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Determinants for

Entering facebook.

Case studies of four companies
within the real estate industry

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Supervisor: Lena Hansson
Authors:
Madelen Harr 870728-8968
Lovisa Hultegård 880329-2567

Abstract

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Title: Determinants for Entering Facebook: Case studies of four companies within the real estate industry

Background: It is becoming increasingly harder to stand out as a company in the marketing world today and as an effect companies are turning towards social media. Facebook is one of the largest social networks with more than a billion monthly active users. Using Facebook as a company is almost seen as a natural approach towards social media. But being more open is not always better, and in this paper it is argued that a company should consider the pros and cons before creating a profile on Facebook. There have been indications that the decision of entering Facebook or not is a larger conundrum for companies that do not sell consumer goods, which resulted in looking at industries involving companies that do not sell products to consumers. When looking at other industries, a leading actor within the real estate industry stated that whether to be present on Facebook or not is a debated question within the real estate industry that has to be carefully evaluated. Therefore it is interesting to take part in the problematic that companies in the real estate industry is facing when considering Facebook as a marketing channel.

Purpose: The study is going to clear out which determinants companies in the real estate industry should consider before they enter Facebook or not, focusing on large real estate companies in Gothenburg.

Methodology: Case studies have been conducted with four companies within the real estate industry in Gothenburg. Qualitative interviews have been used to collect the empirical evidence.

Analysis and conclusion: The empirical findings show that the determinants suggested in the theory are valid and that other determinants exist. The ones suggested as options in the created framework are: Attractiveness, Threats, Reputation Risk, Purpose, Manage the Page and Regulations.

Keywords: Real Estate Industry, Viral Marketing, Facebook, Determinants.

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School of Business, Economics and Law
Gothenburg 2013

Madelen Harr

Lovisa Hultegård

1. Introduction

The introduction starts with a background of the problem in question and is elaborated by a problem discussion, which ends with the purpose and research questions for this paper.

1.1 Background

In the marketing environment today companies have the difficult task of trying to stand in the constant flow of advertising that the consumer is exposed to. The common way of approaching this issue is to focus more on relationship marketing than mass marketing to attract customers, where viral marketing focuses on tailored messages and relationship building with customers. There are many different channels available for the purpose of reaching consumers, and according to Wright et al. (2010), a key component of communicating with and target the right customers is the use of social media. Social media are characterized by interaction and communication between people and they are widely used by individuals but are also increasingly used by companies as a viral marketing tool (Preutz, 2012). The most popular social networking sites for corporations are today Facebook, MySpace, LinkedIn and Twitter (Aula, 2010).

Many Swedish companies market themselves through different social media and creating a company profile on Facebook is almost seen as a necessity (Telia, 2012). Facebook is the largest social network and has the highest number of members and it is also the second most popular web site after Google (Giles, 2010). In October 2012, Facebook reached over one billion users in total, counting almost five million in Sweden. According to Rebecca Crusoe (Head of Division at the web agency Isobar), this fact makes it hard to ignore Facebook as a marketing channel and communication tool for companies in Sweden (Telia, 2012). But Facebook does not only bring opportunities, there are also risks involved which can affect the company in a negative fashion (Aula, 2010). For example if a customer writes something demeaning on a company's Facebook page it can snowball into something unrecognizable, damaging a company's reputation (Preutz, 2012). This is exactly what happened to the Swedish retail company Lindex. A mother was out shopping for her nine-year-old daughter and found out that there were a lot of 'sexy clothes' such as tight skirts, clothes with skin details, leopard patterns and black lace available for girls in the store. Therefore she wrote a comment on the company's Facebook page criticizing Lindex for their fashion-inspired clothes for kids. Her comment was spread very quickly and 58 000 people 'liked' her comment on Facebook and it received a great deal of publicity as many people became involved in the question (Ågren, 2012). It resulted in a lot of negative publicity for both Lindex as a brand and the company as a whole, all because of one single comment that was posted on Facebook. Therefore it is important as a company to take a well thought-out decision whether to enter and use Facebook as a marketing channel or not.

1.2 Problem statement

Social media have become a way for companies to conduct direct marketing (in contrast to mass marketing) to their customers. It is a low cost alternative that enables companies to communicate with thousands or millions individual customers, which is a great challenge for companies today. Further, social network sites are becoming mainstream and people spend a lot of time visiting different social media online, which has led to the fact that social media are seen as an integral part of life, at least by young people. According to Palmer and Koenig-Lewis (2009) companies have also started to use social media to market themselves, with the aim of being at the center of a community. Further, Palmer and Koenig-Lewis mention that a part of being connected by social media is the constant exposure to opinions and the fact that everything is public. This creates significant opportunities that are not easily dismissed but also risks that are potentially disastrous, both affecting organizations in different ways.

Social network media consist of blogs, social networks, content communities, forums and content aggregators (Palmer and Koenig-Lewis, 2009). One of the largest social media that exist today is the social network Facebook, with almost 618 million daily active users on average (Facebook, 2013b). It is assumed that all companies should have their own Facebook profile which 'is a fundamental tactic and should be on everyone's list of must have for social network marketing' (Dunay, 2009p. 1).

Some of the opportunities and positive effects that social media, and in particular Facebook as a marketing channel may have on companies are that it is a low cost communication tool, it enables interaction, it is a new way of creating value for the customer and it can connect several of the company´s marketing channels to one single page (Palmer and Koenig-Lewis, 2009, Denning, 2010, Kaplan and Haenlein, 2010). As Facebook offers equal game changing possibilities for companies the possibilities may also turn into risks and result in negative effects for companies. The main risks that companies are exposed to on Facebook are loss of control and the risk of damaging the reputation of the company or the brand. (Denning, 2010, Aula, 2010)

Hence, a lot of theory, articles and information on the Internet tend to concentrate on what companies can do when already working with social media or social networks such as Facebook (Dekay, 2012, Denning, 2010, Dunay, 2009, Kaplan and Haenlein, 2010, Maddox, 2010, Hensel and Deis, 2010, Dobele et al., 2005). Discussions about what to do about negative feedback (Dekay, 2012, Schiavone, 2010, Angermeier, 2010), how to handle customer relationships (Berthon et al., 2012, Bhanot, 2012, Varela-Neira et al., 2010) and how to use Facebook as a viable marketing channel are vivid discussed today (Dunay, 2009, Wright et al., 2010, Kaplan and Haenlein, 2010). Therefore an unspoken assumption is made that every company should interact on Facebook (Dunay, 2009, Kaplan and Haenlein, 2010). But the initial question should be if the organization per se should have a Facebook profile at all, as Denning (2010 p. 20) points out: 'being more open is not always better'. A strategic decision has to be made whether or not the organization should take advantage of greater openness.

The potential opportunities and risks with Facebook, which may result in positive or negative effects on the company, must be evaluated and therefore the question is whether all companies should have an own Facebook profile and could gain something from it. According to Kirtiş and Karahan (2011) social media is important and a success factor for both large and small business. Further, Kirtiş and Karahan (2011) and Kaplan and Haenlein (2010) state that it is important to evaluate what types of qualities already existing within the company, and then make a decision about the social media instrument that is most appropriate for the purpose of the company. Therefore the desire to raise the question of what measures companies should evaluate before they decide if they should work with Facebook, i.e. create an own profile and use it as marketing tool emerged.

Among business working directly to consumers is Facebook widely used as a marketing tool because there is first and foremost a great opportunity for companies to interact with their customers and also create ambassadors for their products, who in their turn will affect and influence other people because of their positive attitude concerning the brand (MyNewsDesk, 2013). It is mostly companies that sell a product directly to consumers that are represented on Facebook, which also gain the most attention in terms of 'likes' from consumers on Facebook (Andersson, 2013). Not given as much attention is the relationship between Facebook as a marketing tool and companies that do not sell products. When looking at those type of companies and their industry, a leading actor[1] within the real estate industry states that whether to be present on Facebook or not is a debated and problematic question within that industry, which has to be carefully evaluated. This issue is assumed to be less prominent in industries that sell a consumer product because a product is tangible and easily displayable.

The current housing situation in Gothenburg with a shortfall of apartments and increasing demand (Länsstyrelesen i Västra Götalands län, 2012) contributes to a situation where real estate companies easily rents out their apartments, and as a result of this their marketing surrounding rental objects is limited. Therefore it is interesting to take part in the problems that companies in the real estate industry face when considering Facebook as a marketing channel. Hence, the current study will sort out what determinants companies in the real estate industry should consider before they enter Facebook or not, focusing on large real estate companies in Gothenburg.

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[1] Malin Engelbrecht, Castellum

Purpose

Our purpose with this paper is to examine how the decision to enter Facebook or not is made among companies within the real estate industry. The purpose is also to see if any plausible determinants can be detected that can contribute to the creation of a framework for decision-making. The determinants will assist companies with the decision of choosing what social media channels to participate in, and in particular Facebook.

To investigate this we will conduct case studies with four different companies within the real estate industry in Gothenburg.

Research question

What is evaluated by a company before making the decision about being visible and creating their own profile on Facebook or not?

- Can certain themes to base a decision-making process on be deduced?

1.3 Limitations

We have chosen to concentrate on large companies because of the time constraint but we also believe that the results will be more interesting when looking at organizations that have a substantial online marketing budget and many customers. Also this thesis do not take a stand in the question of whether a company should be present on Facebook or not, it merely focuses on the process leading up to a decision.

1.4 Overview

Introduction. Chapter 1 introduces the subject to the reader. A problem discussion leads up to the purpose and the research question in this thesis.
Theoretical framework. Chapter 2 discusses previous research, which is summarized in a figure.
Methodology. Chapter 3 presents and explains the methodology used in this study.
Empirical data analysis. Chapter 4 presents the empirical data and makes an initial analysis.
Discussion including results. Chapter 5 discusses the empirical findings, the analysis and presents the result.
Conclusions. Chapter 6 draws conclusions from the results and recommends further research.

2. Theoretical framework

Based on the problem discussion and research questions the theoretical framework initially defines social media. Thereafter viral marketing is described including the attractiveness and threats of it. A figure summarizes the considerations of Facebook by dividing it into determinants at the end.

2.1 Social media, Facebook

The term social media is defined as the collection of technologies that capture communication, content, and so on across individuals, their friends, and their social networks. Social media act as an infrastructure to help users become publishers of content that is interesting to them and their friends. Social networks are defined as groups of people, or communities, who share a common interest, perspective, or background. Facebook is an example of social media and is classified as a social networking site. (Tredaway and Smith, 2010)

Facebook was founded February 4, 2004 with the mission to make the world more open and connected (Facebook, 2013a). Facebook had more than a billion monthly active users as of December 2012 and 618 million daily active users on average in December 2012 (Facebook, 2013b). Since April 2008 they have been seen as the market leader in social media and they keep on growing (Tredaway and Smith, 2010).

2.2 Viral marketing

Online marketing is defined as marketing between a company and its target group through different digital channels online instead of analogue options offline. 2002 online marketing were assigned 2% of the total marketing budget at companies, by 2010 online marketing is accounted for one fifth of the budget and more and more people are recognizing the importance. Therefore online marketing is not something that an assistant at a subdivision is capable of handling anymore, instead it is one of the CEO's most crucial strategic decisions. (Lidman, 2010)

Viral marketing is a form of peer-to-peer communication in which individuals are encouraged to receive and process but also pass on promotional messages within their social networks (Bampo et al., 2008). Viral marketing uses pre-existing social networks, such as Facebook, to trigger brand messages throughout a widespread and somewhat random network of buyers (Yang et al., 2010, Dobele et al., 2005).'Buzz marketing' have also been variously associated with the process and the term 'buzz' almost by definition has an elusive meaning (Bampo et al., 2008). However "buzz" in this case is seen as an output or consequence of viral marketing (Bampo et al., 2008, Dobele et al., 2005).

To further explore the pros and cons of viral marketing the previous research have been reviewed and it seems that authors of scientific articles within the subject either have a positive or negative approach. This contributes to articles that focus on either attractiveness or

threats, not both. The only authors found that is two-sided is van der Lans and van Bruggen (2010) who have written a chapter in the book 'Viral Marketing: What Is It, and What Are the Components of Viral Success?'. Beacasuse of the seemingly one-sided inputs to the subject a compilation is made with contributions from different authors to demonstrate the attractiveness and threats of viral marketing under headlines 2.2.1 and 2.2.2.

2.2.1 Attractiveness

Different reasons found in previous research showcasing why viral marketing is attractive for companies:

- Viral marketing campaigns may simultaneously serve several communication goals. Next to the creation of brand awareness, positive attitudes, and promoting products, viral campaigns may, because of their interactive nature, obtain interesting consumer information, such as demographics, preferences, and opinions. This results in databases with additional consumer information that the company may use to target those consumers in future campaigns. (van der Lans and van Bruggen, 2010)

- Viral marketing campaigns incur very little expense because the individual passing on the referral carries the cost of forwarding the brand message (Woerndl et al., 2008, Palmer and Koenig-Lewis, 2009).

- These campaigns are based on peer-to-peer communications that have proved to have more impact than non-personal communications (van der Lans and van Bruggen, 2010).

- This form of marketing communication is highly targeted which contributes to the possibility to personalize messages of promotion (van der Lans & van Bruggen, 2010) and by the peer-to-peer communication being able to accurately anticipate further interests of the consumer (Subramani and Rajagopalan, 2003).

- During viral marketing campaigns companies can exactly monitor who is forwarding a message to whom, whether consumers respond to viral message, how long the campaign is creating a buzz, and so on. This provides a company with the opportunity to fine tune the campaign after its launch. (van der Lans and van Bruggen, 2010)

The opportunities of using Facebook as a company include, apart from the ones stated as for viral marketing, a possibility to reach and communicate with a huge number of customers (Palmer and Koenig-Lewis, 2009) involving minimal response time and potential market impact (Dobele et al., 2005). According to Denning (2010) entering a social network, for example Facebook, the company can find new and helpful collaborations as well, which is a way of creating value for customers. Dunay (2009) brings up another positive factor, which is brand recognition and Facebook as a visual tool for connecting a company brand to certain products, to a company's webpage, other businesses etcetera.

2.2.2 Threats

Threats of viral marketing found in previous research:

- The common misunderstanding that viral campaigns are random and that successful campaigns happen by luck. This belief in combination with the fact that viral campaigns can be launched relatively cheaply stimulates companies to act without a thoughtful strategy, hoping to create a noticeable buzz. (van der Lans and van Bruggen, 2010)

- Once a message spreads as a virus over the Web it is impossible to further control this process, including to what extent it spreads and the content of the message. If the message becomes distorted along the way the risk is that the campaign becomes less effective. (van der Lans and van Bruggen, 2010)

- As viral messages get more popular, consumers are getting used to the messages, and the campaigns fade into easily discarded clutter. This makes viral marketing campaigns increasingly more challenging to deploy. (De Bruyn and Lilien, 2008)

- The rapidity with which one-person crusades, after negative experience involving a company, can scale up into genuine PR crises for major corporations and make them worthy of top management attention. The need for a capacity to detect such crises as they emerge and to respond promptly is obvious. (Denning, 2010) The negative publicity about the incident(s) can according to Aula (2010) become a threat to both the reputation and business of the companies.

2.3 Uncertainties of Facebook

By evaluating the attractiveness and threats of viral marketing it is possible to form an opinion about it, but to make a well-informed decision whether to take part as a company it is important to make an assessment regarding the element of risk as well. According to Aula (2010) when evaluating the threats of viral marketing, it comes down to two main risks that companies are exposed to on Facebook: loss of control and reputational damage. Therefore these two components are elaborated in 2.3.1 and 2.3.2.

2.3.1 Control

Social media, including Facebook, are overwhelmingly the product of consumers. A shift of power is apparent as the global marketing environment is filled with success and disaster stories for many well-known brands. According to Berthon et al. (2012) the power has shifted away from the company toward individuals and communities. This depends on that consumers have become familiar with tools that allow them to mesh, alter, and share brand content that allows them to effectively seize control of their favorite brands according to Christodoulides and Jevons (2011).

Denning (2010) concluded in his article 'Managing the threats and opportunities of the open corporation' that the fear of losing control is about a company not being able to control what information gets out or what is said about them but leaders have to accept that customers and employees have significant power today. As stated by Christodoulides and Jevons (2011) in their article about user-generated content, the consumers are highly involved with the creation of brand image and it is no longer possible to filter communications within, to and from the organization at the same level as before. One-way messages have to be replaced with conversations including stakeholders (employees, customers and partners etc.) (Denning, 2010). As Li and Bernoff (2009) puts it: your corporate brand is what your customers say it is. The value of a brand belongs to the market, and not the company. The company in this sense is a tool to create value for the brand. As Ricardo Guimarães (in Li and Bernoff, 2009) puts it: the brand image is an open structure and it lives outside the company, not in the company. Therefore, the control of the brand image is not something that a company can choose whether or not to let go of because it is not something the company possesses within the realm of social media (Li, 2010).

2.3.2 Reputation

Earlier research in the study of brand equity underlines the significance of reputation as an intangible, market-based asset that results from the additional value that the brand contributes to the product (Christodoulides and Jevons, 2011). Superior corporate reputation is both an intangible asset and a source of strategic competitive advantage that enhances a company's long-term ability to create value (Caves and Porter, 1997).

According to Fombrun (1996) in his article 'Reputation: Realizing Value From the Corporate Image' and Fombrun and Shanley (1996) great reputation leads to positive results in several domains: pricing discounts by suppliers, improved employee morale, reduced risk for investors, increased strategic flexibility and enhanced financial performance. The advantage of positive reputation is also that it invites profitable marketing opportunities, which in turn increases market value of the firm (Chauvin and Hirschey, 1994, Miles and Covin, 2000). Additionally it facilitates marketing within social networks, such as Facebook, by promoting interaction with customers, empathy, trust, loyalty, and positive peer-to-peer recommendations (Suh and Amine, 2007).

