of customers.

If it is a big strategical decision, then it requires a lot for things from Facebook to affect a strategic evaluation. That is because even though we have many active followers on Facebook it will still be few compared to our total customer base. So, that would only be one of many contributions for why we possibly should do a change. (Head of Finance)

Moreover, they do not use any of the information from social media today in any decision-making processes directly and the Head of Finance explains it like this:

[...] In relation to that we know that we [Sigma] pay attention to regard to what customers do and the input they have, we [Finance Department] relate to that. But in relation to the tasks we have is the distance today a little too big for us to be able to use any of the information coming from there [social media] in any direct decision making that we do. We know that in some situations they make decisions where the information from social media is a part of the justifications for doing things in a specific way, but nothing we [Finance Department] use directly. (Head of Finance)

5.3 Summary: empirical findings from Sigma

Sigma is a medium sized Norwegian bank with about four hundred employees. The bank has used social media since 2009 and started with the social media applications Twitter, Facebook and YouTube. Even from the beginning, they had a purpose with their use of social media. Later, in 2012 they implemented LinkedIn and Instagram in 2013. In 2016, there was a major reorganisation in Sigma that had an impact on the social media usage. Social media became subject to two new departments called Customer Development and Sales and Customer Experience. The responsibility is divided between the two departments where Customer Development and Sales is responsible for the paid content and Customer Experience for the organic content. It is the Customer Service Department that has the responsibility of replying to their customers on social media. They are four employees working with replying customers on all the social media applications Sigma use. The Social Media Manager also got a more defined position after the reorganisation and was assigned to Customer Experience to be in charge of the organic content. Today, social media has various functions in Sigma and support a number of organisational activities. With regard to marketing activities, social media is seen

as a way to meet competition and to reach their target customers. In branding activities, they use social media mostly to build brand awareness and share relevant information with their customers. Customer service is another activity that social media support in Sigma and their main focus in everything they do is their customer. Customer satisfaction is the number one focus for Sigma and providing good customer service is a part of this. Sigma also use social media for staff recruitment and LinkedIn is the main social media application for this purpose. Social media as a source of information is however not something Sigma take full advantage of. They only gather information about the customers' wants and needs and the Social Media Manager does not collect any data from social media. Furthermore, the Finance Department in Sigma feels that the distance between social media and what they do is too big and finds the data from social media often to not be representative enough to justify strategic changes.

6. Discussion

In this chapter we will discuss the empirical findings presented in chapter 4 and 5 and use the findings to answer our two sub-questions:

1. *How has the social media usage in organisations developed over time?*
2. *How is social media used to solve identified problems related to organisational activities in marketing and finance departments?*

We will in chapter 6.1 compare our empirical findings with the theory of social media usage in organisations from chapter 2.1 which will provide answers to our first sub-question. In chapter 6.2 we seek to answer our second sub-question with a comparative analysis of the different features of framing which Delta and Sigma have in relation to their social media usage. Benford & Snow's (2000) framing theory is applied which connects the creation of frames with three core framing tasks, *diagnostic framing, prognostic framing and motivational framing*.

The answers to our two sub-questions will help us to answer our main research question, *how is social media used to support organisational activities in marketing and finance departments?*

Our main research question is answered in the conclusion in chapter 7, where we gather our findings related to the two sub-questions in order to answer the main research question.

6.1 Development of social media usage in Delta and Sigma

The literature review presented in chapter 2.1 led us to form some expectations about the development of social media usage in organisations. Our expectations related to which professionals that were likely to participate in social media usage, how social media is used for different purposes and what category of social media applications are used. Additionally, we had expectations related to the professionalisation of social media. We will in the following discuss our empirical findings on the development of social media usage in Delta and Sigma.

According to Arnaboldi, Azzone et al. (2017), the usage and development of social media in organisations mainly affect the professionals working in the field of marketing and communication. We found that in Delta they have a traditional organisational structure where the Marketing Department is responsible for social media usage and the Social Media Manager is assigned under this department. Sigma has a more innovative organisational structure where the driving force behind structural changes are the customer. The departments Customer Experience and Customer Development and Sales are responsible for social media usage, and these departments can be seen as equivalent to the traditional marketing department. Moreover, the Social Media Manager in Sigma is assigned to the Customer Experience Department. Thus, the allocation of responsibility of social media is in accordance with Arnaboldi, Azzone et al.'s (2017) research and our expectations.

Furthermore, Arnaboldi, Azzone et al. (2017) emphasise that managers of marketing and communications functions have started to enter the field of performance management. However, none of the Social Media Managers in the organisations we studied take part in corporate decision-making processes. Thus, we did not find evidence of how marketing and communications managers in Delta and Sigma are approaching the field of performance management as asserted in the findings of Arnaboldi, Azzone et al. (2017).

Additionally, Arnaboldi, Azzone, et al.'s (2017) findings reveal that reluctant management accountants with a traditional mindset are more likely to observe the process of implementing social media data at a distance and focus more on conventional data. Our empirical findings indicate the same. We found that none of the employees in finance departments are involved in the use of social media nor work directly with any of the information gathered from social media. However, in Sigma some of the controllers occasionally use aggregated information from social media that they receive indirectly in estimating effects and to get an indication of whether a decision is good or not. In our interviews with the finance departments in both organisations they found it difficult to understand why it was relevant for us to interview them about social media. They consider the distance from what they do in the finance department too far from those working with social media and they struggle to see how the information from social media can be of importance for their work. This has implications for our main research questions as we do not have significant evidence of how organisational activities in finance departments are supported by social media.

Further, social media can be used in two ways, those being source of information and virtual community (Arnaboldi, Azzone, et al., 2017). In regard to social media as a *source of information*, our empirical findings only address the situation today as we found this to be a novelty. Our interviewees in Delta share that they every now and then use social media as a tool to do market research and to monitor their competitors, in accordance with Constantinides' (2014) description of social media monitoring. In that way, Delta can monitor what new products and services competitors are launching and further consider if this is something they should do as well. In Sigma social media monitoring is not something that is highlighted by the interviewees and we understand this as an indication of less focus on social media monitoring in Sigma.

Furthermore, Delta use information from social media to uncover customers' needs and expectations. However, Delta mainly do their customer analysis using other tools than social media. Sigma use information from social media that concerns customer complaints and suggestions from customers on how they can improve. The Finance Department in Sigma sometimes uses the information from social media in decision-making processes, but only to do small operational changes and not substantial changes. The reason for this is that they do not think the information gained from social media is representative enough for driving big and significant decisions. In sum, social media for both Delta and Sigma is rarely used as a source of information today.

In regard to social media as a *virtual community* there has been a development. Since the beginning, social media has been used for different purposes such as CRM, marketing and branding as Arnaboldi, Azzone et al. (2017) advocate. As an example, Facebook was one of the first social media applications both organisations started to use. Delta used Facebook mostly as a channel for customer dialog and a place where customers could get in touch with the organisation. Additionally, Delta used Facebook as a marketing channel, because it was less expensive to do marketing on Facebook than on other marketing channels. Furthermore, in the beginning Delta posted press releases on Facebook, but that lasted only for a short period of time since they found that their customers were more responsive for other types of content on Facebook. Sigma started to use Facebook mainly as a branding channel where they wanted to have a profile outward that reflected their brand. Twitter is another social media application both organisations started to use around the same time as Facebook. For Sigma, Twitter was initially meant for customer service-related purposes, while Delta used it to for posting content that could be a part of a social debate. We argue that even though Delta and Sigma's purposes

for using the social media applications were different, the intentions were still aligned with Arnaboldi, Azzone, et al.'s (2017) description of a virtual community.