The opposite can lead to a significant decline in market value. An example of that is the case of Dave Carroll in 2008 and 'United Breaks Guitars' (Berthon et al., 2012). The story is about how, after a United Airlines flight to Chicago, Carroll found that baggage handlers had broken his $3,500 guitar. He spent a year trying to have his claim for damages honored and when it finally was refused, Carroll informed United Airlines that he would write a song and create a video of the incident. Said and done, he uploaded the song and video to YouTube and advertised the fact on Twitter. Traditional media then became interested in the story and within a short amount of time Carroll's tale was aired on CNN and on other television channels. When the story went international United felt the real impact of it. On the day it was published in 'The Times of London' (a well renowned newspaper), United Airlines' market capitalization declined by around 20%, which concludes a loss in value to shareholders of

around $180 million at the time (Ayres, 2009). The reaction from United Airlines was to quickly offer a settlement (Aula, 2010). This story shows that information cannot be controlled in social media and the vast effect one single person can have on a company's reputation (Aula, 2010).

Hence, according to Rayner (2003), the loss of reputation affects competitiveness, local positioning, the trust and loyalty of stakeholders, media relations, the legitimacy of operations and more. Balmer (2012) states that enormous value lays in a company's brand identity and what it represents and that fact makes it highly vulnerable and exposed to risk.

Three factors that Eccless et al. (2007) highlights as regulators to what extent a company's brand is exposed to reputational risk:

1. Risk is increased when the company's reputation exceeds its true character (Eccless et al., 2007). Closer explained by Balmer (2012), corporate brands are related to key corporate associations and expectations, which are evoked by a corporate name and or logo. When the brand promises more the company can deliver in reality the risk increases (Aula, 2010).
2. Risk changes by a difference in the expectations of consumers, most often increase (Eccless et al., 2007). This is imminent when a company has built a solid brand identity and makes decisions that do not match the brand identity. Therefore Christodoulides and Jevons (2011) points out, if engaging with Facebook, the company needs to create a Facebook experience that is in line with the values of the brand.
3. When an organization is unable to react to changes in the environment, i.e. the quality of the internal coordination is poor, the risk increases (Eccless et al., 2007). An exemple of this was demonstrated under headline 2.4 including United Airlines.

2.4. Summary

The theoretical framework discusses, from a marketing point of view, earlier research and compiles pros and cons of viral marketing. A compilation is made because of the seemingly one-sided research that either promotes the negative or the positive side of viral marketing. Contributions from different authors is assembelled and divided under the headlines Attractiveness and Threats. Second, Control and Reputation risk are the main threats and therefore important enough to focus on individually.

The Figure shows the plausible determinants that are important when evaluating whether or not to have a company profile on Facebook discussed so far: Attractiveness, Threats and Reputation risk (seen to the left). Control is not accounted for as a determinant because control of the brand image is argued to be out of the hands of the company and therefore not something that a decision should depend upon. Another headline named 'Other' is added because supplementary themes and/or additional determinants might exist. This is explored by using the research question: 'what is evaluated by a company before making the decision

about being visible and creating their own profile on Facebook or not' further explained in the methodology part next.

Figure 2.1 Summary of the theoretical framework.
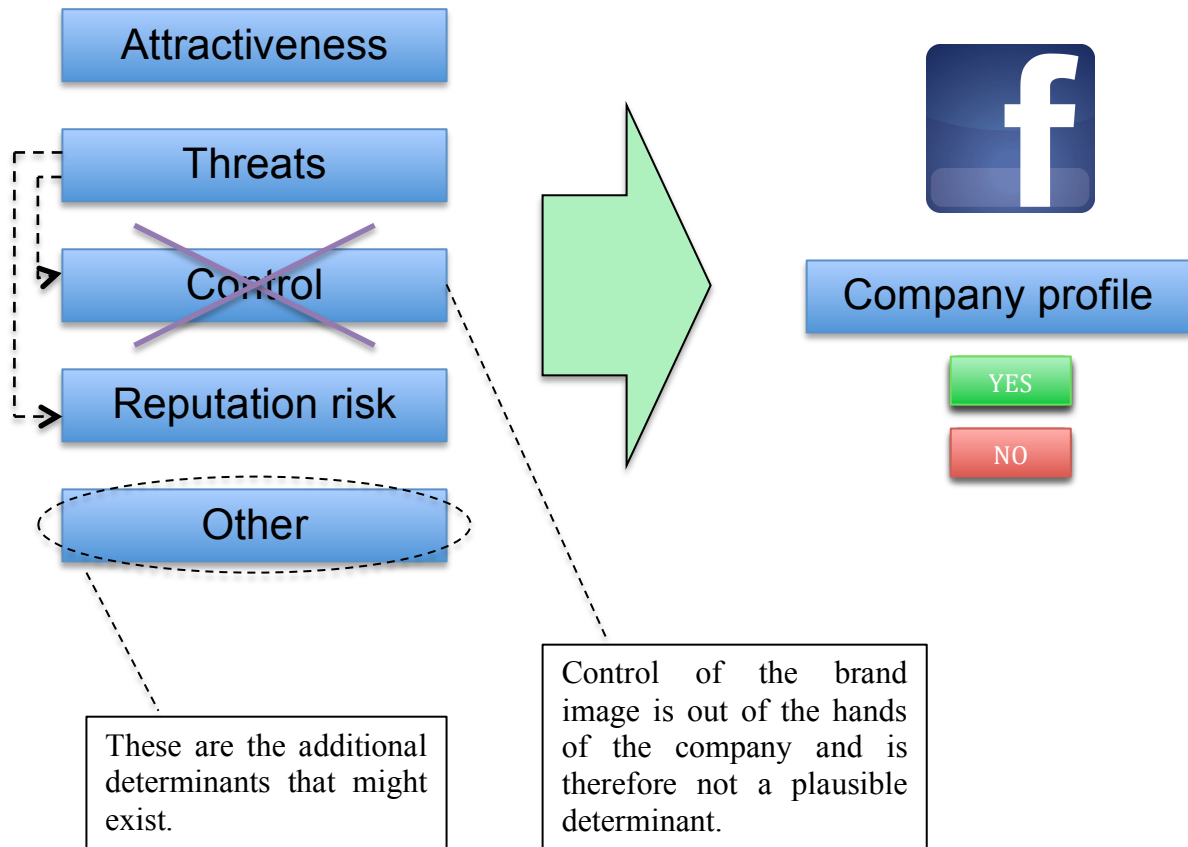
3. Methodology

The following method chapter presents the research approach and explains the choice of conducting case studies. The emphasis is on the conducted interviews because they are the main source of data.

3.1 Abductive research

An abductive approach was used for the study, which means that the researcher creates an understanding of the people and contexts studied in line with their worldview, i.e. language, meaning and perspectives (Bryman, 2012). Therefore, trying to see the world from the participants' view and understand the company's specific situation and the considerations concerning Facebook has been the aim during this research.

3.2 Research design

The research design is supposed to work as a blueprint or as a plan for the research (Kvale and Brinkmann, 2009). There should be a link between the research question and the data processed for it to be relevant for the research question according to Yin (2009).

Quantitative and qualitative studies differ from each other depending on what kind of information is used to study a specific phenomenon. Quantitative information can be numbers and figures whereas qualitative information is more about sentences and words (Blumberg et al., 2008, Bryman, 2012). In qualitative research concepts and theories emerge from data collection (Bryman, 2012). The purpose of this thesis was to examine what determinants companies considered before taking the decision to enter Facebook or not, and in that way see if an overseeing framework was a possibility. Therefore, the decision to collect qualitative data from different companies to gain new insights was made. According to Yin (2011) the advantages of using qualitative research is that there is a great variety of topics that can be studied and everything that happens in the real world can be subject to a qualitative study.

A descriptive study is answering questions such as "why", "who" where", "when" and "how much" compared to the casual study where the question "why" is the most concerned. Hence, if the emphasis is on reporting what has been observed, the qualitative study can be descriptive (Blumberg et al., 2008). The research question concerns what is evaluated by a company before making the decision about being visible and creating their own profile on Facebook or not, and therefore the study needed to be descriptive because the focus was on the information that were observed.

3.3 Case studies

'The essence of a case study, the central tendency among all types of case study, is that it tries to illuminate a decision or set of decisions: why they were taken, how they were implemented, and with what result' (Schramm (1971) in Yin, 2009 p. 17).

When deciding the topical scope and the breadth and depth of the study, conducting case studies was chosen because a case study is focused on few events and puts a great deal emphasis on the full contextual analysis of them (Blumberg et al., 2008, Denscombe, 2010). This was an important aspect when trying to find plausible themes that can be classified as determinants for entering Facebook. As Yin (2009) and Denscombe (2010) puts it: the case study approach works best when trying to investigate an issue that is complex in its character and is difficult to explain and answers questions such as "how" or "why" something works.

A case study research could include single or multiple case studies (Denscombe, 2010). For this research multiple case studies were conducted including four companies chosen by the authors. Yin (2009 p. 15) argues that case studies are 'generalizable to theoretical propositions and not to populations and universes'. Therefore the aim of the case studies was not to gather a large sample to represent the population of 'large companies within the real estate industry in Gothenburg', hence the four separate case studies. The companies were all from the real estate industry, two owned by the municipality and two public companies. No emphasis was put on the ownership when choosing case companies; it was merely a combination of who agreed to participate and who seemed suitable in the eyes of the authors. The choice of those specific companies is elaborated on under the headline 3.4 Case Companies.

According to Blumberg et al. (2008) the gathering of data can be managed from just one observation to enormous amounts of observations and the method that is selected decides how the data will be collected and the extent of it. The qualitative case studies included both primary and secondary data. The primary data consists of the data gathered during interviews with the companies and the secondary data consists of information mainly gathered from the case companies own websites and Facebook pages. The secondary data also include annual reports and advertising brochures.

3.4 Case companies

To gain insight about questions and problems involving Facebook that companies within the real estate industry faces a meeting was held with Malin Engelbrecht who works with Investor Relation Information at Castellum. Castellum is a listed company within the real estate industry and their main office is located in Gothenburg. In relation to the thesis purpose Malin Engelbrecht recommended a study of some other large companies in the real estate industry because Engelbrecht argued that it is an ongoing discussion within the industry about social media. Therefore the decision to further investigate large companies within Gothenburg that were operating in the real estate industry was made.

An initial screening of the market was conducted and companies were asked if they wanted to participate. Thereafter an evaluation of the companies who accepted the invitation of being a part of the study took place. The authors wanted to include as many different angles of the industry as possible and based the selection on a diversified market mix. The companies that became objects for the case studies were Wallenstam AB, Familjebostäder i Göteborg, Bostads AB Poseidon and Company X. Company X wanted to remain anonymous but is a real estate company operating in Gothenburg that contributes with insights of only renting to other companies. Therefore they are still valuable for this study, despite being anonymous. Familjebostäder i Göteborg and Bostads AB Poseidon are owned by the municipality and Wallenstam AB and Company X is a public company. All are operating in Gothenburg and are defined as large companies according to the EU legislation (Europa, 2006).

The interviewed employees from the four companies are people in top management who works with marketing and/or communication. They were chosen because they are all responsible for the respective companies interaction on social media.

3.5 Interviews

An interview is a conversation that has a structure and a purpose (Kvale and Brinkmann, 2009) and it differs from a normal conversation because it involves an understanding of the situation (Denscombe, 2010). According to Yin (2009 p.106) 'one of the most important sources of case study information is the interview', which focuses directly on the case study topic and therefore provides the case study with relevant information. Hence, interviews were chosen as the qualitative method of collecting primary data.

There are no specific way or correct procedure of how to conduct an interview but Kvale and Brinkmann (2009) suggest seven practical stages to help the interviewer to structure the interview process. The seven steps are: (1) thematizing an interview, (2) designing, (3) interviewing, (4) transcribing, (5) analyzing, (6) verifying, (7) reporting. (Kvale and Brinkmann, 2009). Kvale and Brinkmann (2009) argue that the seven stages is a great tool for an inexperienced interviewer and it will give structure to the interview process and help retain the initial vision and commitment throughout the progression. Therefore, the seven stages were used as inspiration during the whole interviewing process, from planning to analysis.

3.5.1 Interview guide

The theme for the case studies was the overall purpose of the thesis and the aim of the interviews were to find out what the different companies in the real estate industry were discussing before the decision about entering Facebook or not was made.

Yin (2009) distinguishes between three types of case study interviews, called in-depth interview, survey and focused interview. The company representatives were interviewed for a short period of time and some sort of protocol with specific questions were followed which makes it a focused interview according to Yin (2009) and Bryman (2012). The questions in a focused interview must be carefully worded and the interviewee should not be directed too

much, which may affect the answer of the interviewee Yin (2009). To avoid this phenomenon the interview guide was created with the intention not to angle the questions towards what was preferred to discover, but to explain instead the company's specific situation.

The structure for the conducted interviews was manifested in an interview guide (see Appendix 1). All the representatives from the companies got the same questions with only some nuances in the follow up questions. The interview guide was based on the research question and consisted of open-ended questions. Because of not wanting to involuntary manipulate the answers the same headlines as in the theoretical framework were not used other than for inspiration to capture the interviewees observations. Instead the guide was divided into four parts; Warm Up, Background, Facebook process and Wrap up. Yin (2009) claims that a pilot interview is great to do because it will lead to better questions and conceptual clarification, therefore the a pilot interview was conducted with a real estate manager for a company called Corallen located in Värnamo, Sweden. Corallen was chosen because of similarities in company characteristics with the chosen case companies. The pilot interview resulted in added and/or altered questions. Before finalizing the interview guide a pre-test was also made to make sure that the questions in the interview guide were understandable.

3.5.2 Execution

Four interviews were conducted, one with each case company. The interview guide was used during the interviews and the interviewees were also invited to speak in more detail about the topics. That contributed to a small degree of deviation from the interview guide involving follow-up questions. The nature of the interview was conversational-like. The interviewers had different tasks during the interview, where Harr was leading the interview, i.e. asking the questions and Hultegård was taking notes occasionally adding a question or two. The interviews lasted between 30 and 50 minutes depending the time the managers could dedicate. The interviews were recorded via audio recording equipment to make sure that nothing would be left. The interviews were held at the managers' offices, which made the managers very relaxed and comfortable during the interview. All the interviews were held in Swedish because the managers all had Swedish as their native language.

After the interviews a written summary of the interview (in Swedish) was sent to the interviewees for approval. Then the interviews were translated into English and written down into a coherent story including citations (see Appendix 3-6).

3.6 Quality of the study

The main challenges with doing a qualitative research is to assure the reader that the study is of scientific nature and to guarantee the quality and the trustworthiness of the study. Further, it is important that the choice of evaluation criteria is in line with how a qualitative study is structured with its methodology, aims and assumptions. This means that it is necessary to

have a fit between the evaluation criteria and the research project. (Eriksson and Kovalainen, 2008).

There are three concepts that generally are used when evaluating the quality of a research. These three concepts are reliability, validity and generalizability, which originally derive from quantitative research. (Eriksson and Kovalainen, 2008). There are several problems with the use of the above-mentioned classic concepts when evaluating a qualitative research (Creswell, 1998, Patton, 2002, Bryman, 2012). Hence, Eriksson and Kovalainen (2008) give the advice that the classic concepts should be replaced 'if your research relies on relativist ontology (suggesting that there are multiple realities) and subjective epistemology (emphasizing that the researcher and the participant jointly create understandings)' (Eriksson and Kovalainen, 2008 p. 294). The classic concepts should therefore be replaced with evaluation criteria that match the qualitative study better. The concepts reliability and validity should be replaced by the concept 'trustworthiness' to better evaluate the quality of a qualitative research (Eriksson and Kovalainen, 2008, Guba and Lincoln, 1994, Lincoln and Guba, 1985).

Trustworthiness consists of four different aspects; credibility, transferability, dependability and conformability. Hence, descriptions of the four concepts are required. Dependability is about giving information to the reader about the process and guarantee that it has been logical, documented and traceable. Therefore, a description of the whole process can be found in the method chapter. This contributes to the trustworthiness of the research. Transferability is about showing the reader the similarities between the research and other research that is done in the same field. The responsibility to show the similarities and the links to other research and results is to establish some sort of connection to previous research. This is to be found in the introduction, theoretical framework, empirical data and analysis part where previous research in the same field is presented. Credibility is based on: whether you have familiarity with the topic and whether the data are sufficient to fulfill your purpose, whether you have made strong logical links between observations and result and whether any other researcher can, on the basis of your materials, come relatively close to your conclusion (Eriksson and Kovalainen, 2008). The credibility of the study was guaranteed because in all conducted interviews the interviewees were responsible for marketing and/or communication and had been part of the evaluation process if their company should have an own Facebook page or not (reassured by warm up questions in the interview guide). Therefore, they are credible representatives for the companies they work for that hold valuable insight in the process of evaluating Facebook. During the interviews leading questions were avoided because it prevents the interviewee from saying exactly what she/he thinks the interviewer wants to hear and could affect the credibility of the study. The last concept is conformability and is about the data and the interpretations of the inquiry where the idea is to show the reader that the interpretations of the data are true and link the findings to the data (Eriksson and Kovalainen, 2008). The connections should also be described in a way that is easily interpreted by the reader (Eriksson and Kovalainen, 2008). The result is connected to the empirical data and analysis chapter, which is linked to the theory presented in the theoretical framework. The result is also discussed in the conclusion part. To be able to guarantee the trustworthiness of the research conducted, the above-mentioned concepts included in trustworthiness have been considered during the whole research process.