Today, the use of social media is still related to various purposes in the organisations which implies that social media is used to create a virtual community (Arnaboldi, Azzone, et al., 2017). However, today the usage is more extensive and strategic than when the organisations started to use social media. This implies that the organisations use social media more and for additional purposes. Our empirical findings show that the organisations use social media today for purposes that support organisational activities such as marketing, branding, customer service and recruiting. For both Delta and Sigma, Facebook is the most important social media application. However, there is a clear difference between the two organisations. Sigma focus more on customer service activities and put the customers first in all decisions they make. They want everything they do to benefit the customers, also their social media usage. In comparison, our interviewees in Delta do not focus as much on the customers in the interviews. They emphasise how they use social media for branding and marketing activities, and we interpret this to be the main purpose of Delta's social media usage. In sum, we found that social media is *mainly* used to create a virtual community and rarely used as a source of information in the organisations.

Go & You (2016) argue that organisations get the best effect from social media if they combine various types of social media applications. Both organisations started with a few social media applications, while they today use several different ones. Our findings show that Delta and Sigma now use the same six social media applications including Facebook, Instagram, Snapchat, Twitter, LinkedIn and YouTube. Our impression is that they choose to do this because they see that the applications serve different purposes. In addition to this, both organisations emphasise how important it is to meet the customers where they are and that different target groups can be met in different applications. This is in accordance with Go & You's (2016) argumentation to use social media in a combinatory matter to get the best effects.

Furthermore, Zhao & Qiu (2011) state that organisations need to use a collection of different social media applications, providing features of expressing, sharing, networking and gaming to be able to maximize synergistic effects. We have not investigated whether Delta and Sigma try to maximize effect, but both express that one application is not enough to achieve their ambitions for social media. Delta and Sigma are provided with *networking* through applications like Facebook and LinkedIn, while Instagram is an example of an application

enabling them to *share* content with their followers. Twitter is an application where they have the opportunity to *express*, however Delta is not using Twitter for that purpose. The Social Media Manager in Delta states that they only want to maintain their Twitter-account, but do not use it for a specific purpose. Sigma is not very active on Twitter either, but it is serving them more with the purpose of expression than it is for Delta. However, both organisations also use other applications for expressing, like Facebook. *Gaming* is the last feature Zhao & Qiu (2011) outline as important to be able to achieve synergistic effects. The feature is achieved through social media applications defined as virtual worlds by Kaplan & Haenlein (2010). However, we did not find that either of the organisations use social media applications in this category. Still, Delta and Sigma might be able to achieve synergetic effects since they are using a collection of social media applications that provide them with different features. In this regard, it is important to say that none of the interviewees explicitly focused on synergetic effects in the interviews. They have only expressed their need for using several social media applications in order to meet a broader group of customers and their need to align their branding in all applications they use.

Furthermore, Kaplan & Haenlein (2010) argue that being active on social media applications classified as *blogs*, such as Twitter can provide organisations with valuable information and can increase interaction with customers. Despite this, as aforementioned is Twitter not an important application for the organisations and is thus prioritised by neither Delta nor Sigma. The organisations think other applications help them achieve more of their objectives than Twitter does. Facebook and LinkedIn are both part of the third categorisation group, *social networking*, while Snapchat and Instagram are under the category of *content communities*. Both groups are good for the purpose of having a valuable dialog and for sharing experiences with the customers (Kaplan & Haenlein, 2010). This is in line with what the organisations highlight as some of the reasons for having a presence on those social media applications. Networking sites are also good for combining different branding strategies (Kaplan & Haenlein, 2010), something both of the organisations emphasise they do with social media. Branding on Facebook is different from branding on LinkedIn. On LinkedIn both organisations are branding in a way that signals that it is a good place to work and where they want to attract the best people suitable for vacant positions. While on Facebook both organisations are doing the type of branding that convey the organisations' values and want people to be aware of their brand.

The abovementioned shows that Delta and Sigma mainly use two out of six social media categorisation groups - social networking and content communities. Both organisations argue that the reason for this is because they do not have the capacity to commit to all applications and therefore choose to focus on a selection. This implies that the purpose of using the applications in these two classification groups are more in line with the organisations' targets. Still, theory implies that they could achieve more synergetic effects by prioritising differently and use applications from more than the two groups.

Finally, we found it interesting how the social media usage has become more strategic, which is in line with Benthaus et al.'s (2016) argumentation about organisations needing to take social media more seriously and that they should strive to implement a professional social media strategy. In our case, neither of the organisations had a clear responsibility allocation nor a social media strategy which entailed more random usage of social media in the beginning. While today, the usage is more professional and thus they see it necessary to have a strategy for how to use it together with people responsible for the usage. Therefore, both organisations have during the last two years established the role of a Social Media Manager to help structuring and plan the social media usage in order to use it more strategically.

Moreover, Benthaus et al. (2016) also focus on the increased power customers have related to social media and argue that in order to benefit from it organisations have to develop capabilities to engage on social media as well as to monitor social media activities. With more inquiries from social media both organisations chose to assign responsibility for one-to-one communication with customers on Facebook to the Customer Service Department. In addition to this, the same department is also responsible for replying to comments and posts from customers on the Facebook page of the organisations. Both organisations have made this decision because the types of queries received from customers are often related to customer service, and customer consultants have more competence to answer than employees in the Marketing Department. In order to provide the best customer service, with the best possible answers and the availability to reply quickly, both Delta and Sigma saw this as the best solution. Furthermore, the departments responsible for social media in both organisations, which is the Marketing Department in Delta and the Customer Experience Department together with the Customer Development and Sales Department in Sigma, are still responsible for the one-to-many communication on social media since they publish content and possess the best knowledge in that field. Additionally, these departments have the *overall* responsibility of supervising the one-to-one-communication.

6.2 Framing of social media usage in Delta and Sigma

Benford & Snow (2000) elaborate on how collective action frames can influence experiences and guide to action. By using framing theory, we can gain a deeper understanding of how Delta and Sigma are using frames to better support their organisational activities. This will help us to answer our second research question, *how is social media used to solve identified problems related to organisational activities in marketing and finance departments?*

We will in the following conduct a comparative analysis of how Delta and Sigma use social media to solve identified problems. By elaborating on this we will be able to look at the features the organisations use to frame their social media usage. The discussion is based on our empirical findings presented in chapter 4 and 5 and connects our findings with Benford & Snow's (2000) three core framing tasks diagnostic framing, prognostic framing and motivational framing. First, we will discuss features concerning what kind of identified problems the organisations believe social media can help solving under *diagnostic framing*. Second, we will explore under *prognostic framing* how the organisations use social media with their suggested solutions to solve the identified problems. Third, we will investigate the motivation behind their way of using social media as solutions to the identified problems under *motivational framing*.

6.2.1 Diagnostic framing

Benford & Snow (2000) explain diagnostic framing as the core framing task that focus on problem identification and attribution of blame. In this regard, we want to explore the problems identified with the corresponding blame, which is the source of the problems. Only some of our interviewees explicitly described what problems social media could help them solve, whereas the rest explained the many reasons why they wanted to use social media. This gave us an indication for what we can define as problems in this context. In our thesis, problems entail the organisations' identified problems or challenges in relation to their organisational activities which social media can support. Since we have not found substantial evidence through the empirical findings in chapter 4 and 5 and the analysis in chapter 6.1 of how social media supports organisational activities in the finance departments, the organisational activities presented are only connected to the marketing departments. In the following, we will present the problems Delta and Sigma have identified which concern four organisational activities: *marketing, branding, customer service and recruitment*.

Marketing

The first group of problems identified concerns the marketing activities in the organisations. We have chosen to highlight two problems under this dimension that the interviewees focused on: *competition* and *reaching target customers*. These two problems are related to marketing since the competitive market around the organisation is an important factor for deciding what marketing activities the organisation should engage in. Moreover, reaching target customers is one of the main objectives of marketing.

The competitive landscape for both organisations is changing and they are facing strong *competition* in their respective markets: insurance and banking. Subsequently, this affects their marketing activities and capability to reach old and new customers. Delta mention competitors and what competitors do on social media as something to follow up on, but do not focus directly on the competition element in relation to social media. In comparison, Sigma emphasise this matter to a great extent. The Head of Finance in Sigma highlights that the change in competition is the reason for their changed position in the market and that they need to meet the customers in other ways more similar to their competitors. This is in accordance with Snow & Benford's (1988) description of diagnostic framing as diagnosing an event as problematic and in need of change. In the beginning, Sigma won many customers over because of their innovative style and no-fee policy, but other banks are now offering the same terms. To be able to satisfy their customers in other ways and differentiate from their competitors, Sigma highlight their need to work smarter towards the customers by using other marketing tools. Benford & Snow (2000) describe diagnostic framing as identifying the source of the problem. For Sigma we consider the problem to be the increased competition in the banking industry, while the source of the problem is that they no longer differentiate as much from their competitors.

We argue that the reason why Delta and Sigma are different in the way they focus on competition might be because the banking industry has been challenged more recently by fintech. We found that the interviewees in Sigma have more awareness of the change in the competitive landscape than the interviewees in Delta. Furthermore, Sigma highlight that it is important for them to grow and to gain a bigger market share. We therefore argue that when they talk about the reasons why they use social media, they refer more easily to the competition in the market. Delta is a large and well-established organisation and we argue that they focus on keeping their market position rather than growth.

Moreover, both organisations mention that they find it challenging to *reach their target customers*. Delta want good reach in their marketing activities and they want to reach as many people as possible, which also includes a younger audience that they have not focused on previously. To reach these target customers is a problem social media can help Delta solve. Sigma also finds it challenging to reach their target customers and, similar to Delta, they want to reach a broader spectrum of customers than what they are reaching today. Additionally, their customers are changing, and the Head of Customer Experience in Sigma emphasises how their customers are getting older and that they need to understand how to reach new customer groups as well as the customers they already have. This also implies a younger customer group. We argue that reaching the target customer and also a younger audience are problems both organisations identify and hope that social media can help them solve. In accordance with Snow & Benford's (1988) description of diagnostic framing, we identify the source of the problem as the way both organisations are communicating with their customers.

Branding

The second group of problems identified is related to the organisations' branding activities. Branding is important for both organisations and social media can support this activity. In this regard, we found three problems the organisations focused on. Those being *brand awareness*, *product of low interest* and *information gap*. The organisations both use social media to promote their brand, so it is logical to see social media as a way to solve these problems.

Both organisations want to improve their *brand awareness*. Delta emphasise the importance of conveying their values through their branding. They want to communicate that they are there for the customers and focus on their purpose of making it simple to stay safe. Social media can help them communicate this to their customers. In accordance with Benford & Snow (2000), we argue that the source of the problem for Delta is that they do not differentiate enough from competitors. With their branding activities they want to make the customers aware of their values in order to differentiate. In comparison, Sigma want to signal that they focus on innovative products and customer satisfaction through their branding activities. The interviewees in Sigma highlight the brand awareness to not be as strong as before because of the recent change in brand name, and this is considered a problem for them. This is in line with Snow & Benford's (1988) description of diagnosing an event as problematic and in need of change. We found that Sigma see the decreasing brand awareness as problematic and compared to Delta, Sigma focus even more on improving their brand awareness. The source

of the problem for Sigma is therefore their change of brand name. Thus, Sigma need a channel where they can do extensive branding and social media can help with this.

Based on this, we understand that brand awareness is a problem for both the organisations and that social media can be a part of the solution. We argue both organisations want more channels to build their brand and conduct branding activities. Social media can therefore be a part of the media mix to build their brand. Consequently, Delta and Sigma want to use social media to help them solve the problem and improve their brand awareness.

Furthermore, we found that Delta consider insurance as a *product of low interest* which they find challenging. The Social Media Manager in Delta states that insurance is perceived as “very boring” by most people, which we argue is the source of the problem. To overcome this, Delta wish to communicate that insurance is relevant and interesting through their branding activities, which social media can help them with. The problem of having products of low interest is not equally profound in Sigma. However, some of the interviewees mention savings as a product of low interest and Sigma struggle with engaging the customers in this product. The source of the problem will therefore be that savings is an uninteresting product for many. We argue that product of low interest is a problem relevant for both organisations, but in which Delta have a greater challenge than Sigma.

Delta and Sigma also identify an *information gap* and state that they want to use social media to close this gap by sharing relevant information. By information gap we intend that the customers have little information about relevant aspects in regard to insurance and banking. For Delta, it is specifically an information gap related to loss prevention. As abovementioned, one of Delta’s values is safety. By focusing on safety through information about loss prevention, it reflects their values and can strengthen their brand. We consider the source of the problem to be Delta’s need to differentiate from the competitors and they can do this by conveying their values through information sharing. In comparison, Sigma do not focus on the problem in the same way. The Social Media Manager in Sigma says that they often want to share information about macro trends, banking news or new products. One of Sigma’s values is to be open towards the customers. Therefore, they want to share information that reflects their openness in order to strengthen their brand. We argue the same source of problem applies for Sigma as for Delta, which is that they want to differentiate from their competitors. We conclude that both Delta and Sigma consider information gap among their customers as a problem and want to use social media to solve it.

We argue that an explanation for why Delta and Sigma identify the problem of *information gap* differently despite having the same source for the problem, is because they are operating in two different industries. For Delta to share information about prevention signals safety in correspondence with their purpose and brand. However, it might also have a positive impact on their bottom-line as more information may lead to less losses and in turn reduce costs for Delta. Sigma only offer banking services and are not directly affected by the frequency of insurance claims nor do they have the objective of ensuring the safety of their customers.

Customer service

The third group of problems we found is under the dimension customer service. Customer service is another important organisational activity for both our organisations. We have chosen to highlight three problems identified as *customer satisfaction*, *feedback* and *contact points*. These three problems all relate to customer service in different ways. Customer satisfaction is a parameter for measuring the quality of customer service. Feedback from the customers is a great indicator of whether the customer service is satisfactory or not. Also, having enough contact points with the customers is also important in providing good customer service.

Customer satisfaction is important for both organisations although Sigma focus more on this matter than Delta. Delta do not highlight customer satisfaction as being a problem they want to solve with social media. Nevertheless, they want to provide the customers with the best service possible. Therefore, to some extent, customer satisfaction is a problem Delta want to solve with social media. Conversely, all interviewees in Sigma emphasise on how important it is to always satisfy the customers and put them first in decision-making processes. The Social Media Manager in Sigma points out that they want the customers to be able to easily ask them for help without having to wait until they have a problem. The Head of Finance in Sigma states that the expectations of the customers are increasing, and the customers are expecting better digital services from their bank. We interpret this, the change in customer expectations to be the source of the problem of customer satisfaction.

We argue the reason why Sigma have more focus on customer satisfaction than Delta is because customer satisfaction scores have always been an important KPI for Sigma. It is in their culture to take decisions based on what is best for the customers. This might be because Sigma did not have physical branches where they could meet their customers. They therefore had to show the customers they were there to provide services as much as any other bank with physical branches would do. Delta do not focus on customer satisfaction to the same extent.

However, that is not to say that it is not important for them and find it more important to focus on solving other problems with social media.