3.7 Ethical issues

Ethics are written and unwritten laws and regulations that form and contribute to the way we live our lives. It is the 'right' and 'wrong', the dos and don'ts that exist in society as well as in the economy. As society becomes more complex, ethical issues also evolve in accordance with society itself. Research ethics are about how the research is conducted and reported and the ethical issues that have to be considered. (Eriksson and Kovalainen, 2008)

Eriksson and Kovalainen (2008) claim that there are ethical principles that guide all research activities. The ethical principles are 'informed consent, the avoidance of deception, harm or risk, and Kant's universal principle of respect, treating others always as ends and never as means' (Eriksson and Kovalainen, 2008 p.62).

Ethical issues also cover the topic about research bias and how to use other people's material and quote it correctly. If the researchers do not deal with ethical issues and do not follow ethical rules during the whole research process it will decrease the credibility of the entire research. Ethical questions have been raised during the research process and solved directly and quotations have been made when using others material. Further Fombrun (1996) and Eriksson and Kovalainen (2008) state that research ethics in qualitative research is most concerned with the process of an interview or a case study, which has led to carefully planned interviews and ethical considerations about anonymity (concerning Company X). All managers from the real estate companies that participated in the interview were informed about the topic and the purpose of the study in beforehand. Eriksson and Kovalainen (2008) also state that all collected data should be confidential and kept away from unauthorized, which was guaranteed in this research by only letting the interviewers make use of the audio recordings.

3.8 Analysis process

As stated before, the interview guide was not based on the same headlines as the theoretical framework. The main analysis for creating a plausible framework is therefore based on the data from the part referred to as 'the Facebook process'. To enable an overview and to easier recognize characteristics that can be linked to the determinants, themes were created. The themes were constructed after assembling the data that were similar in context to each other and thereafter given an umbrella term (inspired by the theory) as a headline. There are 16 themes of the same reason as when creating the interview guide i.e. to be careful with excluding important observations and not losing anything in translation.

By comparing the empirical data, presented as extracts from the interview, with the theory the case studies helped to reassure the determinants found in previous research and presented some possible additions. The themes were organized in line with the theory under the headlines; *Attractiveness, Threats, Control, Reputation risk*, and *Other*.

The themes that did not match the content under the initial determinants was first placed under the headline 'Other'. In the next step they were evaluated by their importance and classified as determinants or not.

The printed secondary data such as annual reports and brochures was collected when conducting the interviews. That company specific information along with the material gathered from the companies' websites and Facebook pages (of those who are present) were used to create an overall picture of each company.

4. Empirical data and analysis

The empirical data is presented in combination with an analysis. This chapter starts with a description of the four case companies including the interviewees to get a background to their statements. Then the information collected during the part referred to as 'the Facebook process' in the interview guide is presented by 16 themes.

4.1 Familjebostäder i Göteborg

Familjebostäder i Göteborg
Vision: 'We create comfortable living environments. Together with an increasing number of people in Gothenburg.'
Homepage: http://www.familjebostader.se/
Facebook page: http://www.facebook.com/familjebostader.goteborg, Member since: 19th of September 2011, Active since: 25th of September 2011

(Familjebostäder, 2013c, Familjebostäder, 2013d)

'Familjebostäder i Göteborg' operates in Gothenburg and is owned by 'Förvaltnings AB Framtiden', owned by the municipality Gothenburg. The company has approximately 18,000 apartments for private persons in Gothenburg. 60% of the apartments are small apartments i.e with two rooms and kitchen, bout 62 m2. 'Familjebostäder i Göteborg' had 257 employees at the end of 2012. (Familjebostäder, 2013e). The total rentable space was 1,23 million m^2 at the end of 2012 (Familjebostäder i Göteborg, 2012)

Familjebostäder does not sell properties, they only work with rental objects. Therefore their main customers are private individuals. Their fellow subsidiary named 'Göteborgslokaler' rents out the commercial spaces that Familjebostäder owns. Familjebostäder only deals with them indirectly by being responsible of maintenance. BlockHyr, that has the same owner as Familjebostäder (Göteborgs Stad), is another example of same type of arrangement where BlockHyr rents out space for group living. (Interview with Familjebostäder 2013-04-03)

4.1.1 Interviewee

The interview took place at Familjebostäder's office and representative from the company was Gustav Jakobsson who worked as communications officer. The interview was planned to be with Katrin Amgarth, head of communications and marketing but she unfortunately called in sick, therefore Gustav Jakobsson participated. Jakobsson works with internal communication between colleagues and from the board of directors to the co-workers, as well as external communication involving tenants, media and the community. He has been working at Familjebostäder since 2010. Three people work with communication and the department of communications and marketing consists of fourteen people.

Jakobsson was a part of the decision making process about being present on Facebook along with two of his colleagues, Katrin (that was absent the day of the interview) and Henrik. During the evaluation they looked at pros and cons and the group of three made a proposal to enter Facebook that the CEO agreed to. (Interview with Familjebostäder 2013-04-03)

4.1.2 Market communication

Familjebostäder uses a lot of different market communication. Their webpage is a vital platform for information and other types of channels that they use are: printed ads in different medias (e.g. GP, Metro), brochures (handed out or delivered by mail), being present on fairs orchestrated by Boplats.se, student fairs, fairs for new constructions of properties, Twitter, a Youtube channel for viewing movies on Familjebostäder's webpage and more. The printed ads are used to attract new tenants and potential new co-workers. Familjebostäder is part-owner of Boplats.se which makes it beneficial for them to be part of the get-togethers they organize. (Interview with Familjebostäder 2013-04-03)

Familjebostäder gets intelligence every day about what is said about them in the media (Facebook, blogs, GP, GT etc.). The gathered information is mostly for their awareness i.e. they rarely answer on private pages but sometimes to organization's messages. They also get approached by many different associations as well concerning partnering in different projects. Every offer Familjebostäder gets is carefully considered if it is the right forum for the target group at hand. Familjebostäder's target group varies depending on what is communicated. If it is about new add-ons to the apartments the tenants are the target group, whilst when leasing out apartments the focus is people looking for apartments in Gothenburg. (Interview with Familjebostäder 2013-04-03)

Familjebostäder is also using Facebook as a marketing channel. Familjebostäder has been present on Facebook since 19th of September 2011 by an official profile page. The ones visiting the page are in the age of 30-45, more women than men and the ones commenting are mostly in the age of 40+. Today the news posted on their webpage are also posted on Facebook with a link to the webpage, but still adapted to the Facebook layout/fit. The communications officer, Jakobsson, is responsible for dealing with the responsibilities of Familjebostäder's Facebook page. Including managing the page, answering or censor questions/posts, passing on cases involving different departments, investigating complaints and posting messages. He functions as a gatekeeper. Facebook comments are answered to during office hours, but Jakobsson is responsible to erase offensive material all the time, there is no existing schedule/framework. (Interview with Familjebostäder 2013-04-03)

Familjebostäder created a policy for their Facebook page that included same things as the policy for a blog previously used, where tenants were able to comment and the head of communications and marketing (Katrin) answered. The blog was an official page for Familjebostäder, but had a more personal touch than Facebook, e.g. Katrin answered the messages in her name. On Facebook they only use the signature Familjebostäder when answering the messages. The need that the blog filled was taken over by Facebook where it was easier to post short news and more interaction. Therefore the blog is put on ice. The policy does not include a plan of action for how to deal with positive/negative feedback; the

communications officer (Jakobsson) acts as an editor. Comments are ruled on a case-to-case approach and it comes down to a matter of opinion. (Interview with Familjebostäder 2013-04-03)

Generally speaking the technology development is a fact and it is important to be where the customer/tenant is. It is not up to the company to choose platform but to adapt to the present ones. If a company holds on to the view of technology that 'it is something new and somewhat strange and it probably will vanish soon' it can affect how people view the company. Familjebostäder's opinion is if holding on to that view of technology, it is hard to be seen as a modern up keeping company, then you become more or less an old geezer. This does not mean that a company should go all-in on every trend but they should be open to evaluate pros and cons with new medias. A company should not carry on with business-as-usual but should be available to the tenant. (Interview with Familjebostäder 2013-04-03)

4.1.3 Facebook

Familjebostäder has a Facebook page where they publish posts around 2-3 times a week. The published posts are mostly about available jobs at the company and different events and happenings for their tenants where they have their properties (see pictures of examples below). A few posts also contain a competition or a special offer for the tenants. The 26th of April 2013 the company's Facebook page had 389 likes. The pictures that are available on their Facebook page are mostly from events. (Familjebostäder, 2013b)

Information about the company is directly shown on the Facebook page, which consists of the address, telephone number and opening times (Familjebostäder, 2013b).

The posts on their Facebook page are very short. The posts are in half of the cases followed by a picture, which is connected to the message. Familjebostäder's posts are mainly filled with different kinds of information to their tenants. There are also people commenting and answering on the posts that the company publishes. Further some comments and questions and complaints from others are also represented on Familjebostäder's Facebook page.

Familjebostäder i Göteborg AB har delat en länk
den 19 april

Du har väl inte missat att vi söker en controller till traineetjänst? Sista ansökningsdag 30/4. Klicka på länken för att läsa mer och ansöka!

Vi söker en controller till en trainee–tjänst – Familjebostader
www.familjebostader.se

Familjebostäder i Göteborg AB äger och förvaltar drygt 18 000 hyreslägenheter i Göteborg.

Gilla · Kommentera · Dela

Familjebostäder i Göteborg AB gillar detta.

Familjebostäder i Göteborg AB Kolla gärna in Facebooksidan. http://www.facebook.com/sabotrainee
den 19 april kl. 08:41 · Gilla

(Familjebostäder, 2013a)

Familjebostäder i Göteborg AB har delat en länk
den 18 april

Konstnärsbonanza i Majorna i helgen! Måleri, grafik, skulpturer och keramik – du hittar allt på Konstrundan i Majorna, där över sextio konstnärer öppnar upp sina ateljéer för besök. Häng på!

Konstrundan i Majorna
konstrundanimajorna.se

ÖPPNA ATELJÉER OCH VERKSTÄDER I MAJORNA 65 konstnärer och konsthantverkare visar måleri, grafik, skulptur, keramik, glas, textil och silver.

Gilla · Kommentera · Dela

8 personer gillar detta.

4.2 Wallenstam AB

Wallenstam AB
Vision: 'To be a leading city developer and market- leading property owner in selected metropolitan regions.'
Homepage: http://www.wallenstam.se/
Facebook-page: https://www.facebook.com/WallenstamAB , Member since: 4th of January 2011, Active since: 12th of March 2013

(Wallenstam, 2013b), (Wallenstam, 2013d)

Wallenstam AB was founded in Gothenburg 1944 and today operates in Stockholm, Gothenburg and Helsingborg. The company owns approximately 300 real estates in total. The real estates are dived into both apartments for private persons and premises for companies. Today Wallenstam AB has approximately 9,000 apartments and 1,000 premises. Wallenstam AB has 187 employees in total working in the operating cities. Wallenstam shares are listed on Nasdaq OMX, Stockholm's Large Cap list. The company's head office is located in Gothenburg. The total rentable space was 1,2 million m^2 at the end of 2012. (Wallenstam, 2013c).

4.2.1 The interviewee

The interview with Wallenstam took place at Wallenstam's office where Sofia Lundman respresented the company. Lundman has been working at Wallenstam for three years. Wallenstam has a combined communication and marketing department where Lundman works as Project Manager and her responsibilities include their webpage, Wallenstam's presence in social media, sponsorships and community involvement. Eight people (two stationed in Stockholm and six in Gothenburg) work at the department and the different tasks are divided amongst all of them, which result in varied workdays. (Interview with Wallenstam, 2013-03-18)

4.2.2 Market communication

Wallenstam's webpage is their main marketing channel. They rarely use advertising or commercials. What they do use is banners on buildings when remodeling or constructing new apartments and press releases. But except from that Wallenstam does not use traditional marketing tools, more sponsorships and involvement in the community. The sponsorships have clear guidelines, and for example when supporting the local hockey team (Frölunda) or being a part of Gothenburg horse show it is important for them to show of their brand by having their logo visible. It is less important when being a part of CSR (Corporate Social Responsibility) related activities, such as sponsoring homework tutors (Läxhjälpen) and other help organizations (Räddningsmissionen, BRIS). Finding different collaborations with for example the tenants is also a part of the non-traditional marketing. Twitter is another marketing channel where the primary purpose is to post information (tweet and re-tweet) not

to interact. They post tweets once or twice a week and sometimes they receive questions in that forum that they answer too. Wallenstam has been present on Twitter for about 1,5 years and the target group on Twitter is a bit different from the one on Facebook. On Twitter they target opinion leaders, community developers and journalists. They post on Twitter once or twice a week about things involving development of the community and press releases, which is not the focus on Facebook. Facebook works as a compliment to Twitter. The department of communication sees a future in social media, as of now Wallenstam is part of five social media and they think it is important to be present. (Interview with Wallenstam, 2013-03-18)

Wallenstam has been present on Facebook since 12th of March this year by an official profile page. The department of communication manages the profile and customer service contributes with some occasional inputs. Lundman and colleagues were involved in the decision-making process behind entering Facebook, but the board of directors made the final decision. (Interview with Wallenstam, 2013-03-18)

The employees do not contribute to the Facebook profile; the things posted are originated from Lundman 's department. Because they have recently published their page, only a few things have been posted as we speak. The hope is that more people will become aware of their Facebook page. Further, Wallenstam feels that Facebook is a good channel for showing all the CSR work that they are involved in and other small projects. The webpage is seen as limited in how much CSR material they can publish. Limited because only larger events that is newsworthy gets published there. (Interview with Wallenstam, 2013-03-18)

Wallenstam monitors and gets intelligence every morning about what is said about them on social media and in the press. The gathered information is only for their awareness; they do not address it directly. When discovering a problem the department of communication and marketing forwards it to the department within Wallenstam in charge of those particular questions. (Interview with Wallenstam, 2013-03-18)

4.2.3 Facebook

Wallenstam has a Facebook page where they publish posts around 2-3 times a week. The published posts are mostly about projects, events, happenings & offerings and information for their tenants (see pictures of examples below). The 26th of April 2013 the company's Facebook page had 123 likes. The pictures that are available on the Facebook page are mostly from projects and events. The posts on their Facebook page are very short, around four sentences, with a very positive message. The posts are also mainly followed by a picture, which is connected to the message. Wallenstams posts are mainly filled with questions and suggestions and therefore there are question marks and exclamation marks in almost every post. There are very few comments from other Facebook users on Wallenstam's Facebook page.

On the Facebook page the number to the customer service is shown. To get more information about the company you have to click on the 'contact page' where more contact details both for the office in Gothenburg and Stockholm are available. (Wallenstam, 2013d).

(Wallenstam, 2013a)

4.3 Bostads AB Poseidon

Bostads AB Poseidon
Vision: 'Together we create green homes where people want to live"
Homepage: http://poseidon.goteborg.se
Facebook-page: No.

(Poseidon, 2013a)

'Bostads AB Poseidon' operates in Gothenburg and is owned by 'Förvaltnings AB Framtiden', owned by the municipality of Gothenburg. 'Bostads AB Poseidon' is one of the largest housing corporations in Gothenburg and offers apartments to private persons. The company has 333 residential real estates with 26,378 apartments in Gothenburg municipality (Poseidon, 2012c).This means that one out of ten people in Gothenburg lives in an apartment owned by 'Bostads AB Poseidon'(Poseidon, 2013b). The head office is located in Angered and the number of employees is 228 (Poseidon, 2012c). The total rentable space was 1,7 million m^2 at the end of 2012 (Poseidon, 2013b).

4.3.1 The interviewee

The interview with Poseidon AB was made with two represents from the company. The two represents were Diana Djoric, who worked as an informant and Jessika Hällerö, who was Djoric's assistant. Diana Djoric was participating during the whole interview but Jessika was

just participating in the first half of the interview because she had to leave. (Interview with Poseidon, 2013-03-15)

Djoric works as a Communications Officer for Poseidon and has been employed a little over five years. Her responsibilities are both internal and to some extent external information including a magazine for tenants, press releases, the web and more. Her work is a mixture of things but they are all connected to communication. Djoric works at the department of business development and communication, which works with marketing, web, business development and PBX. (Interview with Poseidon, 2013-03-15)

Jessika is Diana's assistant and works as a support function for her and another person, Sofia who is in charge of the web. (Interview with Poseidon, 2013-03-15)

4.3.2 Market communication

Poseidon AB works with market communication in several different ways. They work a lot with 'My News Desk', which is a publication channel for press releases that brings together companies and journalists, which passes it on to media. This is mainly used for spreading information about different events. Poseidon does not work with mass marketing except when it is necessary to spread something positive to counteract negative publicity. (Interview with Poseidon, 2013-03-15)

Marketing of rental apartments have not been seen as a necessity because of the living situation in Gothenburg (the shortage of apartments). But in other areas, such as wanting to be an attractive employer, Poseidon is present on job fairs, collaborating with other companies and taking part in employment projects. The marketing material consists usually of brochures and folders. Marketing towards tenants is mostly information through their magazine, posts on their webpage (tenants can create their own login), notes posted in the stairwells and if the information is really important they can mail it directly to every affected tenant. In summary they state that Poseidon do not work a lot with commercials but are more about keeping the communication line open towards stakeholders by public announcements and by articles in the local newspaper called 'Göteborgs Posten'. (Interview with Poseidon, 2013-03-15)

Poseidon sees Facebook as a serious marketing tool and feels that social media is here to stay. They started a blog but it was canceled after two months. It does not necessarily have to be Facebook that Poseidon enters, twitter is also seen as a possibility. In that case Poseidon would not be present as an entity but divided into their different segments and/or different projects. Otherwise it could be confusing when addressing too many scattered issues. Example of what could be created is Green Poseidon, showcasing different projects created to better tenants living situation with the angle of following a person or a project, rather then the company. (Interview with Poseidon, 2013-03-15)

An earlier evaluation of Facebook was done about two and a half years ago where Djoric and her department were involved. Because of the fact that Poseidon does not sell a product per se, there is no obvious answer to the decision about entering Facebook or not. Today Poseidon is not present on Facebook through the initiative of the company, but does exist

through groups started by dissatisfied customers and by employees mentioning them. Also by collaborations with others for specific purposes such as a job fair called 'Våga-ta-chansen'. They do not answer or get involved with the groups of dissatisfied customers because of the fact that they do not have a company profile. Poseidon only monitors and gets intelligence about what is said about them in social media. (Interview with Poseidon, 2013-03-15)

Both positive and negative feedback are equally important for Poseidon. When receiving positive response it could be translated into different areas where it could be applicable as well. Negative feedback is more direct on how to improve and, as seen in surveys, it is usually small things. The negative things are not seen as a bad thing but a way of improving, influencing and keeping a open dialogue. (Interview with Poseidon, 2013-03-15)

4.3.3 Facebook

Bostads AB Poseidon does not have a Facebook page, but there are Facebook pages created of dissatisfied customer related to Bostads AB Poseidon. The existing Facebook pages include the company's name in their title such as 'Bostads AB Poseidon' (Unknown, 2013a) and 'Vi som är missnöjda med Bostads Ab Poseidon' (Unknown, 2013b) but do not belong to the company.