The lack of *feedback* from customers is a recurring problem that both Delta and Sigma recognise. The two organisations want to improve their customer relationship management and they can use social media to become closer to their customers. The Head of Marketing in Delta states that they want more feedback from their customers to improve products and services. The feedback can be related to the organisations' products, web page or customer service. Sigma emphasise they want more feedback from their customers in order to evaluate the customer experience. Hence, we understand the lack of feedback from the customers as a problem both organisations identify and want social media to help them solve. However, Delta focus more on feedback related to their products and services, while Sigma again focus on customer experience and satisfaction. Moreover, based on this we argue for Delta the source of the problem is that they want to differentiate from their competitors by offering better products, while for Sigma is it again the change in customer expectations. This is as describe by Benford & Snow (2000) in regard of identifying the problem does not necessarily involve consensus of the source of the problem.

Furthermore, *contact points* is another problem identified by Delta and they want to interact more with their customers. The interviewees in Delta express that people mainly contact their insurance company only when there is a problem with their insurance or if they have a loss to report. Therefore, they want more contact points with the customers. The Head of Communication in Delta mentions the difference in contact points for a bank and an insurance company and how it is challenging for an insurance company to frequently interact with its customers. In relation to Benford & Snow (2000), we argue that the source of this problem is change in customer behaviour. The customers are not as present in the channels Delta used, and therefore Delta see a need to interact with the customers in new ways. Contrary, our interviewees in Sigma have not mentioned contact points in any of the interviews and we therefore interpret it to not be a problem for Sigma.

We argue that the reason why the organisations are different in how they identify this problem might be because a bank has more natural contact points with their customers as they interact with them regularly through their internet bank and mobile bank. Therefore, Sigma do not have the same issue with establishing additional contact points with their customers. However, the use of social media will indirectly imply that the organisation get more contacts points

with their customers. We understand it as a supplementary good for Sigma because they do not mention more contact points as a reason to use social media in the interviews. We therefore do not understand this as an identified problem to solve for Sigma.

Recruitment

The fourth problem concerns the recruitment activities for the organisations. We have chosen to highlight this problem as *recruitment*. The source of the problem do we identify as the competition among organisations to attract the best employees. Both organisations argue that they want to recruit the best people suitable for the vacant positions they have. In addition, they want to present themselves as an attractive employer. They both mention that they want to use social media to show the market who they are in a professional context without focusing on the customers. We therefore interpret recruitment as a problem where our organisations use social media as a part of a solution.

6.2.2 Prognostic framing

Snow & Benford (1988) describe prognostic framing as the task where you suggest solutions to the problems identified under diagnostic framing. Benford & Snow's (2000) theory suggests the diagnostic framing and prognostic framing are closely linked. In our thesis, prognostic framing will involve empirical findings on how the organisations have organised their social media work, what social media applications are used and what content that is posted on the applications. This is in order to solve identified problems, which may be specific or interconnected. In this chapter, we will first present overall strategies we found that the organisations are using to help them solve the problems identified under diagnostic framing. This includes how responsibility for social media is organised and how the organisations use tone of voice to support their strategies. Thereafter, we will present the suggested solutions and strategies to the corresponding problems identified under diagnostic framing.

Overall strategies

We found that both Delta and Sigma have a *social media manager* responsible for the social media usage in the organisation. Our empirical findings unveil that they both established the position at about the same time as a natural response to the exponential growth of social media. By creating this position, they now have a designated employee to control and decide specific strategies for social media usage which in turn will make it possible to achieve specific purposes with social media. This corresponds to Benford & Snow's (2000) explanation of

prognostic framing involving a “plan to attack” and strategies for solving the problems. The establishment of the position itself can be interpreted as a tactic to make more use of social media so that social media can play a part in solving identified problems. The social media manager has a central role in deciding how the organisations use social media and the usage is greatly affected and shaped by the person holding the position. Today, Delta have a strategy to post content on Facebook at least three times a week, while Sigma post something on Facebook every day. The Social Media Manager in both Delta and Sigma decide all content that is published on all social media applications, therefore one can say that the key person in regard to prognostic framing is the social media manager.

An overall approach the interviewees in Delta and Sigma talk a lot about is tone of voice and communicating the same brand on the different social media applications. The Head of Marketing in Delta says their customers should always recognise a post from them, either it is on Facebook or on Snapchat. The approach is similar in Sigma and the Head of Customer Development and Sales in Sigma says when building a brand, it is important to communicate the same message on the different applications used. Aligned tone of voice is therefore a significant factor for both Delta and Sigma. However, it is not our purpose to explore whether or not the organisations succeed in applying the same tone of voice, but both the Social Media Manager in Delta and Sigma denote that it is a difficult task. They say that they have to adapt the tone to the different applications and as an example Facebook requires a slightly different tone than Snapchat. On Facebook both organisations want to appear warm but professional, but on Snapchat they feel that they can be more informal in their communication.

Still, the tone of voice for Delta and Sigma is slightly different because they want to communicate different brands. Delta want to have a tone of voice that is friendly, welcoming and with a humoristic touch. Delta’s tone is supposed to be direct and informal, so the customers do not feel like they are talking down to them. They want to have a caring tone of voice to signal safety to their customers as the Head of Marketing in Delta explains in our empirical findings. Furthermore, Delta also want to be perceived as simple, so they use simple language and avoid using difficult insurance terminologies. Their tone of voice goes well with Delta’s purpose of making it simple to be safe. This tone of voice can be interpreted as an overall strategy to solve all the problems identified under diagnostic framing. This is in accordance with what is stated in the theory by Snow & Benford (1988) about prognostic framing not only being about suggested solutions, but also to identify strategies to implement the solutions.

We found that the tone of voice in Sigma has similarities with the one in Delta, as they want to have a playful and informal tone. Sigma also want to use a simple language, because they do not want to make their customers feel stupid. They want to be perceived as an open, simple, fair and friendly innovator and their tone of voice reflects that. The Social Media Manager says that they always refer to their customers as *you* and themselves as *we*, which is not something we found to be the case in Delta. Sigma use their tone of voice as a part of the solution to all the problems identified for them. Similar to Delta, does tone of voice as a strategy correspond with Benford & Snow's (2000) explanation of prognostic framing involving creating strategies to solve the problems.

Specific strategies

In relation to the problems identified under *diagnostic framing* we will present here the problems together with the organisations' corresponding suggested solutions. In the following we will present the solutions to the identified problems related to the organisational activities marketing, branding, customer service and recruitment. When social media is used to support these activities, it is the responsibility of the marketing departments. Our intention is not to analyse whether or not the organisations succeed in solving the problems, but rather point out the actions they do in order to solve them.

Marketing

The first two problems identified, *competition* and *target customers* appear under the marketing activities of the organisations. We will in the following present how social media is used by the organisations to solve these problems.

We found that Sigma focus more on the *competition* in the market as a problem social media can help solving compared to Delta. However, the Social Media Manager in Delta states that they try to use social media to differentiate from their competitors by posting content that reflects Delta's purpose. Implying that they do try to use social media to meet competition, although we interpret it not to be their main objective when using social media. Sigma emphasise how they use social media as a channel where they can approach the customers in a new way than before and in that way keep up with their competitor's way of connecting with their customers. The Head of Customer Development and Sales in Sigma states that they use social media in a more targeted way than before in order to meet the customers with the right marketing content. We argue that this corresponds with Snow & Benford's (1988) explanation of prognostic framing because it can be seen as specific propositions in order to help Sigma

differentiate from their competitors. We therefore argue that social media is a part of the organisations' solution to meet the competition and even more so in Sigma than in Delta.