4.4 Company X

Company X
Vision: -
Homepage: -
Facebook-page: No.

Company X has chosen to be anonymous.

4.4.1 The interviewee

The interview with company X took place at company X's office. The person interviewed worked as Marketing Director and CEO secretary at the company and is due to the anonymity called AA. AA is the only person working at the marketing unit. Even though AA is the only one working at the marketing unit AA do not make all decisions on AA's own. The CEO is involved in the marketing process and is helping out when strategically decisions have to be made. AA is also working closely to other colleagues in all business units within the company. One example of the close collaborations with colleagues is when the company is doing activities around hiring out a venue that is managed together with the person responsible for hiring process. The activities could for example be a campaign site,

advertising on/in trains and airplanes, advertising via mail, banners and other ads. AA is also working closely to Property Managers' assistances when it comes to managing customer activities etc. (Interview with Company X, 2013-03-19)

4.4.2 Market communication

Today company X works with different marketing channels and strives to have a breadth in the activities they are doing. Internet is a very important communication tool for X. The company works a great deal with online marketing in the sense that they try direct users to the company's homepage where the users can get more specific information about the different properties that are available. On the company's homepage the focus is on the search function, which makes it easy for visitors to see the properties that are available at the moment. The properties are presented in words and pictures (of the property and its plan arrangement). (Interview with Company X, 2013-03-19)

The company works with search engine optimization and keyword optimization to direct users to their homepage. This is done e.g. through the tool Google AdWords, which basically show you ads and links related to your search. Company X also works with the 'organic result list' on search engines, which means that if your company is in the top of the result list the chance is greater that people will find and visit the company's homepage. The former tool gives a direct effect compared to the latter, which is more of a long-term work getting visitors. (Interview with Company X, 2013-03-19)

Other marketing activities that company X does are activities for specific objects/properties. One example is direct mails with information about a property sent to a specific target group. This is later followed up with a telephone call. The company is also marketing themselves by the usage of billboards and banners. The billboards are often attached to the properties available, and the ways of marketing through billboards are shown to be an efficient marketing channel. Several contracts have been signed that initially started with the interest in the banner. Brand awareness is also something that company X stresses as important and the company wants to be recognized as 'Top Of Mind'. Even though the company or their offers are not relevant for some people at the moment, it could be relevant in the future. Therefore the company works a lot with strengthening the brand. A way to do this is through the newsletter that the company started to send half a year ago. The newsletter is sent to existing and potential customers to strengthen X's brand. The company X is also working with PR, and activities that have a greater news value are sent out through press releases and/or media is contacted to publish the news. Company X does not use any social media today, but it could be beneficial to use social media such as Youtube and upload movies that could be linked to their homepage, or use Flickr to post relevant pictures. Linkedin is also a community where the company is considering whether to have a company description/page or not. To conclude, company X stresses the importance of staying updated and being informed about social media. (Interview with Company X, 2013-03-19)

X is not present on Facebook at the moment and there is not any person from the company that is answering questions in the company's name. The company X has already 'locked' their name on Facebook (the Facebook page is inactive), which limit unauthorized usage of the

company's name on Facebook. Company X also argues that Facebook might be more relevant for real estate companies that have commercial spaces and might want to have their communication with their tenants on Facebook. Further, people are expecting companies to have an own Facebook page and if the company does not have it people become doubtful. (Interview with Company X, 2013-03-19)

AA together with the CEO have been involved in the evaluation process of Facebook. The evaluation was made after a conference two years ago. At the conference the employees were working in different teams with specific tasks, where one team got Facebook as their main task. The team started to analyze how different companies in the same industry were working with Facebook and had discussions with companies that had an own Facebook page. The final decision, not to be on Facebook, was made by AA and the CEO. The company has made the decision about not being active on Facebook. However, it does not mean that the company would not follow the development of Facebook and other channels where the company could be present and that could be useful. (Interview with Company X, 2013-03-19)

Today Company X does not have an existing framework of how to handle positive or negative feedback, but states that it is important to answer negative feedback quick, independent of whom the sender is. (Interview with Company X, 2013-03-19)

4.4.3 Facebook

Company X does not have a Facebook page and there are no other existing Facebook pages created in the company's name.

4.5 The Facebook Process

During the interviews questions were asked about the part referred to as 'the Facebook process' in the interview guide concerning the process before the decision about Facebook and the potential risks involved and skills needed. The answers also include discussions beyond the interview guide because of the deliberate choice to have open-ended questions. All answers are classified under themes to be able to sort out the collected information, which is presented below as extracts from the interviews.

4.5.1 Dialogue

As shown below three out of four companies mention dialogue as important factor.

Familjebostäder literally talks about dialogue in a positive sense: One of the positive things about being on Facebook as a company, according to Familjebostäder, is the opportunity to create a dialogue. To know if the customers are receiving the information as compared to when sending out mails and not knowing if the tenants read the paper or not, getting a direct response to the sent out message and receiving feedback about the things posted. This gives the company a chance to discover and correct when information have not been clear enough

and *'a direct feel of if something is unconventional or in some way that tenants react to.'* (Interview with Familjebostäder, 2013-04-03)

Wallenstam points out the ability to receive feedback as positive with Facebook: Because of the fact that Wallenstam has only been present on Facebook for a short amount of time it is hard for them to answer what they, as a company, experience is most positive thing about Facebook. But generally speaking the positive things are perceived to be: receiving useful, valuable feedback and it gives the company a chance to show a different side of themselves then what is displayed on their webpage. (Interview with Wallenstam, 2013-03-18)

Poseidon considers Facebook to be a good way to create a dialogue: *'You want to talk with your tenants and be there to listen and at the same time in some way participate in the discussion. You are able to interact directly with opinion leaders and change their view for the better.'* The negative aspects are not seen as a bad thing but a way of improving, influencing and keeping an open dialogue. (Interview with Poseidon, 2013-03-15)

4.5.2 Building brand

Wallenstam sees Facebook as a way to promote their brand and talks about getting the information about what the tenants think: Wallenstam want to be there for their tenants but sees it as a good tool in other aspects as well. It is partly a way of marketing themselves, building Wallenstam's brand, posting things that helps create a brand identity and partly they have the hope for it to be a place for dialogue. *'We should be able to get intel about what the tenants thinks about different things. You should be able to ask: What do you want in your apartment? What do you want your yard to look like? To get a discussion going.'* Wallenstam also conduct mail surveys to find out people's opinions. (Interview with Wallenstam, 2013-03-18)

Company X also states that Facebook is a good tool to promote brands: As a conclusion company X said that Facebook is one way to create and enhance brand awareness but the decision about having an own Facebook page must be determined by the top management within the company. (Interview with Company X, 2013-03-19)

If Facebook would be a reality for company X they would use it to market positive activities e.g. prices that the company receives and participations in job fairs. In that case Facebook could be a great complement to the company's own homepage where the message also could be more informal than on the homepage. Further, company X stresses the importance of not forgetting the homepage if creating a Facebook page because the information must be reachable on different channels. It *'could be that the message can be adjusted a bit; perhaps a bit more formal on the homepage than on Facebook.'* *'But on the other hand Facebook is also a channel that everyone could reach.'* (Interview with Company X, 2013-03-19)

The positive effects of being visible on Facebook are that the company might create brand awareness, it increases the visibility and people could get information about the company very quick and *'to show that we are involved'.* (Interview with Company X, 2013-03-19)

4.5.3 Recognition

Poseidon talks about creating a Facebook profile to market a big project by connecting their brand to it: Facebook was an option because it was a big project. The matter concerned leasing out a whole block of newly produced apartments that (because they were new) had a slightly higher rent, which does not naturally have a high demand. The reason why Facebook was discussed at all was to use it as a tool to market 'Kvarteret Venus' (the newly built rental apartments). (Interview with Poseidon, 2013-03-15)

The links Facebook could generate to the homepage and connect different parts of their business is seen as a good thing according to Company X: Although Company X is not present on Facebook, Company X sees several positive aspects with Facebook and *'one of the reasons that made Facebook interesting was the links we could get to our homepage'*, which will give a better position in the result list on Google. (Interview with Company X, 2013-03-19)

4.5.4 Spreading Campaigns

Poseidon discusses several positive attributes with Facebook concerning spreading campaigns: The attractiveness of it included: the possibility to *'spread a message and information very fast and in a fun way'* and to hype and promote the campaign site, *'It is easily accessible and fast, a good way to spread and reach many people fast, it is not all people that are visiting our web page.'* (Interview with Poseidon, 2013-03-15)

Poseidon's idea with marketing the project on Facebook was to create a longer lasting campaign as compared to only informational. Further it is a *'good marketing channel for spreading campaigns.'* (Interview with Poseidon, 2013-03-15)

4.5.5 White noise

Familjebostäder expresses concerns about the fact that viral messages are getting more popular and states that a risk is imminent that the Facebook page disappears in the overwhelming clutter: Facebook easily disappears in the white noise of the other information channels that Familjebostäder offers: the webpage, a tenant newspaper and a portal for tenants called 'Hemma hos' (were the tenant can report service issues). *'We have a lot of channels that reaches the tenants and it is easy that a channel like Facebook disappears, disintegrates if you do not have a clear purpose.'* (Interview with Familjebostäder, 2013-04-03)

4.5.6 Virus

Wallenstam sees the ability of messages spreading as a virus over the Web as a problem because the wrong message can cause a negative atmosphere: If people make accusations targeting specific people or if offensive language is used it could cause a negative atmosphere as well, but in this moment these types of personal attacks are not seen as significant threats. (Interview with Wallenstam, 2013-03-18)

The pace of the information is discussed by Poseidon: Because information spreads at such a vivid pace it is important to target the right group of people according to Poseidon. (Interview with Poseidon, 2013-03-15)

Company X brings up the virus-like attributes information or opinions can get: Company X sees both positive and negative effects with Facebook where the negative is that if a person is not satisfied with a company and writes something negative on the company's Facebook page it will be visible for thousands of people and could be spread in very short time. (Interview with Company X, 2013-03-19)

4.5.7 One-person crusades

Wallenstam expresses an awareness of the phenomenon of one-person crusades where a single customer can create a genuine PR crisis for a company but thinks that everything can be solved: The one thing that could contribute to a negative effect is if a wave of negative comments hits the company's Facebook page. *'A giant discussion that is very negative could devour a whole page, but it is a risk you have to take because it is a chance to respond to it as well.'* You have the opportunity to address those issues in a direct way and help the ones with negative experiences to turn it into something positive instead. One potential risk that comes to mind is if a wave of negative comments would hit them hard and the company gets caught up in a downward spiral. An example of that is the negative publicity Stena (a real estate company who is present on Facebook) got when they renovated some apartments and raised the rent because of that. But the storm has passed and most things blow over according to Wallenstam. *'It is gone now, you do get out of it.'* (Interview with Wallenstam, 2013-03-18)

Company X also acknowledges how it can cause negative publicity and the need to address it quickly: According to AA the complaints on Facebook today are not constructive, which might contribute to negative publicity for the company itself. *'Things can happen very fast online and it is not always very constructive.'* Further, if the negative feedback would appear on Facebook it *'is important is to be very quick when responding'*, because it is expected to be more of a dialogue on Facebook. (Interview with Company X, 2013-03-19)

4.5.8 Fear

Everyone of the interviewees mention the apprehensions of entering Facebook caused by control issues.

Familjebostäder expresses a fear of not being able to control what is written on Facebook: The initial discussions about being present on Facebook started before Jakobsson was a part of Familjebostäder. The pros and cons had been addressed but the discussions had not gotten down to anything practical before he joined Wallenstam. *'A fear existed that it would become a wailing wall.'* This fear was founded in the feeling of that media reports quite often about chaos on Facebook pages, *'bombed by dissatisfied customers'*. (Interview with Familjebostäder, 2013-04-03)

The fear of not being able to dictate what a company's Facebook page is going to be used for is discussed by Wallenstam: The initial idea of being present on Facebook came from the

department of communication and marketing. *'We have discussed it back and fourth for a long time. We have really thought about it for quite long, around 2-3 years before reaching the decision: let's do this.'* The reason why they had such a long evaluating process was because they were scared that the Facebook page was going to be used in the wrong way, with a lot of questions about apartments and people questioning Wallenstam's actions in a negative sense. (Interview with Wallenstam, 2013-03-18)

They do not want Facebook to replace the customer service but work as a complement and that is one of the reasons why Wallenstam were hesitant to enter Facebook. In this initial phase Wallenstam has not noticed a tendency towards those type of questions but if that changes in the long run it may be relevant for a person from customer service to answer those questions directly. The current setup solves customer service related questions by consulting them and then posting an answer on Facebook. (Interview with Wallenstam, 2013-03-18)

Poseidon expresses a fear of not being able to control the information put there by other people than the employees: Facebook is not open 8 am to 5 pm *'We can not control Facebook, it is not just the time 8 am to 5 pm.'*, which makes it hard to control the input of information and creates a point of uncertainty that made Poseidon decide that it was not worth it at the time. *'We can not look after it 24 hours a day and guarantee that no one have written something inappropriate about someone.'* (Interview with Poseidon, 2013-03-15)

They were also scared that it *'would not be used in the intended purpose i.e. perhaps error reports in the wrong forum'*. (That it would be used in different non-constructive ways then the intended purpose). That tenants would post complaints in that forum instead of the correct one, and therefore it *'could easily become a graffiti board'*. (Interview with Poseidon, 2013-03-15)

Company X talks more specific about the fear of not being able to dictate what a company's Facebook page is going to be used for. They do not want a Facebook page that replaces their customer service: Company X is afraid that if they should launch a Facebook page it would perhaps turn into customer services and 'error reports', which the company wants to handle via direct contact via telephone. (Interview with Company X, 2013-03-19)

4.5.9 Corporate associations

By earmarking Familjebostäder's name they wanted to minimize the risk of someone else distorting the associations created by Familjebostäder: The first step Familjebostäder took regarding Facebook was to earmark the name. This move was made at an early stage, before they even started to evaluate whether to enter or not, *'to ensure that a fake account would not turn up in our name'*. (Interview with Familjebostäder, 2013-04-03)

4.5.10 In line with brand identity

All of the interviewees talk about being in line with the company's values but mentions it in different ways.

Familjebostäder expresses this by stating that their Facebook profile page has to reflect what they want to stand for: It can be hard to answer posts or comments that are created by upset people, which rarely contain any questions but fills the need for them to express a biased opinion. Some people have values that are not compatible with Familjebostäder's and Facebook is a wall for them to express their feelings. If someone write something racist and then remove it only to post another comment where their inappropriate language have been edited a tiny bit to cover up the racist ideals, it is a tough choice for the publicist to decide how much to censor. *'How much do we allow people who have opinions that we really can not stand for to write?'* (Interview with Familjebostäder, 2013-04-03)

Because Familjebostäder owns their profile page it has to reflect what they want to stand for but at the same time people object against the feeling of being censored in general. Even though it is seen as okay for people with private Facebook pages too choose whether to delete posts or not it is a different view if it is a company's profile page. That it is okay to write anything on the wall. This is a difficult balancing act according to Familjebostäder. (Interview with Familjebostäder, 2013-04-03)

Wallenstam thinks it is important to be in line with existing policy and motto: Therefore Wallenstam thinks skills needed for dealing with Facebook include, making sure when updating their status it is in line with the existing policy regarding communication decided by the company (how Wallenstam wants to be talked about and how they desire to be perceived). The posts made should be personal, amicably, simple and straight forward as these are the motto of Wallenstam. Those working with Facebook also *'have to keep track on what is happening within the company and what is appropriate to post or not'.* (Interview with Wallenstam, 2013-03-18)

It is important for Poseidon that their values are reflected in everything they do: Also a feeling of how to express oneself is needed and how to keep with the company's values, in Poseidon's case the importance of service. The company values should preferably be reflected in everything that is communicated by Poseidon to facilitate working with the brand identity. Further*, 'The company values should be reflected in everything you do to be able to work with the brand so the customers will recognize that it is Poseidon and should be treated in the same way, regardless if they call them or meet the landlord in the yard or visit the homepage.'* It should be the 'same type of treatment'. This is to keep the service level as high as it hopefully is perceived. If Poseidon would have entered Facebook now and not being able to answer to messages in two weeks it would have brought down the feeling of service and be contradicting to what Poseidon want to stand for, what they aim to do on the other communication channels. *'To participate on Facebook and not answer messages within two weeks does not communicate our service and availability.'* (Interview with Poseidon, 2013-03-15)

Company X wants to be in line with the brand identity on multiple levels, in line with the catchwords and in line with how the company wants to market itself: The company's catchwords are to be 'present' and 'personal contact', which were not in line with the communication that X could offer on Facebook and even though the target group is not on

Facebook, potential customers might still be there, *'different target groups are browsing information in different ways'*. (Interview with Company X, 2013-03-19)

'The main risks might be that you create a page that will not be administrated in the right way, which will make it to a channel where you suddenly get a negative picture of our brand' i.e. all the communication that a company does must be in line with how the company wants to market itself and if the company fail, the overall image of the company might be destroyed. (Interview with Company X, 2013-03-19)

4.5.11 Internal coordination

Wallenstam reflects on the new internal commitments that is related to entering Facebook: They also concluded that they have to be clear on what a Facebook profile would change internally before creating a profile. The main issue internally was how to deal with questions received on Facebook. Subjects related to tenants own apartments and the building they live in should preferable go through Wallenstam's customer service *'because we have a very developed and efficient customer service that knows this really, really good'*. (Interview with Wallenstam, 2013-03-18)

How to deal with internal work is also discussed by Poseidon: But mainly it was the issue of 'systematic storage of all received messages' and what that would bring in increased workload that made Poseidon decide against creating a Facebook profile at that time. *'It must be systematic storage of all received messages.'* (Interview with Poseidon, 2013-03-15)

4.5.12 Stakeholders

Two companies mention stakeholders but without bringing up any specific stakeholders, instead spoke of the stakeholders in generic terms.

Familjebostäder points out the risk of spreading a bias view of them to stakeholders: Negative aspects of Facebook in Familjebostäder's case include that sometimes a few negative people have the tendency to post things often and comment on Familjebostäder's page when they are dissatisfied with their performance. That type of behavior could create a view of Familjebostäder as having a lot of unsatisfied customers. (Interview with Familjebostäder, 2013-04-03)

Wallenstam has considered the stakeholders view regarding them having a Facebook page: The target group for Wallenstam's Facebook page is divided into two groups: private apartment tenants and the rest. The tenants are the main focus and included in the rest are e.g. the public and coworkers. They have not seen any tendencies of negative attitudes from stakeholder regarding them having a Facebook profile. Step two would be to focus not only on the private tenants but the corporations renting from them as well. (Interview with Wallenstam, 2013-03-18)

4.5.13 Purpose

Every interviewed company mentioned the importance of having a purpose but from different aspects.

Familjebostäder points out a clear idea of usage as a part of the purpose: According to Familjebostäder an important thing to deal with before entering Facebook is to decide its purpose. Does a purpose exist, does the company have a clear idea of the usage or is it discussed only on the premises that everyone else has it? (Interview with Familjebostäder, 2013-04-03)

Familjebostäder gives some tips for others that want to enter Facebook with some points to evaluate: who should manage the page, what is the purpose, how does it add value to users? *'It is vital that you think about these things before creating a Facebook page because otherwise it easily becomes 'flappy'.'* (Interview with Familjebostäder, 2013-04-03)

Wallenstam states the purpose as knowing what you want to achieve and what it going to be used for: Because of the fact that Wallenstam only been on Facebook for approximately a week they do not feel in a position to give good tips to others regarding the matter. Nevertheless, their view is that the most important thing for a company is to think it trough before entering: what you want to achieve with a Facebook profile, who is the target group, what it is going to be used for. The time factor also plays a part, if they have the time to prevent their profile to become inactive. (Interview with Wallenstam, 2013-03-18)

Poseidon expresses the need to clarify the target group and expectations as a part of the purpose, expectations from the own company as well as expectations from the target group: Because Poseidon is on the outside looking in the perception is that they are not able to contribute with the question at hand: being on Facebook or not. Regardless the tips for a hypothetical company are; *'Have a clear target group. What are our expectations? What do you want to achieve? Are we able to meet the expectations? Otherwise it is not fun to step into something you cannot handle because then the customers or target group will be disappointed.'* (Interview with Poseidon, 2013-03-15)

Poseidon considers their target group to be on Facebook because they are such a big company in Gothenburg and the people of Gothenburg are present. (Interview with Poseidon, 2013-03-15)

Having a clear purpose and knowing the target group is also discussed by Company X: When the company decided whether to have a Facebook page or not, several aspects were considered. *'If we should be on Facebook we must have a clear thought of it i.e. a purpose with it or a strategy. What do we want with our presence on Facebook?'.* (Interview with Company X, 2013-03-19)

Then the company must be aware of if its target group is present on Facebook and if the company wants to communicate with its customers on Facebook. (Interview with Company X, 2013-03-19)

Familjebostäder's:

Regardless if Familjebostäder has Facebook or not, people would air their opinions about them. One of the initial purposes of creating a Facebook was to gather these people and in that way keep better track on what said. *'If we don't have our own Facebook page it only floats around, but if we can gather it on our page we will have a better overview.'* To better know where the question marks lays to be able to act on it. (Interview with Familjebostäder, 2013-04-03)

Wallenstam's:

There was no obvious reason as to why Wallenstam should use Facebook but the department of communication and marketing made the assessment that it was important to be there as a service to Wallenstam's customers. They felt the need to have a profile so people are able to find and communicate with them. *'A lot of people uses only Facebook and do not search for companies in other ways.'* (Interview with Wallenstam, 2013-03-18)

Poseidon's:

Poseidon wants to be open and visible and saw Facebook as a way of fulfilling these goals but they felt that it would limit them as well. *'We want to be open and available (visible), and it is one way of being open to be on Facebook, but at the same time we felt limited if you study their terms of use and as a public company.'* (Interview with Poseidon, 2013-03-15)

4.5.14 Manage the page

Every interviewee mentions task and responsibilities involved with the use of Facebook as considerations. Also mentioned by all four companies is the risk of inactivity.

Familjebostäder thinks it is important to recognize who will manage the tasks and states that a Facebook page has to be value adding for customers for it to be useful and if not updating it, it would disintegrate: Those uncertainties were discussed alongside some practical issues such as who would update, manage it, be responsible for removing offensive material, what is in fact the purpose of the page. (Interview with Familjebostäder, 2013-04-03)

Familjebostäder cannot see any direct risks attached to the use of Facebook as a company. Familjebostäder strives to be open and transparent and therefore an open dialogue is seen as positive. The only thing the company stand to loose is man-hours (time put into the creation) if the Facebook page becomes irrelevant and overshadowed by the other medias that Familjebostäder uses. If overseen and not managed the control can be lost of what is posted on their page. (Interview with Familjebostäder, 2013-04-03)

Second is who should handle the tasks at hand involving Facebook. If not managed properly *'it becomes uninteresting and does not produce any value for the visitor regardless if it is a tenant or the public (a third party), journalists. It becomes 'flappy' and disintegrates pretty fast because no one knows what it is supposed to be used for.'* According to Familjebostäder,

angling it as a public questionnaire and address general questions about why Familjebostäder do what they do, is a way of creating value. By disregarding specific issues regarding one tenant's apartment more people can benefit from the information. For example, a project that is in the making is the installation of 'the broadband of the future' where a lot of people are affected. When creating a discussion about that subject everyone can take part of the Q&As (questions and answers) and FAQs (frequently asked questions) resulting in them hopefully finding answers on the Facebook page. (Interview with Familjebostäder, 2013-04-03)

The policy states more general things e.g. if coworkers are mentioned on the Facebook page in a negative sense it is removed. Because everyone working for Familjebostäder should feel safe knowing that their name is not dragged into something they do not know about and also demeaning/offensive language is not allowed. (Interview with Familjebostäder, 2013-04-03)

Wallenstam has a plan of action as well as a schedule and mentions the risk of inactivity more direct and that the implications of it could be people losing interest in visiting their page causing them to lose the interaction: A plan of action about how to deal with certain issues when they arise has been created. Including when to respond and when not to, how to respond, how to deal with offensive language and/or attacks on a personal level. *'Ordinary status updates are just posted whilst question are answered and signed by a person for example.'* A schedule is used to divide the responsibility of Facebook and to know when the customer service is available for questioning. Office hours are applied for the Facebook page as well as the other business they conduct. (Interview with Wallenstam, 2013-03-18)

Another risk that can affect people's perception of the company negative is attached to being inactive on their Facebook page. *'If nothing happens it is an instant flop when someone visits; what is this, what is this boring page?'* The interest for visiting it more then once would decline and it looses its purpose of interaction. It can also give the impression of a nonchalant attitude of not caring which is not how Wallenstam wants to be view as a company. (Interview with Wallenstam, 2013-03-18)

Poseidon discusses the resources involving the tasks and describes the fact that a company has to commit fully if creating a Facebook page, staying active on the same terms as the customer: In the decision process they first decided that if they were to enter Facebook it should not only be temporary for the sake of the project, it should be a full commitment. (Interview with Poseidon, 2013-03-15)

Another reason is that Poseidon did not feel comfortable with what a Facebook profile would implicate, to what extent resources to deal with the different tasks at hand had to be assigned i.e. *'at the same time you do not want to end up in something you cannot handle, if you have opened up it will be hard to just shut it down.'* (Interview with Poseidon, 2013-03-15)

If being on Facebook, Djoric mentions that more resources, as in more people (more man-hours), are necessary because of the view that: if you are going to be present on Facebook you have to fully commit and be active. *'You should not participate only for the sake of being there, there are other ways to listen in, if you want to participate you should participate actively on equal terms.'* If the company is on Facebook it should be active on the same terms

as the customer (in Poseidon's case: the tenant) because the expectations on Facebook are to get a quick answer (compared to email), consider the limitations and the possibilities Facebook have as a marketing channel. *'Maybe you do not have the same expectations when you are emailing or when you make an error report.'* (Interview with Poseidon, 2013-03-15)

Company X highlights responsibilities concerning Facebook and describes the importance of staying interesting and active: A strategy that includes responsibilities i.e. *'who is responsible for updating? How often?'* and how to administrate the page is also of great importance when deciding how a company should handle its presence on Facebook. (Interview with Company X, 2013-03-19)

Further aspects that were considered were the updates with relevant and interesting information (real estate purchase/sale, events etc.) companies must do to keep their Facebook page interesting and alive, the time and resources it takes to administrate it and how the Facebook page should differ from the company's own homepage. *'To stay interesting, it must happen things and what in our industry is interesting happenings? I could for example be if we buy a property or sell a property or having an event.'* (Interview with Company X, 2013-03-19)

Company X argues that no further competence than what already exists within the company is needed to be able to work with Facebook within the company, but they *'must have the time to administrate a Facebook page in a good way'*, and interesting materials to publish. (Interview with Company X, 2013-03-19)

4.5.15 Competitors

Wallenstam states that in the idea phase of whether or not to create a Facebook profile they researched the subject by looking at competitors amongst others: To get some background and references to the question at hand they looked at what competitors have done (Stena, Uppsala hem and others). (Interview with Wallenstam, 2013-03-18)

Also Poseidon was looking at their competitors: The initial step was looking at what their competitors were doing (ÖBO, KBAB, the project 'Kryddhyllan'). *'We were looking at competitors and if others had done something similar.'* When looking at their competitors they saw creative ways of marketing by different competitions and more. (Interview with Poseidon, 2013-03-15)

4.5.16 Regulations/Limitations

Familjebostäder brought up the conundrum about who is responsible for the material posted on a Facebook page: There were no long discussions about whether or not Familjebostäder had to expand competence wise in the form of a new employee. Jakobsson felt comfortable with what the task would imply and offered himself to be responsible of the practical issues. When that was decided he learnt about what 'Datainspektionen' said about Facebook and who is responsible for the material, rules regarding companies on Facebook for example what type of competitions they could create, what marketing possibilities Facebook holds including ads and more. In summary things he felt Familjebostäder had shortcomings in their

knowledgebase. It is also important to know what tone to use, how to package messages text wise and picture wise. (Interview with Familjebostäder, 2013-04-03)

Another issue was the general uncertainty among legislators and supervisors about who is responsible for the material written on Familjebostäder's Facebook wall in the case of it being offensive or sexist for example. (Interview with Familjebostäder, 2013-04-03)

Poseidon also mentions responsibilities and limitations including 'terms of use' dictated by Facebook and the general uncertainty among the legislators concerning these issues: Limitations including the terms of use dictated by Facebook regarding who is responsible for the material posted on their page and the archiving of data. *'You will be responsible for everything that is written and if someone would write something about a co-worker or a tenant it will be our responsibility because it is our profile page that is written on.'* If anyone should write anything about anyone of their employees or certain tenant, Poseidon would be responsible and they were not ready to deal with that debate including laws in question. They are also obliged to follow certain municipal regulations, which includes storing all the data. (Interview with Poseidon, 2013-03-15).

5. Discussion

In the discussion the themes are analyzed by their characteristics and organized by the previous determinants compiled in the theoretical framework. Figure 5.1 at the end summarizes the findings. These findings are thereafter presented in an extended framework (Figure 5.2), which can be found in the result section.

Data collected from the case studies connected to the question about 'The Facebook Process' are systematized by the sixteen themes mentioned in the analysis. The themes are below classified under the determinants produced in the theory (Figure 2.1). The previous created framework only discusses pros and cons as a way of deciding whether to enter Facebook or not as a company. The empirical data include themes that are neither and are therefore sorted under 'Other'.

5.1 Attractiveness

The different themes *Dialogue*, *Building Brand*, *Recognition* and *Spreading Campaigns* are included in the determinant Attractiveness.

Dialogue is seen to be important and attractive and Familjebostäder and Poseidon say that they can in that way communicate with their customers and be aware of if their information reaches them. Feedback is also a form of dialogue and direct response that is said to be very positive by Poseidon. The theme Dialogue relates to the determinant 'Attractiveness' because viral marketing is described in the theoretical framework to be interactive and according to Palmer and Koenig-Lewis (2009) one of the opportunities of viral marketing on Facebook is to reach and communicate with a huge number of customers.

Wallenstam and Company X pointed out that promoting their brand, the creation of brand identity and enhanced brand awareness were seen as opportunities with Facebook, thematised as Building Brand. Van der Lans and van Bruggen (2010) mention the creation of brand awareness and at the same time gather customers' opinions, which made us locate the theme 'Building Brand' under the determinant 'Attractiveness'.

The theme 'Recognition' includes using Facebook as a visual tool for connecting a company brand to certain products, to a company's webpage and/or other businesses etcetera (Dunay, 2009). Company X says that it is positive because it can generate links to their homepage and Poseidon states that Facebook can connect them to their projects, and therefore it is part of the 'Attractiveness'.

'Spreading Campaigns' is included in the determinant 'Attractiveness' because it relates to creating a buzz and monitor it, gives the opportunity to fine tune and generate longer lasting campaigns (van der Lans and van Bruggen, 2010) with minimal response time and potential market impact (Dobele et al., 2005). Poseidon mentions the opportunities of Facebook as spreading a message and information fast and in a fun way, hype and promote a campaign site and reaching many people, which here is thematised as 'Spreading Campaigns'.

5.2 Threats

White Noise, *Virus* and *One-Person crusades* are the themes included in the determinant 'Threats'.

The theme 'White Noise' is described as the disappearance among information channels. Familjebostäder says that Facebook could easily disappear among the other information channels they offer, which is in line with De Bruyn and Lilien (2008) who argue that as viral messages get more popular, consumers are getting used to the messages, and the campaigns fade into easily discarded clutter. Therefore White Noise relates to the determinant 'Threats'.

Poseidon and Company X say that information on Facebook can be spread in a vivid pace, which may result in negative posts visible for thousands of people. Further Wallenstam says that if people make accusations targeting specific people it could cause negative atmosphere as well. This is described as the theme 'Virus' and is related to 'Threats' because messages are stated by De Bruyn and Lilien (2008) to have the ability to spread as a virus over the Web where it is impossible to further control this process, including to what extent it spreads and the content of the message.

The theme 'One-Person Crusades' is included in the determinant 'Threats' and is explained by Denning (2010) to be genuine PR crises for major corporations that a customer can cause after a negative experience because of the rapidity with which information travels. This is causing the company to be the target of negative publicity (Aula, 2010). Wallenstam says that negative comments could devour a whole Facebook page and a potential risk is that the negative comments can lead to a downward spiral for companies. Wallenstam also mentions another company in the real estate industry that had a storm of negative comments on their Facebook page as a result of raising their rents. Company X says that the complaints on Facebook are not constructive, which might contribute to negative publicity.

5.3 Control

The theme *Fear* is the theme included in the determinant 'Control'.

'Control' of the brand image is argued to be out of the hands of the company and Li (2010) states that when on social media the company cannot choose whether or not to let go of its control because it is not theirs to let go. Despite this realization every interviewee mentioned in some way the control to be a deciding factor when evaluating a potential entrance on Facebook. The theme 'Fear' is related to everything the companies have mentioned caused by control issues. The fear of losing control from a company point of view is not being able to control what information gets out or what is said about them (Denning, 2010). Therefore the theme 'Fear' is connected to the determinant 'Control'. A majority of the companies say that they are afraid that a Facebook page will not be used in the intended purpose and they do not want the page to replace other functions within the company such as customer service. Further, Familjebostäder mentions the fear of Facebook becoming a Wailing Wall and turn into chaos. Poseidon sees the issue of controlling the Facebook page as an uncertainty and

says that they cannot control it 24 hours a day to make sure that it does not contain anything inappropriate.

Regardless, these statements are seen as a human (a company representative) perspective and not an objective company view. The factor 'Control' should not be a determinant when approaching this issue as a company, because as Li (2010) points out, control of the brand image in social media is argued to be out of the hands of the company. So basically the company cannot control to their brand image to 100 percent, because it relates to how other people perceive the brand. Although it is argued that the determinant 'Control' should not be in the companies consideration sets when deciding whether to have an own Facebook page or not, fear of losing control is an uncertainty that have been discussed a lot during the interviews and might be the predominant argument for not having a Facebook page. A fear of not being able to control the content and in that way lose the power of what is publicized and risk the image of the company should therefore not be ignored, but as Familjebostäder says; it is important to be where the customer is and it is not up to the company to decide which platforms to choose, a company has to adapt to the present ones.