Social media can help both Delta and Sigma to reach their target customers and they both want to use it to reach a broad audience. In order to try to solve the problem of *reaching target customers*, both organisations are using Facebook as the main social media application. Our findings suggest they consider Facebook the best application to reach a broad customer base. Both social media managers argue that their main customer group uses Facebook the most and therefore it is expedient for them to meet their customer there. The use of Facebook can be interpreted as a tactic to reach their target customer and both Delta and Sigma publish a combination of organic and paid content on Facebook. The paid content is often targeted towards a specific group of people and used for marketing purposes. This is in line with Snow & Benford's (1988) description of prognostic framing in terms of the tactics they have chosen to use in order to solve the problem. Additionally, the Head of Customer Experience in Sigma explains that they can use social media for testing and thereby reaching broader customer base. In comparison, the interviewees in Delta do not mention using social media for testing.

Both organisations have also started to use other social media applications in order to try reaching a broader customer group. Instagram and Snapchat are the two most recent applications implemented for this purpose. By using these applications, Delta and Sigma try to reach other groups of customers than the ones they reach on Facebook. Both organisations post mainly organic content on Instagram and use the application primarily for branding which we will discuss in greater detail below. Moreover, the organisations publish only paid content on Snapchat. By using this application, they want to reach a younger customer group with marketing and sales messages. The Head of Customer Experience in Sigma describes their use of Snapchat as successful since they have a conversion of seventy-one per cent from Snapchat to their web site. The Head of Marketing in Delta also describes their use of Snapchat as successful since they use it for marketing for their recently launched insurance product targeted towards younger people. We argue that the use of Instagram and Snapchat are strategies helping the organisations to communicate better with younger customers and are therefore implemented in order to solve the identified problem.

Furthermore, Sigma highlight Twitter as a social media application they use to target a small group of their customers. In contrast, Delta do not have the same approach to Twitter. The Social Media Manager in Delta states that Twitter is mainly used for branding, but there is no

strategy behind the usage. We argue that Sigma use Twitter as a part of the solution to target a narrower customer group while Delta do not use this social media application as a solution to this problem.

Additionally, Sigma use YouTube for marketing purposes where they publish paid content. Delta only use YouTube to solve the problem of video sharing and have not used YouTube for marketing other than posting their TV-advertisements on their own YouTube-channel. The organisations therefore differ in how they use YouTube in order to support marketing activities. The Head of Customer Development and Sales in Sigma defines YouTube as one of their most important social media applications. However, the interviewees in Delta do not really point at any reasons for using the application other than the benefit of easier sharing on other platforms such as their webpage. In regard to suggest specific propositions to solve the problem identified (Snow & Benford, 1988), Sigma have identified more propositions than Delta by using Twitter and YouTube to try to reach out to even more customers.

To sum up, we argue that Delta and Sigma have quite similar strategies for the use of Facebook, Instagram and Snapchat in order to solve the problem of *target customers*. However, Sigma use some additional social media applications in order to solve the same problem, since Twitter and YouTube are highlighted in Sigma as part of the solution. Sigma also emphasise that they want to use social media for testing to reach a broader audience.

Branding

In relation to branding activities were there identified three problems: *brand awareness*, *product of low interest* and *information gap*. We will in the following present how the organisations have chosen to use social media as a possible solution to these problems.

Social media can be seen as a solution to *brand awareness*. As we have found in both Delta and Sigma, the organisations use social media extensively to do branding. We found the organisations' strategy in order to solve the problem of brand awareness is to post organic content on Facebook and Instagram. Delta use Facebook to shed a positive light on the organisation and to convey their values to differentiate from their competitors. The Customer Consultant in Delta explains that Instagram is used as a solution to the problem because they can "build a feeling" to the brand on the application. Similar to this, the Controller in Sigma says Instagram is mainly used for branding purposes. On Instagram they post a lot of fun-at-

work pictures and pictures of the employees. Furthermore, Sigma mention that they use Facebook for e.g. competitions in order to create brand awareness.

Sigma struggle with low brand awareness after they changed their brand name. The Head of Customer Development and Sales says it is particularly important to align the brand and the communication across all social media applications. They therefore use a brand awareness guide in all communication channels, including social media. Based on this, we argue social media is a strategy to build their brand and to improve brand awareness.

In sum, we found that Delta and Sigma have chosen to post organic content on Facebook and Instagram as strategies to solve the problem. However, their strategies differentiate as they do not post the same organic content. We argue the reason for this is variation in the source of the problem. Delta need to differentiate more from their competitors, while Sigma face declining brand awareness.

Furthermore, social media can be seen as a solution to the problem *product of low interest*. Delta want to post engaging content that has a “stop-effect in the feed” as stated by the Social Media Manager in Delta. They try to achieve this effect by showing the many aspects of insurance in an engaging way in order to make it interesting for the customers. In addition to this, they want to get in contact with their customers on a daily basis by making sure the customers see their brand and their products frequently. We argue this as Delta’s strategy to solve the problem. This is in line with Benford & Snow’s (2000) description of prognostic framing to solve identified problems.

In contrast, Sigma do not focus as much on solving the problem of low interest. However, as aforesaid savings is a product of low interest among many of Sigma’s customers. For instance, Sigma recently launched a new savings product to make savings easier and more interesting for their customers. In the launch of this new product they used social media to promote it. In that way, Sigma use social media as a part of the solution to this problem. Although, it is not Sigma’s main focus and there is no identified strategy as Benford & Snow (2000) suggest under prognostic framing.

The last identified problem related to branding is *information gap*. We found that both organisations have strategies with suggested solutions to the problems corresponding with Snow & Benford’s (1988) description of prognostic framing. One strategy highlighted of both organisations is to share information on social media. In particular, Delta focus on using social

media to share information about loss prevention and extreme weather. In doing so, Delta want the information they share to reflect their values and give their customers a feeling of safety. They mainly use Facebook for this purpose where they post advice on how to prevent losses. The Head of Marketing in Delta argues that this type of information sharing is possibly the most important thing they use Facebook for. Furthermore, the content Delta post on Twitter is mostly about loss prevention. They normally copy the content posted on Facebook to Twitter. Delta use social media to try to close the information gap in relation to loss prevention. Social media is therefore used to help people prevent losses and make their customers feel safer. Additionally, it can reduce the claim frequency since information about prevention will in many cases help people to avoid loss.

In comparison, loss prevention is not something Sigma focus on. As a bank is it not relevant for them to share that type of information. However, Sigma do focus on using social media to solve the identified problem of information gap. They post information related to the banking industry and their products. The Social Media Manager in Sigma emphasises that they want to share information about topics reflecting their brand. As an example, they were the only bank to announce on social media that they raised the interest rate last autumn. They did this to communicate to their customers that they are open and honest. We argue that for both organisations to implement these strategies, it will help them to differentiate more from their competitors, in which is identified as the source of the problem.

Customer service

For the organisational activity of customer service there are three identified problems which include *customer satisfaction*, *feedback* and *contact points*. We will in the following describe how social media is used by the organisations to solve these problems.

Social media can be seen as a solution to solve the problem of *customer satisfaction*. As aforementioned, Delta does not highlight this as a problem they want to solve with social media. However, they do use social media to interact and help the customers with enquiries they may have and therefore use social media to provide customer service which will affect their customer satisfaction positively. To be able to solve this problem with social media, Delta has allocated the responsibility of replying to customers contacting them on Facebook to the Customer Service Department. By doing it this way, the customers will meet consultants with competence to answer their questions and provide better customer service.

In contrast, the interviewees in Sigma focus extensively on customer satisfaction in all interviews. They highlight how important it is to keep their customers satisfied, and they want to use social media to help maintaining high customer satisfaction scores. The Social Media Manager in Sigma argues that the most important thing is good customer service. No matter what they want to do, whether it is sales or provide information, they always have to be there for the customers providing good customer service. It is mainly Facebook they refer to when they talk about social media in relation to customer service. However, they also use Twitter for customer service purposes where they reach out to another group of customers than they do on Facebook.