5.4 Reputation Risk

The themes *Corporate Associations*, *In Line with the Brand Identity*, *Internal Coordination* and *Stakeholders* are included in the determinant 'Reputation Risk'.

Superior corporate reputation is stated by Caves and Porter (1997) to be both an intangible asset and a source of strategic competitive advantage that enhances the value creation. As described by Rayner (2003) great reputation leads to positive results and reduced risks concerning the brand. The opposite can effect the company negative (Rayner, 2003) and the value of a brand is clearly connected to the company's brand identity (Balmer, 2012). This makes companies today very vulnerable.

The theme 'Corporate Associations' is included in the determinant 'Reputation Risk' because corporate brands are according to Balmer (2012) related to key corporate associations and expectations that are evoked by a company's name and or logo. Familjebostäder has a Facebook page but before the decision about having an own Facebook page or not they earmarked their name i.e. they created an account on Facebook to ensure that a fake account would not turn up in their name.

'In line with Brand Identity' is a theme that also is included in the determinant 'Reputation Risk' because Christodoulides and Jevons (2011) state that when a company has built a solid brand identity and makes decisions that do not match the brand identity the risk increases. Therefore, if creating a Facebook profile it needs to be in line with the brand. Both Familjebostäder and Poseidon stress the importance of communication in line with the company's values and mention that it should be reflected in everything the company does. Further, Familjebostäder mentions a risk when someone posts something on their Facebook page that is not in line with the values of the company, which also can lead to concerns

regarding censoring. Familjebostäder says that it is a difficult balancing act to know when to censor postings on Facebook or when to let it leave it. Company X says that if the Facebook page is not in line with the rest of the communication at a company, it can convey a negative picture of the brand. Poseidon also argues that everything that is communicated should facilitate working with the brand identity so the customers are treated in the same way regardless of their location. Further, if Poseidon would have entered Facebook they see a risk if they do not communicate their service and availability, which would be contradictive to their company values.

'Internal Coordination' is a theme included in the determinant 'Reputation Risk' because the quality of the internal coordination has to be high to be able to react to changes, if not the reputation risk increases (Eccless et al., 2007). Both Wallenstam and Poseidon mention that internal changes have to be made before entering Facebook. Wallenstam says that the main internal issue was how to deal with questions received on Facebook and how the customer service would work. Poseidon states that with Facebook it would be increasing workload because of systematic storage of the received messages.

The last theme that is included in the determinant 'Reputation Risk' is 'Stakeholders' because as Rayner (2003) states, loss of reputation affects competitiveness, the trust and loyalty of stakeholders, the legitimacy of operations and more. Familjebostäder mentions a risk with Facebook that it could convey a view of having a lot of dissatisfied customers to the stakeholders because of the negative comments that some people posts very frequently. Wallenstam does also take the stakeholders into consideration and says that no negative attitudes from them have been seen because of the creation of the Facebook page.

5.5 Other

The 'Other' headline includes themes and/or potential determinants not brought up in the theory chapter but possible additions to the created framework found in the empirical data. The themes sorted under 'Other' are evaluated whether or not they are recognized as important by the interviewees and if they in that case, or because of other factors, should be a determinant. The themes categorized into 'Other' are: *Purpose*, *Manage the Page*, *Competitors* and *Regulations/limitations*.

Of all the sixteen themes discussed during the interviews, only four themes were addressed by all case companies. Both 'Purpose' and 'Manage the Page' are accounted for in these four. 'Manage the Page' is the subject whom is mentioned the most (counted in quantity of text) when sorting the data into themes. Hence, the themes 'Purpose', 'Manage the Page' 'Regulations/limitations' are considered as significant to include into the decision-making process about Facebook and viewed as determinants.

Familjebostäder, Wallenstam and Poseidon include having a purpose as the tips to other companies when in a situation to decide about Facebook participation or not. Company X mentions it as if in a hypothetical situation they were going to be on Facebook a purpose is

needed. It shows that the case companies have not only evaluated Facebook by trying to list the pros and cons but also added a dimension of purpose. What is found to be included in the determinant of 'Purpose' can be summarized with: clear idea of usage, clear target group and expectations (from customers and from the own company).

Besides the dimension of purpose a related issue is the management involved with Facebook usage. 'Manage the Page' is the assembled material concerning the practical issues of Facebook. What have been mentioned are: type of tasks and who is responsible and how to keep the page active. Policies and plans of action are mentioned as a way of dealing with the tasks at hand. The policies seem to be derived from an overall company view whilst plans of action are created from the tasks at hand. The issue of keeping a company's Facebook page active is pointed out to be important because of the risks of being inactive. Including losing the interactivity as a reaction to the uninteresting page inactivity creates. Perhaps if interest is lost within the company as well, the incentive to monitor it declines and Familjebostäder mentions a risk in not keeping track on what is stated on the page.
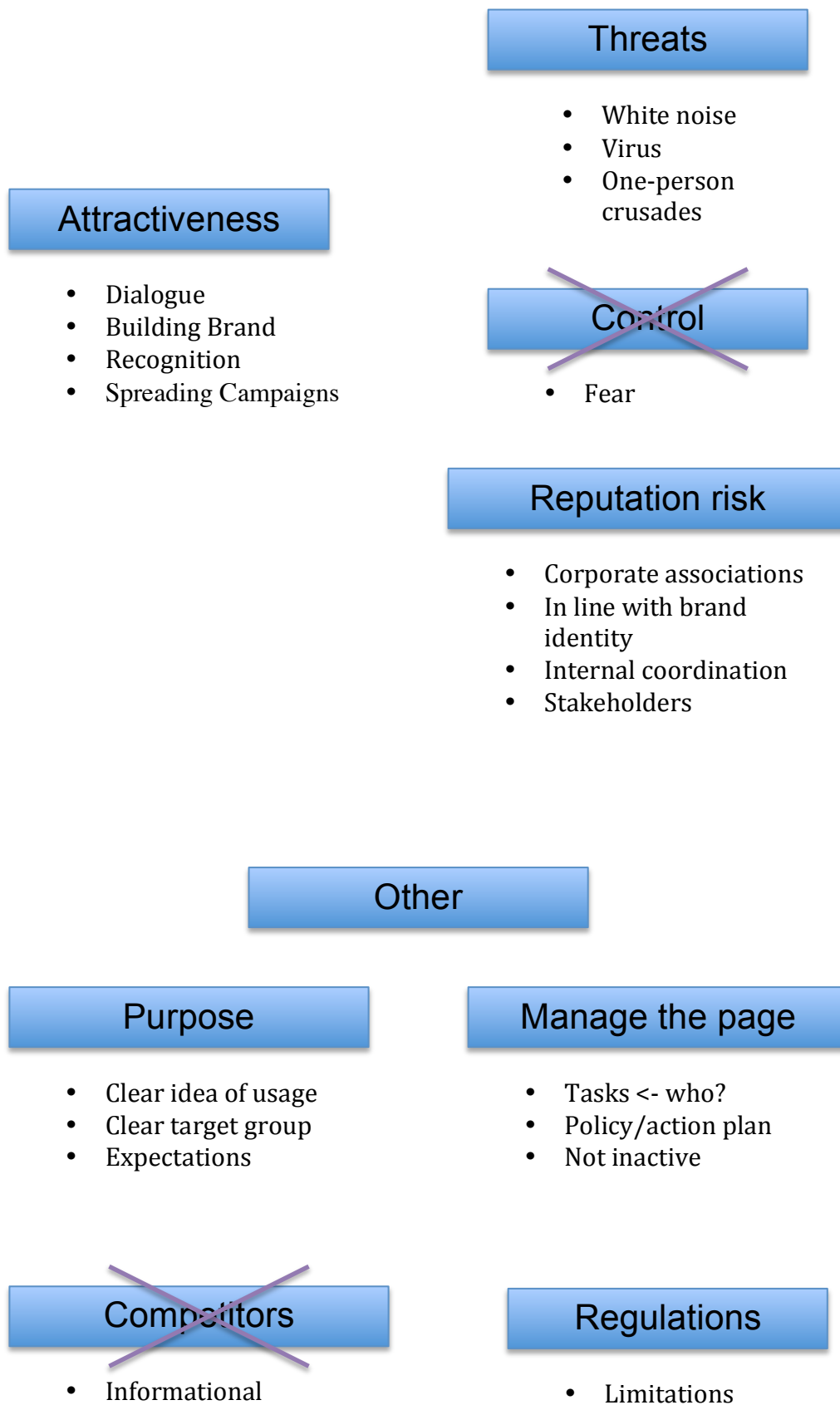
'Purpose' and 'Manage the Page' are seen as internal factors while 'Competitors' is an external factor and 'Regulations/limitations' is partly an external factor. Only partly because limitations such as regulations are perceived by the case companies to be imposed by legislators or from within a company, for example board of directors. The initial determinants brought up in the theoretical framework ('Attractiveness', 'Threats' and 'Reputation Risk') are all external, based on the themes found in the empirical data. This shows that the case companies do not only evaluate external factors but include internal factors for a holistic view.

The theme 'Competitors' is brought up in the case study as an initial source of information. For anything to be classified as a determinant it should have an impact on the outcome of the decision making. Wallenstam and Poseidon used the retrieved data as inspiration to what they could do and not to evaluate the tool as good or bad. Because of the informational nature of the research, looking at competitors should not be a determinant in this case.

The last theme included in 'Other' is 'Regulations/limitations'. What is discussed as regulations mainly involve Facebook's terms of use, which are brought up by two of the case companies. Second, the existence of internal company specific rules of conduct that influences the situation is mentioned. The terms of use are viewed as limitations, which affect the use of Facebook as a company. Consequently it is important to take a look at the regulations before entering Facebook. Therefore 'Regulations' is seen as a determinant including limitations.

A summary of determinants displayed in the analysis and in short what they include is presented in Figure 4.1 below. 'Attractiveness', 'Threats' and 'Reputation risk' are the determinants produced in the theoretical framework and reinforced by the empirical data. 'Purpose', 'Manage the Page' and 'Regulations' are the determinants added because of empirical findings. 'Control' and 'Competitors' are described in the analysis as not applicable in the decision-making process about entering Facebook, and therefore excluded.

Figure 5.1 Summary of determinants.

Threats
- White noise
- Virus
- One-person crusades

Attractiveness
- Dialogue
- Building Brand
- Recognition
- Spreading Campaigns

Control
- Fear

Reputation risk
- Corporate associations
- In line with brand identity
- Internal coordination
- Stakeholders

Other

Purpose
- Clear idea of usage
- Clear target group
- Expectations

Manage the page
- Tasks <- who?
- Policy/action plan
- Not inactive

Competitors
- Informational

Regulations
- Limitations

5.6 An extended framework

The case studies investigate what is evaluated by a company before making the decision about being visible and creating their own profile on Facebook or not. Including the subquery if any certain themes to base a decision-making process on can be deduced.

The empirical data from the case studies is analyzed and the themes are organized under the same headlines as displayed in initial framework produced in the theory i.e. 'Attractiveness', 'Threats', 'Reputation Risk' and 'Other'. In the theory the focus is on possibilities and risks but the case studies opened up for other dimensions. The additional themes that were brought up during the case studies, addressed as 'Other' in Figure 2.1, deemed to be fit as determinants are 'Purpose', 'Manage the Page' and 'Regulations'. The empirical findings of the case studies resulted in the creation of an extended framework, which is displayed in Figure 5.2 below.

Figure 5.2 Illustration of the extended framework.
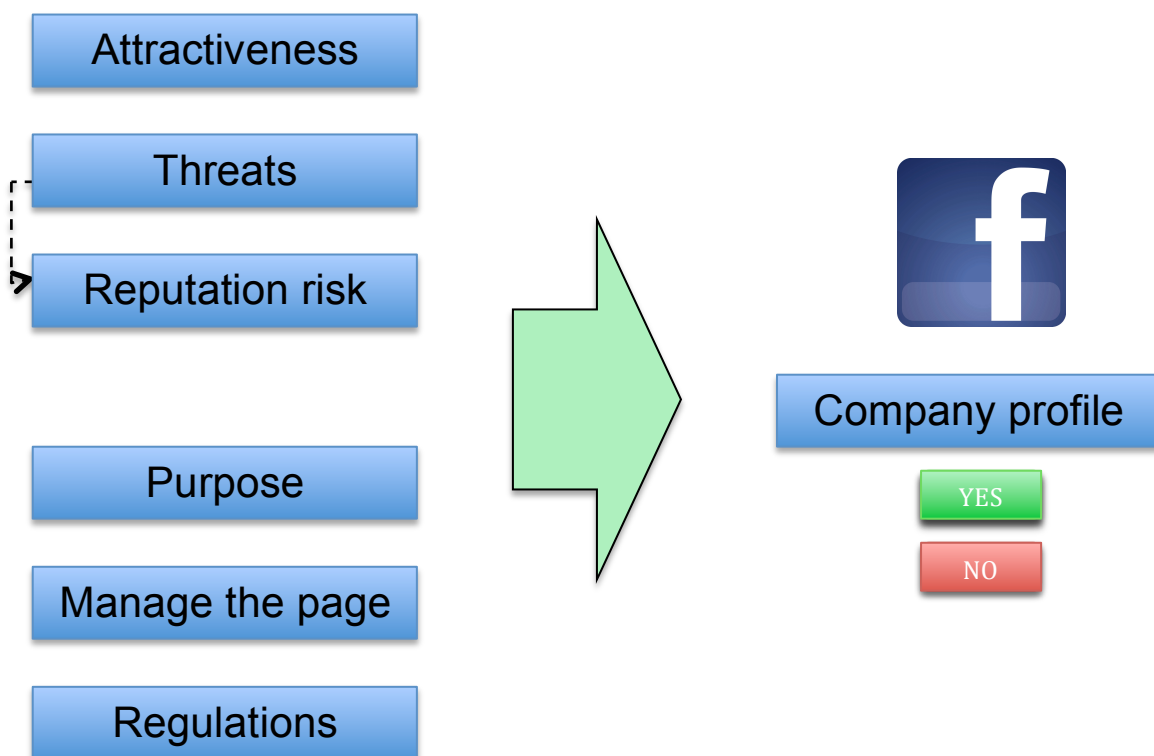
The suggestion for companies in the real estate industry is to consider the determinants 'Attractiveness', 'Threats', 'Reputation Risk', 'Purpose', 'Manage the Page' and 'Regulations' before they decide whether to enter Facebook or not.

5.6.1 Findings

The initial determinants brought up in the theoretical framework ('Attractiveness', 'Threats', 'Control' and 'Reputation Risk') are all external factors, based on the themes found in the empirical data. An interesting aspect is that two of the new determinants included in the framework 'Purpose' and 'Manage the Page' are viewed as internal factors because of the context they where brought up in. Thus it is an interesting addition to the framework, because internal factors have not been discussed in the theoretical framework and from the companies' point of view seen to be very crucial in the discussion about determinants for entering Facebook. Therefore these internal determinants are seen as important as the external determinants when evaluating whether to create a Facebook page or not.

By analyzing the empirical data it is found that four themes were mentioned and discussed by all companies. Therefore they are seen to be very significant for the question at hand. The once brought up by all companies consisted of 'Fear', 'In Line with Brand Identity', 'Purpose' and 'Manage the Page'. It shows a tendency among the interviewees towards an administrative approach regarding Facebook.

For the two case companies that are not present on Facebook, fear of losing control seems to outweigh the other determinants that are suggested to consider before decision whether to enter Facebook or not. Even though control is argued to be out of the hands of the companies and should not be considered as a determinant, it has apparently a significant impact on the decision-making. This implies that companies are not objective when making decisions; instead personal opinions and perspectives are affecting the decision-making. But one can argue for the importance of a fundamental framework to be objective.

Everything that is new and not yet explored may seem to be uncertain and risky. It can cloud the potential new opportunities if companies let the determinant 'Control' including 'Fear' dominate their decisions/consideration set. Therefore fear should not dominate considerations; instead it should be reduced by more and better information, which will result in a decision based upon several determinants.

The public real estate companies and the private real estate companies did not show any specific difference in the study and when browsing the Facebook pages from the companies already present on Facebook they did not differ much in their appearance. Both companies (Wallenstam and Familjebostäder) are quite active and publish posts 2-3 times a week containing events, information, offerings and pictures. The major difference was the response and the comments left on the companies Facebook pages where Wallenstam did not have a lot of comments compared to Familjebostäder, which had comments, questions and complaints from tenants or other people posted on their Facebook page. Why one of the companies has more questions, comments and complaints on their Facebook page than the other company is not answered in this research, but would be interesting to follow up. Could it be linked to the service function within the company? Do the companies have apartments with different standards? Are the tenants from one company more likely to complain?

When doing the brief summary of the companies presence on Facebook, Facebook pages were found with identical or similar names as the companies but constructed by disgruntled customers. Therefore one of the recommendations for companies is to create a Facebook page, and then decide whether to be active or stay inactive, just to limit misuse of the corporate name on Facebook.

6. Conclusions

The existing research about Facebook as a marketing tool takes for granted that all companies have or should have an own company profile. Hence, the theory mainly covers topics about how to take advantage of Facebook and how to be successful on the social network. This thesis contributes with another perspective on social media and especially Facebook, since it suggests that an evaluation of the possibilities and risks (that is presented in previous research) is preferable before a decision about being present on Facebook is made. This thesis acts as steppingstone in the question about Facebook and how to approach and use the existing theory done in the field of social media and Facebook.

The purpose of this thesis was to examine how the decision to enter Facebook or not is made among companies within the real estate industry. Therefore the intention is to find out which determinants companies in the real estate industry should consider before taking the decision whether to enter Facebook or not. By contributing with a reflection concerning the relevance of Facebook as a necessity for all companies this paper suggest that companies have to make a well-grounded decision about Facebook before starting the creation of a company profile. This thesis proposes determinants and themes that will help companies in the real estate industry in their decision phase, to avoid premature decisions. The framework presented do not take a stand whether Facebook as a marketing tool is good or not, instead it offers a different view than the existing research. However, it has to be mentioned that this research does not provide a final model with the determinants, instead a foundation for more explicit research.

The themes brought up by all companies are 'Fear', 'In Line with Brand Identity', 'Purpose' and 'Manage the Page'. These themes seem to be significant case for the companies but to draw further conclusions more research is needed. The fear of losing control and how it affects and might dominate the decision process within the company must be further studied to be able to draw the conclusion that not being present on Facebook is a result of mainly the fear of losing control.

The recommendation for companies within the real estate industry is to use the extended constructed framework (Figure 5.2) with the determinants 'Attractiveness', 'Threats', 'Reputation Risk', 'Purpose', 'Manage the Page' and 'Regulations', before the decision whether to enter Facebook or not is taken. More information about the themes and elements included in each determinant can be found in the theoretical framework and in the analysis.

Recommendations for further research

Based on the conclusions the recommendation for further research is to use the findings i.e. the created framework, and with qualitative or quantitative research be able to confirm determinants and create a model out of the suggested framework. The suggestion is also to do larger case studies with a higher number of participating companies. Further, it would also be

interesting to broaden the spectra i.e. by comparing companies from different geographical locations and also companies of different sizes to study if themes discussed would have any implications on the framework of determinants.

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Appendix 1
Interview guide

Do not ask why instead ask for an example.
Register opinions and ask for elaborations.
Do not be afraid of silence.

Warm up questions

Who are you and what is your position (including responsibilities) at this company?

Is the company on Facebook as we speak (either as a company or as a person representing the company)?
- If not, have been under assessment?
  - If yes, is it an ongoing process?

Have you been a part of evaluating whether or not to be on Facebook?
- If not, who have and/or who made the decision?

Background

In what way does the company work with market communication?
- Type of channels?
  - To what extent?

Facebook process

Can you tell us about the process behind the decision to create a Facebook profile or not (historical/ongoing/future)?
- What are the parts you consider to be important?
- Do you perceive any positive or negative effects of Facebook regarding your company?
  - Can you elaborate?

Do you see any possible risks with using/being present on Facebook as a company?
- What position handles/would handle the different risks?
  - Certain skills needed?
- Does a plan of action exist (for positive/negative feedback)?

Wrap up

Is there anything you would like to add that you think would be interesting for our research? If the company exists on Facebook, any tips for others?

Appendix 2
Intervjuguide

Fråga inte varför utan fråga istället efter ett exempel.
Registrera åsikter och be intervjuobjektet utveckla/förtydliga.
Var inte rädd för tystnad.

Uppvärmning

Vem är du och vilken position har du på företaget (inkluderat ansvarsområden)?

Finns företaget på Facebook för tillfället (som företagsprofil eller som en representant i form av en privatperson)?
- Om nej, har en utvärdering utförts?
    o Om ja, är den pågående?

Har du varit delaktig i utvärderingen om en Facebook profil är adekvat för företaget?
- Om inte, vem har tagit fram beslutsunderlag och/eller tog beslutet?

Bakgrund

Hur arbetar företaget med marknadskommunikation för tillfället?
- Typ av kanaler?
    o I vilken utsträckning?

Facebook processen

Kan du berätta om processen kring beslutet att skaffa en Facebook-profil eller inte (historiska/pågående/framtida)?
- Vilka delar anser du är viktiga?
- Upplever du några positiva eller negativa effekter med Facebook i företagshänseende?
    o Kan du utveckla?

Ser du några risker med att ha en profil/vara aktiv som företag på Facebook?
- Vilken position hanterar/skulle hantera de olika riskerna?
    o Behövs särskild kompetens/färdigheter?
- Existerar något ramverk för åtgärder (efter positiv/negativ respons)?

Avslutning

Är det något du vill tillägga/trycka på som du, i anknytning till vår forskning, anser vara vitalt? Om företaget finns på Facebook redan, har du några tips till andra?

Appendix 3
The interview with Familjebostäder

Warm up questions

Present: Gustav Jakobsson, communications officer (standing in for Katrin Amgarth, head of communications and marketing, that unfortunately called in sick).

Jakobsson works with internal communication between colleagues and from the board of directors to the coworkers as well as external communication involving tenants, media and the community. He has been working at Familjebostäder since 2010. Three people work with communication and the department of communications and marketing consists of fourteen people.

Familjebostäder have been present on Facebook since 19th of September 2011 by an official profile page. The ones visiting the page are in the age of 30-45, more women than men and the ones commenting are mostly in the age of 40+. Jakobsson is responsible for managing the page and answer or censor things posted on the wall. He was a part of the decision making process about being present on Facebook along with two of his colleagues, Katrin (that was absent the day of the interview) and Henrik. During the evaluation they looked at pros and cons and the group of three made a proposal to enter Facebook that the CEO agreed to.

Background

Familjebostäder gets intelligence every day about what is said about them in the media (Facebook, blogs, GP, GT). The gathered information is mostly for their awareness; they rarely answer on private pages but sometimes to organization's messages.

Familjebostäder's target group varies depending on what is communicated. If it is about new add-ons to the apartments the tenants are the target group whilst when leasing out apartments the focus is people looking for apartments in Gothenburg. Their webpage is a vital platform for information. Other types of channels they use are: printed ads in different medias (e.g. GP, Metro), brochures (handed out or delivered by mail), being present on fairs orchestrated by Boplats.se, student fairs, fairs for new constructions, Twitter, a Youtube channel for viewing movies on Familjebostäder's webpage and more. The printed ads are used to attract new tenants and potential new coworkers. They get approached by many different associations as well concerning partnering in different projects. Every offer they get Familjebostäder considers carefully if it is the right forum for the target group at hand. Familjebostäder is part-owner of Boplats.se which makes it beneficial for them to be part of the get-togethers they organize.

Familjebostäder do not sell properties, they only work with rental objects. Their main customers are private individuals. Their fellow subsidiary named 'Göteborgslokaler' rents out the commercial spaces that Familjebostäder owns. Familjebostäder only deals with them indirectly by being responsible of maintenance. BlockHyr, that has the same owner as

Familjebostäder (Göteborgs Stad), is another example of same type of arrangement where BlockHyr rents out space for group living.

How they use Facebook today: the news posted on the webpage are also posted on Facebook with a link to the webpage, but still adapted to the Facebook layout/fit. Facebook comments are answered to on office hours but Jakobsson is responsible to erase offensive material all the time, there is no existing schedule/framework.

The communications officer (in this case Jakobsson) is responsible for dealing with the responsibilities of Familjebostäder's Facebook page. Including answering questions, passing on cases involving different departments, investigating complaints, posting messages. He functions as a gatekeeper.

Familjebostäder created a policy for the Facebook page that included same things as the one for a blog previously used where tenants where able to comment and the head of communications and marketing (Katrin) answered. The blog was an official Familjebostäder page but had a more personal touch than Facebook because Katrin answered in her name for example. On Facebook they sign only with Familjebostäder. The need that the blog filled was taken over by Facebook and it was easier to post short news and it is more interaction. Therefore the blog is put on ice. The policy does not include a plan of action for how to deal with positive/negative feedback; the communications officer (Jakobsson) acts as an editor. Comments are ruled on a case-to-case approach and it comes down to a matter of opinion.

Generally speaking the technology development is a fact and it is important to be where the customer/tenant is. It is not up to the company to choose platform but to adapt to the present ones. If a company holds on to the view of technology that 'it is something new and somewhat strange and it probably will vanish soon' it can affect how people view the company. Familjebostäder's opinion is if holding on to that view of technology it is hard to be seen as a modern up keeping company then, you become more or less an old geezer. This does not mean that a company should go all-in on every trend but they should be open to evaluate pros and cons with new medias. A company should not carry on with business-as-usual but should be available to the tenant.

Facebook process

The first step Familjebostäder took regarding Facebook was to earmark the name. This move was made at an early stage, before they even started to evaluate whether to enter or not, 'to ensure that a fake account would not turn up in our name'.

The initial discussions about being present on Facebook started before Jakobsson was a part of Familjebostäder. The pros and cons had been addressed but the discussions had not gotten down to anything practical before he joined Wallenstam. 'A fear existed that it would become a wailing wall.' This fear was founded in the feeling of that media reports quite often about chaos on Facebook pages, 'bombed by dissatisfied customers'. Another issue where the general uncertainty among legislators and supervisors about who is responsible for the

material written on Familjebostäder's Facebook wall in the case of it being offensive or sexist for example.

Those uncertainties where discussed alongside some practical issues such as who would update, manage it, be responsible for removing offensive material, what is in fact the purpose of the page.

According to Familjebostäder an important thing to deal with before entering Facebook is to decide its purpose. Does a purpose exist, does the company have a clear idea of the usage or is it discussed only on the premises that everyone else has it? Second is who should handle the tasks at hand involving Facebook. If not managed properly 'it becomes uninteresting and does not produce any value for the visitor regardless if it is a tenant or the public (a third party), journalists. It becomes 'flappy' and disintegrates pretty fast because no one knows what it is supposed to be used for.' According to Familjebostäder, angling it as a public questionnaire and address general questions about why Familjebostäder do what they do, is a way of creating value. By disregarding specific issues regarding one tenant's apartment more people can benefit from the information. For example, a project that are in the making is the installation of 'the broadband of the future' where a lot of people is affected. When creating a discussion about that subject everyone can take part of the Q&As (questions and answers) and FAQs (frequently asked questions) resulting in them hopefully finding answers on the Facebook page.

If the purpose is unclear within the company Familjebostäder thinks a risk is that it can become 'flappy', not focused, and die out (meaning a low ratio of visitors and active persons). Facebook easily disappears in the white noise of the other information channels that Familjebostäder offers: the webpage, a tenant newspaper and a portal for tenants called 'Hemma hos' (were the tenant can report service issues). 'We have a lot of channels that reaches the tenants and it is easy that a channel like Facebook disappears, disintegrates if you do not have a clear purpose.' If the interest declines it can cause a company to neglect their Facebook page and loose track on what is said in that forum.

One of the positive things about being on Facebook as a company, according to Familjebostäder, is the opportunity to create a dialogue. To know if the customers are receiving the information as compared to when sending out mails and not knowing if the tenants read the paper or not, getting a direct response to the sent out message and receiving feedback about the things posted. This gives the company a chance to discover and correct when information have not been clear enough. 'You get a direct feel of if something is unconventional or in some way that tenants react to.'

Negative aspects of Facebook in Familjebostäder's case include that sometimes a few negative people have the tendency to post things often and comment on Familjebostäder's page when they are dissatisfied with their performance. That behavior is at risk of creating a view of Familjebostäder as having a lot of unsatisfied customers. It can be hard to answer posts or comments that are created by upset people, which rarely contain any questions but fills the need for them to express a biased opinion. Some people have values that are not compatible with Familjebostäder's and Facebook is a wall for them to express their feelings.

If someone write something racist and then remove it only to post another comment where their inappropriate language have been edited a tiny bit to cover up the racist ideals, it is a tough choice for the publicist to decide how much to censor. 'How much do we allow people who have opinions that we really can not stand for to write?' Because Familjebostäder owns their profile page it has to reflect what they want to stand for but at the same time people object against the feeling of being censored in general. Even though it is seen as okay for people with private Facebook pages too choose whether to delete posts or not it is a different view if it is a company's profile page. That it is okay to write anything on the wall. This is a difficult balancing act according to Familjebostäder.

Regardless if Familjebostäder has Facebook or not, people would air their opinions about them. One of the initial purposes of creating a Facebook was to gather these people and in that way keep better track on what said. 'If we don't have our own Facebook page it only floats around but if we can gather it on our page we will have a better overview.' To better know where the question marks lays to be able to act on it.

Familjebostäder cannot see any direct risks attached to the use of Facebook as a company. Familjebostäder strives to be open and transparent and therefore an open dialogue is seen as positive. The only thing the company stand to loose is man-hours (time put into the creation) if the Facebook page becomes irrelevant and overshadowed by the other medias that Familjebostäder uses. If overseen and not managed the control can be lost of what is posted on their page.

There were no long discussions about whether or not Familjebostäder had to expand competence wise in the form of a new employee. Jakobsson felt comfortable with what the task would imply and offered himself to be responsible of the practical issues. When that was decided he learnt about what 'Datainspektionen' said about Facebook and who is responsible for the material, rules regarding companies on Facebook for example what type of competitions they could create, what marketing possibilities Facebook holds including ads and more. In summary things he felt Familjebostäder had shortcomings in their knowledgebase. It is also important to know what tone to use, how to package messages text wise and picture wise.

The policy Familjebostäder created for Facebook states more general things e.g. if coworkers are mentioned on the Facebook page in a negative sense it is removed. Because everyone working for Familjebostäder should feel safe knowing that their name is not dragged into something they do not know about and also demeaning/offensive language is not allowed.

Familjebostäder has a few tips for others that want to enter Facebook with some points to evaluate: who should manage the page, what is the purpose, how does it add value to users? 'It is vital that you think about these things before creating a Facebook page because otherwise it easily becomes 'flappy'.'

Appendix 4
The interview with Wallenstam AB

Warm up questions

Present: Sofia Lundman, Project manager

Wallenstam has a combined communication and marketing department where Lundman works and her responsibilities include their webpage, Wallenstam's presence in social media, sponsorships and community involvement. Eight people (two stationed in Stockholm and six in Gothenburg) work at the department and the different tasks are divided amongst all of them, which results in varied workdays. She has been working at Wallenstam for three years.

Wallenstam has been present on Facebook since 12th of March this year by an official profile page. The department of communication manages the profile and customer service contributes with some occasional inputs. Lundman and colleagues were involved with the decision-making process behind entering Facebook but the board of directors made the final decision.

The employees do not contribute to the Facebook profile; the things posted are originated from Lundman 's department. Because they have recently published their page, only a few things have been posted as we speak. The hope is that more people will become aware of their Facebook page.

Background

Wallenstam's webpage is their main marketing channel. They rarely use advertising or commercials. What they do use is banners on buildings when remodeling or constructing new apartments and press releases. But except from that Wallenstam does not use traditional marketing tools, more sponsorships and involving themselves with the community. The sponsorships have clear guidelines and for example when supporting the local hockey team (Frölunda) or being a part of Gothenburg horse show it is important for them to show of their brand by having their logo visible. It is less important when being a part of CSR (Corporate Social Responsibility) related activities, such as sponsoring homework tutors (Läxhjälpen) and other help organizations (Räddningsmissionen, BRIS). Finding different collaborations with example the tenants is also a part of the non-traditional marketing. Twitter is another one where the primary purpose is to post information (tweet and re-tweet) not to interact. They post tweets once or twice a week and sometimes they receive questions in that forum that they answer to.

Twitter was actually used as a pretest to see if their concerns would come true but it did not. They have been present on Twitter now for about 1,5 years. The target group is a bit different from Facebook. They target opinion leaders, community developers and journalists. They post on Twitter once or twice a week about things involving development of the community and press releases, which is not the focus on Facebook. Facebook works as a compliment to Twitter. The department of communication sees a future in social media, as of now Wallenstam is part of five social media and they think it is important to be present.

Wallenstam monitors and gets intelligence every morning about what is said about them on social media and in the press. The gathered information is only for their awareness; they do not address it directly. When discovering a problem the department of communication and marketing forwards it to the department within Wallenstam in charge of those particular questions.

Facebook process

The initial idea of being present on Facebook came from the department of communication and marketing. 'We have discussed it back and fourth for a long time. We have really thought about it for quite long, around 2-3 years before reaching the decision: let's do this.' The reason why they had such a long evaluating process was because they were scared that the Facebook page was going to be used in the wrong way, with a lot of questions about apartments and people questioning Wallenstam's actions in a negative sense. To get some background and references to the question at hand they looked at what competitors have done (Stena, Uppsala hem and others). They also concluded that they have to be clear on what a Facebook profile would change internally before creating a profile. The main issue internally was how to deal with questions received on Facebook. Subjects related to tenants own apartments and the building they live in should preferable go through Wallenstam's customer service 'because we have a very developed and efficient customer service that knows this really, really good'. They do not want Facebook to replace the customer service but work as a complement and that is one of the reasons why Wallenstam were hesitant to enter Facebook. In this initial phase Wallenstam has not noticed a tendency towards those type of questions but if that changes in the long run it may be relevant for a person from customer service to answer those questions directly. The current setup solves customer service related questions by consulting them and then posting an answer on Facebook.

There was no obvious reason as to why Wallenstam should use Facebook but the department of communication and marketing made the assessment that it was important to be there as a service to Wallenstam's customers. They felt the need to have a profile so people are able to find and communicate with them. 'A lot of people uses only Facebook and do not search for companies in other ways.' Wallenstam want to be there for their tenants but sees it as a good tool in other aspects as well. It is partly a way of marketing themselves, building Wallenstam's brand, posting things that helps create a brand identity and partly they have the hope for it to be a place for dialogue. 'We should be able to get intel about what the tenants thinks about different things. You should be able to ask: What do you want in your apartment? What do you want your yard to look like? To get a discussion going.' Wallenstam also conduct mail surveys to find out people's opinions.

Because of the fact that Wallenstam has only been present on Facebook for a short amount of time it is hard for them to answer what they, as a company, experience is most positive thing about Facebook. But generally speaking the positive things are perceived to be: receiving useful, valuable feedback and it gives the company a chance to show a different side of themselves then what is displayed on their webpage. Wallenstam feels that Facebook is a good channel for showing all the CSR work that they are involved in and other small projects.

The webpage is seen as limited in how much CSR material they can publish. Limited because only larger events that is newsworthy gets published there.