In order to provide good customer service and maintain customer satisfaction, Sigma have, similar to Delta, allocated the responsibility of replying to customers inquires on social media to the Customer Service Department. Both organisations have therefore created a strategy to solve the identified problem in line with Snow & Benford's (1988) description of prognostic framing. The responsibility is however organised differently in Sigma than in Delta. In Delta there is only one person responsible for answering customers and they are only replying to inquiries from Facebook. In Sigma, there are three employees in the Customer Service Department responsible for replying on all the social media applications Sigma use. Therefore, we argue that Sigma try to use social media to an even greater extent to solve the problem of customer satisfaction than what Delta do.

Furthermore, social media can be seen as a solution to receive *feedback* from the customers. We found that Delta use social media to ask their customers what they think about a new product, if they have other advice on how Delta can improve or if they are satisfied with the customer service Delta provide. In this way, Delta use social media as a solution to the identified problem of lack of feedback. Similar to Delta, we found feedback to be an important problem for Sigma as well in which they want to use social media to help solving. Therefore, Sigma use social media in the same way as Delta to receive feedback about new products and suggestions of improvements. Both organisations have implemented strategies as solutions to the problem e.g. asking the customers directly what they think on social media. The Social Media Manager in Sigma says the feedback from social media is valuable in staying up to date with customer experience.

Social media can be seen as a solution to solve the problem of *contact points*. In Delta we found that they specifically try to use social media to engage with their customers and make

the organisation a natural part of the everyday life of their customers. They have chosen to use Facebook the most and post content on Facebook several times a week. Moreover, they have implemented Facebook Messenger and use this to chat with customers as a strategy to solve the problem. On Instagram Delta is less active and posts infrequently, and the same applies to their Twitter account. Additionally, they use Snapchat, YouTube and LinkedIn. The usage in total can be seen as a strategy to get more contact points to interact with their customers, as Delta is active on many different social media applications. This is in line with Benford & Snow's (2000) explanation of prognostic framing being about identifying strategies to carry out a plan. Therefore, for Delta social media is seen as a solution to the identified problem.

In comparison, the problem of not having enough contact points with the customers is not mentioned by our interviewees in Sigma. Clearly, all the social media applications that Sigma use, Facebook, Instagram, Twitter, Snapchat, YouTube and LinkedIn, create natural contact points for the customers. Yet, the employees in Sigma do not focus on this matter and we therefore do not interpret the usage of different social media applications to be a strategy to solve the problem. This should also be seen in relation to the discussion about contact points under diagnostic framing, where we do not find Sigma to identify this as a problem. In accordance with Benford & Snow's (2000) theory it is therefore natural that Sigma do not have a suggested solution to a problem they have not identified.

Recruitment

The last identified problem is *recruitment*. We found that both organisations are using social media to support this organisational activity. Delta and Sigma state that LinkedIn is the most important social media application for recruiting purposes. The Head of Marketing in Delta explains that they want to reach people with more professional content on LinkedIn in order to become attractive to potential employees. Furthermore, the Social Media Manager in Sigma says that they want to be on LinkedIn to show the market that they are an attractive employer working on interesting matters. We argue that these are strategies chosen to solve the identified problems. However, branding on all the other social media applications, such as Facebook, Instagram and Twitter, also helps Delta and Sigma to spread the word about their organisation and show that the work they do is interesting for future potential employees. Furthermore, other social media applications are considered important for their general brand awareness while LinkedIn is considered important for awareness among potential employees.

6.2.3 Motivational framing

Motivational framing is explained as action mobilisation and functions as the driving force behind actions (Benford & Snow, 2000). This core framing task is not necessarily directly linked to one specific problem that has been identified, but more an overall approach with regard to solving all the problems identified under diagnostic framing. The suggested solutions and strategies for solving the problems from prognostic framing is driven by the motivational framing. In the following, we will explore the motivation behind the social media usage in Delta and Sigma today in order to better understand their usage. First, we will examine the organisation's core values and how this works as a motivation behind solving the identified problems. Second, we will discuss the motivation for solving these problems among the employees that work with social media.

We found that the underlying motivation for using social media to solve the identified problems has a foundation in the organisations' core values. Delta have the core values *simple* and *safe*, while Sigma's values are *simple*, *open*, *fair* and *friendly innovator*. The organisations have chosen to focus their businesses upon these values, which in turn affect the reasons behind their decisions related to social media, and ultimately works as a motivation for implementing the strategies for social media. We argue that this is in accordance to Benford & Snow's (2000) description, that motivational frames implies action mobilisation. The reason for this is because if the core values form the basis of the suggested solutions to the problems, the organisations will feel motivated to implement the solutions. Moreover, the solutions will then be in line with the organisation's purpose.

All the interviewees in both organisations highlight their organisation's core values as important when questioned about the reasons for implementing solutions to identified problems. We found that Delta are motivated to implement solutions that help the organisation to convey safety, as well as making insurance simpler for the customers. In comparison, Sigma are also motivated by their values to implement solutions, but three of their values are different from Delta's values. *Simple*, is the one value they have in common, although they have a different point of view. Delta want to make it simple to stay safe, while Sigma want to communicate that it is simple to be one of their customers. Furthermore, Sigma are motivated to implement solutions helping them to convey openness which they believe enables them to build trust and loyalty with their customers. Moreover, they want to communicate to the

customers that Sigma are “one of them” and they only want what is best for the customers, implying that they are fair. Additionally, Sigma want to be seen as a friendly innovator meaning that they want to be forward-thinking and innovative in everything they do, ranging from the products they launch to their tone of voice.

Delta and Sigma have different core values, something we argue implies that Sigma and Delta are motivated differently in addressing identified problems. Different motivation will in turn affect them to choose different solutions to the problems and also cause them to focus on identifying different problems. As an example, Delta is motivated by conveying safety to their customers and therefore one of the problems they identify is information gap with main focus on loss prevention as a solution. For example, the Head of Marketing in Delta emphasised that the organisation posts weather-related information, and advice and education on how best to stay safe during times of extreme weather. However, Sigma also identify information gap as a problem, but they are motivated by, for instance, conveying openness to their customers as opposed to safety. Therefore, they choose to solve the problem with sharing information to the customers about topics other banks do not necessarily share. One example being that highlighted by the Head of Customer Experience in Sigma, where the organisation shared the information regarding the rise in interest rates with their customers through Facebook.

Furthermore, Benford & Snow (2000) emphasise that motivational framing gives the participators the motivation they need to proceed to solve problems. In our case, we think of the participators as the people working directly with social media in the organisations, making sure that the solutions are implemented and that the problems are resolved. We found that, in addition to the motivation of the core values of the organisations, the interviewees working with social media were also motivated by other things affecting their reasoning to implement and proceed to solve the problems.

We found that in Delta the interviewees were motivated by the possibility of solving problems on social media by engaging and entertaining customers. Taking this as an example, this demonstrates the driving force behind taking action to address the problem of insurance being a product of low interest. When they are motivated to post entertaining content, it will also help them to stand out in the crowd and make customers aware of their core values. As the Social Media Manager in Delta expresses is it crucial for them to engage and create brand awareness on social media in order to stay relevant for their customers.

However, Sigma do not place the same level of emphasis on the entertaining content as Delta, although they want the content to be relevant and interesting for the customers. Moreover, we found that for the interviewees in Sigma, one of the main motivations behind implementing the solutions is to achieve higher levels of customer satisfaction and associated scores. The Head of Customer Experience in Sigma says that they are a bank which many customers have an affiliation to, and that this is something the organisation wants to protect and improve. It is incumbent in the organisation to always think of the customer's satisfaction. We found that it did not matter what position an individual has within the organisation, they will always consider what is best for the customer. We therefore argue that the participants are motivated by a desire to satisfy their customers. Furthermore, we interpret the customer satisfaction scores to be a driving force behind their will to implement the solutions to the identified problem.

6.2.4 Summary of framing in Delta and Sigma

Table 3 on the next page summarises our findings from the comparative analysis in chapter 6.2 and is helpful for answering our main research question. The table is divided into three main sections where the diagnostic, prognostic and motivational framing in the organisations are described briefly. Diagnostic framing and prognostic framing are closely linked and therefore the identified problem under diagnostic framing has a corresponding solution under prognostic framing. The elements labelled under prognostic framing as "N/A" indicate that we did not find the problem to be relevant for the organisations and therefore no suggested solution or strategy. Motivational framing does not correspond to a specific identified problem nor suggested solution, and therefore the section of motivational framing implies the motivation behind the suggested solutions of all the identified problems.

Diagnostic framing	Prognostic framing	
Identified problem	Suggested solution for Delta	Suggested solution for Sigma
Marketing		
Competition	N/A	Targeted content towards customers
Target customer	Paid content on Facebook, Instagram, Snapchat	Paid content on Facebook, Instagram, Snapchat, YouTube. Organic content on Twitter
Branding		
Brand awareness	Organic content – CSR and prevention of loss on Facebook, Instagram	Organic content – “fun at work”-pictures, on Facebook, Instagram
Product of low interest	Engaging content on Facebook, Instagram	Engaging content on Facebook, Instagram
Information gap	Convey the value: safety by informing how to prevent losses	Share information about difficult topics
Customer service		
Customer satisfaction	One employee in the Customer Service Department responds to inquiries on Facebook	Three employees in the Customer Service Department respond to inquiries on all social media applications
Feedback	Ask customers for feedback on social media	Ask customers for feedback on social media
Contact points	Use different social media applications	N/A
Recruitment	Job advertisements on LinkedIn	Job advertisements on LinkedIn, target specific groups, bragging
Motivational framing		
	Motivation in Delta	Motivation in Sigma
Core values	Simple and safe	Simple, open, fair and a friendly innovator
Employee’s motivation	Engaging and entertaining the customers, reach	Staying relevant and interesting for the customers, customer satisfaction

Table 3: Summary of findings in Delta and Sigma

7. Conclusion

In this chapter we conclude the findings of our research. Chapter 7.1 provides answers to our two sub-questions, which form the basis of the answer to our main research question. Chapter 7.2 emphasises on limitations of our research together with proposed suggestions for future research in the field.

7.1 Answering our research question

Our objective has been to answer our main research question: *how is social media used to support organisational activities in marketing and finance departments?* In order to answer this question, we examined two sub-questions.

First, we asked *how has the social media usage in organisations developed over time?* We found that social media usage in the organisations has developed from an unsystematic usage to a more professional usage. Today, organisations tend to structure themselves in a way that facilitates more professional social media usage. There has been a development of social media as a virtual community, where the aim is to achieve a variety of objectives. We found that social media serves many functions in organisations today, and that social media supports the organisational activities related to the marketing departments. Furthermore, we found that social media is primarily used to create a virtual community and not as a source of information. Earlier the usage was limited to a few selected social media applications, whereas organisations have now implemented several applications. By doing this, organisations can gain synergetic effects. We also found that the main social media application for both organisations is Facebook, however Instagram and Snapchat are also becoming more important and widely used. The organisations only use applications belonging to the same two classification groups, which means that the organisations may have potential benefits to gain by structuring their usage on other types of social media applications in addition to those they use actively today.

Second, we questioned *how is social media used to solve identified problems related to organisational activities in marketing and finance departments?* By applying framing theory, we were able to explore how both organisations identify problems and associated solutions, wherein social media plays a key role. Additionally, framing theory allowed us to explore the motivation behind social media usage. In the diagnostic framing we found problems identified

by organisations that can be solved, in part, by social media. The problems identified were only in relation to the marketing departments' organisational activities being marketing, branding, customer service and recruitment. Since diagnostic and prognostic framing are tightly linked, we found that the organisations' suggested solutions relate to the same four areas of activity as the problems identified. There are two overall strategies that help support all four activity areas. Those being the organisational structure around social media usage and the organisations' tone of voice.

To answer our main research question, we found that social media can be used to support four organisational activities *all* in which are connected to the marketing departments, and *none* related to the finance departments. Social media is used to support organisational activities in the marketing department in the following four ways:

Firstly, we found that organisations use social media to support marketing activities, particularly in regard to becoming more competitive and reaching their target customers. To become more competitive implies to look at competitors as a benchmark for how their own usage of social media should be. Organisations use social media to reach a broad audience effectively and at low cost, typically through Facebook. Social media can also be used by organisations for testing purposes, to better understand how to reach their target customers.

Secondly, to support the organisational activity of branding, organisations try to communicate their values through various social media applications, typically Facebook and Instagram. Organisations focus on using social media to improve their brand awareness. They want to align the social media applications used so all content published reflect a consistent brand that customers recognise. Additionally, social media applications are used to share information with their customers that reflects their brand.

Thirdly, social media is used for customer service purposes. Social media typically provides additional contact points whereby customers can engage, provide feedback on products and services or ask customer service related questions. Organisations allocate the responsibility of responding to customer queries on social media to their customer service department.

Fourth, social media is also used for recruiting purposes. Organisations advertise job roles using LinkedIn; the one application that is currently suitable for this purpose. LinkedIn is used by organisations to post recruitment content such as job advertisements, or news about the organisation or industry relevant to potential employees.

7.2 Limitations and proposals for further research

We recognise that there are limitations to our research. In chapter 3.6 we discussed the quality of our research and strategies to overcome the threats to the research quality. Yet, there are some limitations in regard to data quality, time horizon and generalisability. The framework we have used, framing theory, as a lens in our analysis requires that the participants identify problems that social media can solve. We acknowledge that there might be limitations concerning data quality as our interviewees rarely point to such problems. Thus, we have made assumptions regarding the types of problems interviewees want to address with social media based on their responses of how and why they use social media. We have interpreted their reasons for why they use social media as identified problems, while their reasons for how they use it as the solutions to the problems. Furthermore, we have conducted a cross-sectional study due to time limitations. However, it would have provided more insight regarding the development of social media usage in organisations if we had conducted a longitudinal study. Moreover, the generalisability of our research is questionable as we have conducted a case study of two Norwegian organisations. Our findings might not be representative for all organisations, which calls for more research to validate the findings.

Although the concept of social media has gained much attention, academics have focused more on social media at an individual level. In existing literature, there is a lack of research on social media in an organisational context. Further qualitative research to explore the many functions of social media would be valuable. The framing perspective we applied has revealed how social media can be used to support different organisational activities in marketing departments. Further research of social media in a similar context may lead to increased interest in the value social media can provide to activities other departments engage in. Social media supports organisational activities in marketing departments. Other organisational activities such as budgeting and accounting still remain unexplored in this context and we therefore urge academics to contribute with research on this field.

Further, we suggest more research on the measuring of social media usage in organisations to understand more about the impact the usage has on organisational performance. We argue there is a need for more research on how to measure the effects social media have on the interaction organisations have with customers. By gaining a deeper understanding of the effects that social media has on organisational performance, corporate management teams will potentially be more willing to invest in social media activities and initiatives.

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8. Appendix

8.1 Information and consent form

Master thesis information form – “Social media usage in organisations”

About the research

This document is a consent form for a master thesis at NHH, Norwegian School of Economics, and provides information regarding participation in the research project. The master thesis is a part of FOCUS Action, a research program at the Centre for Applied Research at NHH, and the findings of this thesis will contribute to further research in FOCUS Action. The objective of this thesis is to deliver insight into social media in organisations. The research aims to provide in-depth answers on how organisations use and understand social media across professions.