The one thing that could contribute to a negative effect is if a wave of negative comments hits the company's Facebook page. 'A giant discussion that is very negative could devour a whole page, but it is a risk you have to take because it is a chance to respond to it as well.' You have the opportunity to address those issues in a direct way and help the ones with negative experiences to turn it into something positive instead.

One potential risk that comes to mind is if a wave of negative comments would hit them hard and the company gets caught up in a downward spiral. An example of that is the negative publicity Stena (a real estate company who is present on Facebook) got when they renovated some apartments and raised the rent because of that. But the storm has passed and most things blow over according to Wallenstam. 'It is gone now, you do get out of it.' If people make accusations targeting specific people or if offensive language is used it could cause a negative atmosphere as well, but in this moment these types of personal attacks are not seen as significant threats. Another risk that can affect people's perception of the company negative is attached to being inactive on their Facebook page. 'If nothing happens it is an instant flop when someone visits; what is this? What is this boring page?' The interest for visiting it more then once would declines and it looses its purpose of interaction. It can also give the impression of a nonchalant attitude of not caring which is not how Wallenstam wants to be view as a company.

Therefore Wallenstam thinks skills needed for dealing with Facebook include, making sure when updating their status it is in line with the existing policy regarding communication decided by the company (how Wallenstam wants to be talked about and how they desire to be perceived). The posts made should be personal, amicably, simple and straight forward as these are the motto of Wallenstam. Those working with Facebook also 'have to keep track on what is happening within the company and what is appropriate to post or not.' Wallenstam have not created a new function or position to support the use of a Facebook page they have just evaluated it meticulously. A plan of action about how to deal with certain issues when they arise has been created. Including when to respond and when not to, how to respond, how to deal with offensive language and/or attacks on a personal level. 'Ordinary status updates are just posted whilst question are answered and signed by a person for example.' A schedule is used to divide the responsibility of Facebook and to know when the customer service is available for questioning. Office hours are applied for the Facebook page as well as the other business they conduct.

The target group for Wallenstam's Facebook page is divided into two groups: private apartment tenants and the rest. The tenants are the main focus and included in the rest are e.g. the public and coworkers. They have not seen any tendencies of negative attitudes from stakeholder regarding them having a Facebook profile. Step two would be to focus not only on the private tenants but the corporations renting from them as well.

Because of the fact that Wallenstam only been on Facebook for approximately a week they do not feel in a position to give good tips to others regarding the matter. Nevertheless, their view

is that the most important thing for a company is to think it trough before entering: what you want to achieve with a Facebook profile, who is the target group, what it is going to be used for. The time factor also plays a part, if they have the time to prevent their profile to become inactive.

The interview with Bostads AB Poseidon

Warm up questions

Present: Diana Djoric, Informant and her assistant Jessika Hällerö.

Diana works as a Communications Officer for Poseidon and has been employed a little over five years. Her responsibilities are both internal and to some extent external information including a magazine for tenants, press releases, the web and more. It is a mixture of things but they are all connected to communication. Djoric works at the department of business development and communication, which works with marketing, web, business development and PBX.

Jessika is Diana's assistant and works as a support function for her and another person, Sofia who is in charge of the web.

Poseidon is not present on Facebook through the initiative of the company but does exist through groups started by dissatisfied customers and by employees mentioning them. Also by collaborations with others for specific purposes such as a job fair called 'Våga-ta-chansen'. They do not answer or get involved with the groups of dissatisfied customers because of the fact that they do not have a company profile. Poseidon only monitors and gets intelligence about what is said about them in social media.

An earlier evaluation was done about two and a half years ago and Djoric and her department were involved.

Background

Poseidon does not work with mass marketing except when it is necessary to spread something positive to counteract negative publicity. They work a lot with 'My News Desk', which is a publication channel for press releases that brings together companies and journalists, which passes it on to media. This is mainly used for informing about different events. Marketing rental apartments have not been seen as a necessity because of the living situation in Gothenburg (the shortage of apartments). But in other areas such as wanting to be an attractive employer Poseidon is present on job fairs, collaborating with other companies and taking part in employment projects. The marketing material is usually brochures and folders. Marketing towards tenants is mostly information through their magazine, posting things on their webpage (tenants can create their own login), notes posted in the stairwells and if the information is really important they can mail it directly to every affected tenant. In summary they state that Poseidon do not work a lot with commercials but are more about keeping the communication line open towards stakeholders by public announcements and by articles in a local newspaper (Göteborgs Posten).

Both positive and negative feedback are equally important for Poseidon. When receiving positive response it could be translated into different areas where it could be applicable as well. Negative feedback is more direct on how to improve and, as seen in surveys, it is usually

small things. The negative things are not seen as a bad thing but a way of improving, influencing and keeping a open dialogue.

Poseidon sees Facebook as a serious marketing tool and feels that social media is here to stay. They started a blog but it was canceled after two months. It does not necessarily have to be Facebook that Poseidon enters, twitter is seen as a possibility. In that case Poseidon would not be present as an entity but divided into their different segments and/or different projects. Otherwise it could be confusing when addressing too many scattered issues. Example of what could be created is Green Poseidon, showcasing different projects created to better tenants living situation with the angle of following a person or a project, rather then the company.

The interview ends with the statement that because of the fact that Poseidon do not sell a product per se, there is no obvious answer to the decision about entering Facebook or not.

The Facebook process

The previous evaluation considering Poseidon's Facebook presence was started by Djoric's department when looking at different ways of promoting a new block that was under construction, 'Kvarteret Venus' (316 rental apartments). It started with a campaign site that showcased the creation of the apartments and some of the finished ones. Facebook was an option because it was a big project. The matter concerned leasing out a whole block of newly produced apartments that (because they were new) had a slightly higher rent, which does not naturally have a high demand.

The initial step was looking at what their competitors were doing (ÖBO, KBAB, the project 'Kryddhyllan'). 'We were looking at competitors and if others had done something similar' When looking at their competitors they saw creative ways of marketing by different competitions and more. Poseidon's idea with marketing the project on Facebook was to create a longer lasting campaign as compared to only informational. Further, Facebook was a 'good marketing channel for spreading campaigns.'

Poseidon eventually decided that Facebook was not the right way to go for them in that situation. The evaluation group consisted of five people that everyone belonged to the same department and the decision to put it on ice was made by the group.

In the decision process they first decided that if they were to enter Facebook it should not only be temporary for the sake of the project but it should be a full commitment. Poseidon wants to be open and visible and saw Facebook as a way of fulfilling these goals but they felt that it would limit them as well. 'We want to be open and available and it is one way of being open to be on Facebook, but at the same time we felt limited if you study their terms of use and as a public company'. Limitations including the terms of use dictated by Facebook regarding who is responsible for the material posted on their page and the archiving of data. 'You will be responsible for everything that is written and if someone would write something about a co-worker or a tenant it will be our responsibility because it is our profile page that is written on. If anyone should write anything about anyone of their employees or certain tenant, Poseidon would be responsible and they were not ready to deal with that debate including

laws in question. They are also obliged to follow certain municipal regulations, which includes storing all the data. 'We can not rule/control Facebook, it is not just the time 8 am to 5 pm', which makes it hard to control the input of information and creates a point of uncertainty that made Poseidon decide that it was not worth it at the time. 'We can not look after it 24 hours a day and guarantee that no one have written something inappropriate about someone.' They were also scared that it would be used in different non-constructive ways then the intended purpose. That tenants would post complaints in that forum instead of the correct one, which would turn it into a negative graffiti board more or less. 'Maybe it would not be used in the intended purpose with perhaps e.g. error reports in the wrong forum'. It 'could easily become a graffiti board'. But mainly it was the issue of ' systematic storage of all received messages' and that it would bring in increased workload, which made Poseidon decide against creating a Facebook profile at that time.

Another reason is that Poseidon did not feel comfortable with what a Facebook profile would implicate and to what extent resources to deal with the different tasks at hand had to be assigned. They did not want to have to close it down after a short period of time because once you opened up as a company it hard to constrain it again i.e. 'at the same time you do not want to end up in something you cannot handle, if you have opened up it will be hard to just shut it down.'

The reason why Facebook was discussed at all was to use it as a tool to market 'Kvarteret Venus' (the newly built rental apartments). The attractiveness of it included: the possibility to 'spread a message and information very fast and in a fun way' and to hype and promote the campaign site, 'It is easily accessible and fast', 'A good way to spread and reach many people fast, it is not all people that are visiting our web page, at the same time we thought it was a good way of creating a dialogue'. 'You want to talk with your tenants and be there to listen and at the same time in some way participate in the discussion ' You are able to interact directly with opinion leaders and change their view for the better. 'Even if you get criticized on Facebook you should not see it as something negative, instead you should see it as a opportunity to change the public opinion.'

Because information spreads at such a vivid pace it is important to target the right group of people according to Poseidon. Poseidon considers their target group to be on Facebook because they are such a big company in Gothenburg and the people of Gothenburg are present.

If being on Facebook, Djoric mentions that more resources, as in more people (more man-hours), are necessary because of the view that: if you are going to be present on Facebook you have to fully commit and be active. Also a feeling of how to express oneself is needed and how to keep with the company's values, in Poseidon's case the importance of service. The company values should preferably be reflected in everything that is communicated by Poseidon to facilitate working with the brand identity. Further, 'The company values should be reflected in everything you do to be able to work with the brand so the customers will recognize that it is Poseidon and should be treated in the same way, regardless if they call them or meet the landlord in the yard or visit the homepage.' It should be the 'same type of

treatment'. This is to keep the service level as high as it hopefully is perceived. If Poseidon would have entered Facebook now and not being able to answer to messages in two weeks it would have brought down the feeling of service and be contradicting to what Poseidon want to stand for, what they aim to do on the other communication channels. 'To participate on Facebook and not answer messages within two weeks does not communicate our service and availability'.

Because Poseidon is on the outside looking in the perception is that they are not able to contribute with the question at hand: being on Facebook or not. Regardless the tips for a hypothetical company are: 'have a clear target group, What are our expectations? What do you want to achieve? Are we able to meet the expectations, otherwise it is not fun to step into something you cannot handle because then the customers or target group will be disappointed'. Further 'you should not participate only for the sake of being there, there are other ways to listen in', if the company is on Facebook it should be active on the same terms as the customer (in Poseidon's case: the tenant) because the expectations on Facebook are to get a quick answer (compared to email), consider the limitations and the possibilities Facebook have as a marketing channel. 'If you want to participate you should participate actively on equal terms.' Maybe you do not have the same expectations when you email or when you make an error report'

Appendix 6
The interview with Company X

Warm up questions

Present: AA, Marketing Director.

AA works as Marketing Director and CEO secretary at the company X, and is the only person working at the marketing unit. Even though AA is the only one working at the marketing unit AA do not make all decisions on AA's own. The CEO is involved in the marketing process and is helping out when strategically decisions have to be made. AA is also working closely to other colleagues in all business units within the company. One example of the close collaborations with colleagues is when the company is doing activities around hiring out a venue that is managed together with the person responsible for hiring process. The activities could for example be a campaign site, advertising on/in trains and airplanes, advertising via mail, banners and other ads. AA is also working closely to Property Managers' assistances when it comes to managing customer activities etc.

The organizational structure at the company is flat, which also is the structure within the whole corporate group. In the corporate group there are different companies that all have their own brand and operating area. Company x is operating in Gothenburg and has 46 employees. X have a large target group because the company offers warehousing and logistic facilities and office and retail space in different sizes, which makes the target group of potential customers very broad and varied.

X is not present on Facebook at the moment and there is not any person from the company that is answering questions in the company's name. The company X has already 'locked' their name on Facebook (the Facebook page is inactive), which limit unauthorized usage of the company's name on Facebook. Company X also argues that Facebook might be more relevant for real estate companies that have commercial spaces and might want to have their communication with their tenants on Facebook. Further, people are expecting companies to have an own Facebook page and if the company does not have it people become doubtful.

AA together with the CEO have been involved in the evaluation process of Facebook. The evaluation was made after a conference two years ago. At the conference the employees were working in different teams with specific tasks where one team got Facebook as their main task. The team had to analyze how other companies in the same industry (the real estate industry) were working with Facebook. The final decision, not to be on Facebook, was made by AA and the CEO. The company has made the decision about not being active on Facebook. However, it does not mean that the company would not follow the development of Facebook and other channels where the company could be present and that could be useful.

Background

Today company X works with different marketing channels and strives to have a breadth in the activities they are doing. Internet is a very important communication tool for X. The company works a lot with online marketing in the sense that they try direct users to the

company's homepage where the users can get more specific information about the different properties that are available. On the company's homepage the focus is on the search function, which makes it easy for visitors to see the properties that are available at the moment. The properties are presented in words and pictures (of the property and its plan arrangement).

The company works with search engine optimization and keyword optimization to direct users to their homepage. This is done e.g. through the tool Google AdWords, which basically show you ads and links related to your search. Company X also works with the 'organic result list' on search engines, which means that if your company is in the top of the result list the chance is greater that people will find and visit the company's homepage. The former tool gives a direct effect compared to the latter, which is more of a long-term work getting visitors.

Other marketing activities that X does are activities for specific objects/properties. One example is direct mails with information about a property sent to a specific target group. This is later followed up with a telephone call. The company is also marketing themselves by the usage of billboards and banners. The billboards are often attached to the properties available and the ways of marketing through billboards are shown to be an efficient marketing channel. Several contracts have been signed that initially started with the interest in the banner. Brand awareness is also something that company x stresses as important and the company wants to be recognized 'Top Of Mind'. Even though the company or their offers are not relevant for some people at the moment, it could be relevant in the future. Therefore the company works a lot with strengthening the brand. A way to do this is through the newsletter that the company started to send half a year ago. The newsletter is sent to existing and potential customers to strengthen X's brand. The company X is also working with PR, and activities that have a greater news value are sent out through press releases and/or media is contacted to publish the news. Company X does not use any social media today, but it could be beneficial to use social media such as Youtube and upload movies that could be linked to their homepage, or use Flickr to post relevant pictures. Linkedin is also a community where the company is considering whether to have a company description/page or not. To conclude, company X stresses the importance of staying updated and being informed about social media.

Today Company X does not have an existing framework of how to handle positive or negative feedback, but states that it is important to answer negative feedback quick, independent of whom the sender is.

The Facebook process

The company started discussing Facebook two years ago and initially it begun with the above-mentioned conference where one team started to analyze how different companies in the same industry were working with Facebook and had discussions with companies that had an own Facebook page. The team presented their findings, and AA together with the CEO had a closer look at their material. After the conference AA and the CEO decided that the company X should not have an own Facebook page. Although the decision about not being present on Facebook was made, the company says that they will keep an eye on the development of Facebook and maybe take it into consideration again.

Although company X is not present on Facebook, company x sees several positive aspects with Facebook. 'One of the reasons that made Facebook interesting was the links we could get to our homepage', which will give a better position in the result list on Google.

Further, 'everybody has Facebook and it is a natural part of life for many people' and 'it is a further channel to communicate with potential customers because customers behave in different ways'. Company X states that customers do not behave in the same way and therefore Facebook could be a great possibility to reach younger customers that spend a lot of time on Facebook. 'For customers that belongs to the younger generation, Facebook is a more natural source of information.'

When the company decided whether to have a Facebook page or not, several aspects were considered. 'If we should be on Facebook we must have a clear thought of it i.e. a purpose with it or a strategy. What do we want with our presence on Facebook?' Then the company must be aware of if its target group is present on Facebook and if the company wants to communicate with its customers on Facebook. The company's catchwords are to be 'present' and have 'personnel contact', which were not in line with the communication that X could offer on Facebook. Even though the target group is not on Facebook, potential customers might still be there because 'different target groups are browsing information in different ways'. Further aspects that were considered were updates with relevant and interesting information (real estate purchase/sale, events etc.) companies must do to keep their Facebook page interesting and alive, the time and resources it takes to administrate it and how the Facebook page should differ from the company's own homepage. 'To stay interesting, it must happen things and what in our industry is interesting happenings? I could for example be if we buy a property or sell a property or having an event.' A strategy that includes responsibilities i.e. 'who is responsible for updating? How often?' and how to administrate the page is also of great importance when deciding how a company should handle its presence on Facebook. Company X is afraid that if they should launch a Facebook page it would perhaps turn into customer service and 'error reports', which the company wants to handle through direct contact via telephone. As a conclusion company X said that Facebook is one way to create and enhance brand awareness but the decision about having an own Facebook page must be determined by the top management within the company.

Company X argues that no further competence than what already exists within the company is needed to be able to work with Facebook within the company, but they 'must have the time to administrate a Facebook page in a good way', and interesting materials to publish.

Company x sees both positive and negative effects with Facebook where the negative is that if a person is not satisfied with a company and writes something negative on the company's Facebook page it will be visible for thousands of people and could be spread in very short time. According to AA the complaints on Facebook today are not constructive, which might contribute to negative publicity for the company itself. 'Things can happen very fast online and it is not always very constructive.' if negative feedback would appear on Facebook it 'is important is to be very quick when responding', because it is expected to be more of a

dialogue on Facebook. The positive effects of being visible on Facebook are that the company might create brand awareness, it increases the visibility and people could get information about the company very quick and 'to show that we are involved'.

'The main risks might be that you create a page that will not be administrated in the right way, which will make it to a channel where you suddenly get a negative picture of our brand.'i.e. all the communication that a company does must be in line with how the company wants to market itself and if the company fail, the overall image of the company might be destroyed.

If Facebook would be a reality for company X they would use it to market positive activities e.g. prices that the company receives and participations in job fairs. In that case Facebook could be a great complement to the company's own homepage where the message also could be more informal than on the homepage. Further, company X stresses the importance of not forgetting the homepage if creating a Facebook page because the information must be reachable on different channels. It 'could be that the message can be adjusted a bit; perhaps a bit more formal on the homepage than on Facebook.' 'But on the other hand Facebook is also a channel that everyone could reach.'