The Centre of Applied Research at NHH, FOCUS Action, is supervising the research project.

Participation in the research

As part of the research project it is relevant to interview employees with positions in marketing and finance departments within their respective organisations. The participants for the study have been selected based on information provided by each organisation.

Participation in this research project is voluntary. The participant may at any time during or after the interview withdraw or end participation without consequences and without reason.

1. If the participant feels uncomfortable at any point during the interview, he or she has the right to abstain from answering any questions or to end the interview.
2. Participation involves being interviewed by researchers from NHH, Norwegian School of Economics. The interview will last approximately 45-90 minutes. Notes might be taken during the interview.

3. The participant agrees to be audio-recorded during this interview. If he or she feels uncomfortable during the interview, he or she may enquire that parts or the entire interview is to not be audio- recorded.
4. The participant understands that the researchers will not identify he or she by name in any reports that make use of information obtained from this interview. Subsequent use of data and information will be subject to standard guidelines for data usage which ensure protection of the anonymity of individuals and institutions.

Privacy policy

The information about the participant will only be used for the purposes described within this document. All information provided will be treated as confidential and in accordance with the privacy policy.

Only the following people have access to the information: Dan-Richard Knudsen, Camilla Novik Woje and Sara Hoff Bjørkli.

The participant's name and contact information will be replaced with a code and saved on a private list of names for the purposed of anonymisation and held separately from other data. It will not be possible to identify participants in any documents published as an output of this project.

Completion of the research project

The research project is intended to be completed by 20th of December 2018. After this date all personal data collected will be deleted.

Rights as a participant

If the participant can be identified through the data collected, he or she has the right to:

- Access the personal data registered
- Correct the personal data
- Delete the personal data
- Receive a copy of the personal data; and
- File a complaint to the Data Protection Officer (Personvernombudet) or the Data Protection Authority (Datatilsynet)

Personal data about the participant will be used only with their consent.

With commission from the Centre for Applied Research at NHH, NSD – Norsk senter for forskningsdata AS, has assessed that the use of personal data in this research project is compliant with the Privacy Policy.

Further information

For further information about the research project or to use the rights described above, it is possible to contact:

- Center for Applied Research at NHH, FOCUS Action by Dan-Richard Knudsen (e-mail: Dan-Richard.Knudsen@nhh.no) or the researchers Camilla Novik Woje (e-mail: camillawoje@gmail.com) and Sara Hoff Bjørkli (e-mail: sarabjorkli@gmail.com)
- Data Protection Officer (Personvernombudet): Monica Øen (e-mail: monica.oen@nhh.no, phone: 55 95 91 07)
- NSD - Norsk senter for forskningsdata AS (e-mail: personverntjenester@nsd.no, phone: 55 58 21 17)

Kind regards,

Dan-Richard Knudsen

Camilla Novik Woje

Sara Hoff Bjørkli

PhD Research Scholar/Supervisor

Researcher

Researcher

Consent form

I volunteer to participate in a research project conducted by Camilla Novik Woje and Sara Hoff Bjørkli from NHH. I understand that this research project is designed to gather information on the use of social media in organisations.

I have received and understand the information about the research project *Social media usage in organisations* and have had the opportunity to ask any questions.

I hereby consent (*tick the box*):

To participate in the interview

My personal data can be saved until the end of the research project, 20th of December 2018

Signature of interviewee:

Date:

Signature of the researchers:

Date:

8.2 Interview guide – Marketing Departement

Part I: Introduction

1.1 About us and the project

- a. Short presentation of Camilla and Sara
- b. Short introduction to our research
 - i. Thesis on the use of social media in organisations
 - ii. Broad concept of social media
 - iii. Part of the research project FOCUS Action

1.2 General information

- a. Participant's right to anonymity
- b. We would like the individual's honest reflections and opinions about the topics discussed
- c. Request to record the interview electronically
- d. Presentation of participant information sheet and consent form (to be read and signed)

1.3 About the interviewee

- a. Can you tell us briefly about your educational and professional background?
- b. What is your role in the organisation?
- c. What department do you work for?
 - i. What does your department do?

Part II: Social media in the organisation

2.1 The development of social media

- a. What is social media to you in an organisational context?
 - i. How you relate to social media / how do you work with social media?
- b. When did your organisation start to use social media?

- i. Timeline: which applications have the organisation adopted and when?
 - ii. Why did your organisation implement the different social media applications?
- c. Who governs the use of social media today?
- i. Has this changed over time?
- d. Does this person/department cooperate with other departments on the use of social media?

2.2 The use of social media

- a. Of the social media applications discussed which is top three most useful/important for your organisation?
- b. How often does your organisation use these applications? Why?
- c. What content does your organisation publishes on social media? Why?
- d. What does your organisation want to communicate to the customers when using the different social media applications?
 - i. Who has decided what content to be publish?
 - ii. What language/tone of voice does your organisation use?
 - iii. Are there any specific words/phrases your organisation tends to use when publishing content?
 - iv. Why do you think your organisation is making those choices?
- e. What kind of data is extracted from social media?
- f. Who decides what information should be extracted from social media?
 - i. Has this changed over time?
 - ii. Do you make use of information extracted from social media in your job?
 - iii. Do you acquire information about your customers from external sources?

Part III: Closing remarks

3.1 Are there any of the topics discussed that you wish to elaborate on?

3.2 Do you have any questions for us?

8.3 Interview guide – Finance Department

Part I: Introduction

1.1 About us and the project

- a. Short presentation of Camilla and Sara
- b. Short introduction to our research
 - i. Thesis on the use of social media in organisations
 - ii. Broad concept of social media
 - iii. Part of the research project FOCUS Action

1.2 General information

- a. Participant's right to anonymity
- b. We would like the individual's honest reflections and opinions about the topics discussed
- c. Request to record the interview electronically
- d. Presentation of participant information sheet and consent form (to be read and signed)

1.3 About the interviewee

- a. Can you tell us briefly about your educational and professional background?
- b. What is your role in the organisation?
- c. What department do you work for?
 - i. What does your department do?

Part II: Social media in the organisation

2.1 The development of social media

- a. What is social media to you in an organisational context?
 - i. How you relate to social media / how do you work with social media?
- b. When did your organisation start to use social media?
 - i. Timeline: Which applications have the organisation adopted and when?
- c. Who governs the use of social media today?
 - i. Has this changed over time?
- d. Does your department cooperate with those who governs the use of social media?

- e. If the finance department were governing the use of social media how would they use it?
- f. Of the social media applications discussed which is top three most useful/important for your organisation?
- g. What kind of data is extracted from social media?
- h. Who decides what kind of information that should be extracted from social media?
 - i. Has this changed over time?
 - ii. Do you make use of information extracted from social media in your job?
 - iii. Do you acquire any information about your customers from other external sources?

Part III: Customer data

3.1 Reflections on customers and customers data

- a. What kind of customer analysis do you do?
- b. Which tools are used in working with customer analysis?
- c. When did you start doing the different kinds of analysis?
- d. What kind of analysis about the customers does your manager ask for?
 - i. Has this evolved over time? What was the driver behind the evolution?
- e. What kind of data do you have about the customer?
 - i. What sources are used to acquire data about the customers?
- f. What is viewed as relevant information about the customer for decision-making purposes?
- g. Who acquires the information about the customers?
- h. How can you improve or develop your analysis of the customer?

Part IV: Closing remarks

4.1 Are there any of the topics discussed that you wish to elaborate on?

4.2 Do you have any questions for us?