Crisis management in social media

Authors: Gabriel Modéus

Rickard Paulsson

Helena Olsson

Degree of Master of Science in Business and Economics Marketing

Tutor: Doctor Sarah Philipson

Examiner: Doctor Rana Mostaghel

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School of Business and Economics
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Gabriel Modéus

rickard.paulsson@hotmail.com

Helena Olsson

heol@hotmail.com
ABSTRACT

The rise of social media has brought an increasingly open and transparent environment, where everyone can share thoughts and opinions with other people. This new transparent world creates new challenges in many fields. One of these is in the field of crisis management. The question is how companies should handle a crisis in social media.

The thesis starts by investigating theory regarding areas affecting crisis management in social media. From this theory; a quantitative survey, qualitative interviews and investigation of secondary data are conducted. This resulted in findings, regarding what is important for companies, concerning crisis management in social media. It is important for companies to monitor social media, to be quick in replying in social media and to reply in a human, non corporate, voice. It is as well important to have a crisis plan, a crisis response team and a main responsible for crisis management in social media. We have seen that it seems like larger companies generally are more prepared for crisis management in social media and that they consequently are better in handling a crisis in social media.

KEYWORDS

Crisis management, Crisis management in social media, eWOM, Facebook, Social media, Twitter
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1. INTRODUCTION

1.1. BACKGROUND

Handling social media have become more and more important for companies and over the last few years the Internet has become the most popular way to communicate with stakeholders, such as customers, investors, employees and traditional media (González-Herrero & Smith, 2008). Companies and organisations can use the Internet to communicate about their business, respond to questions from their customers and to inform about a crisis (Coombs & Holladay, 2010). Not only social networking sites, like Facebook and Twitter, are popular, but also blogs (NielsenWire 1). By the end of 2011 there were over 181 million blogs all over the world, in comparison to 36 million in 2006 (Ibid). In an American study, it is said that blogs are the second in social networking, after Facebook (Ibid). The social networking site Facebook was founded in 2004 and in April 2012 they claimed to have 900 million monthly active users (Reuters 1). Twitter was the fastest growing social network in 2009 (Lovelock & Wirtz, 2010). Another way to interact online is on YouTube where you can share your own, comment and rate others videos (Huang et al. 2010). YouTube is the world's largest video-sharing site (Ibid).

Word of mouth, WOM, has grown stronger the last couple of years, since social media makes it easier to spread both positive and negative WOM (Lovelock & Wirtz, 2010). Today it is much easier for people to rapidly share information with hundreds or even thousands of persons (Ibid). People tend to spread negative Word-of-Mouth to a greater extent than positive (Solomon et al., 2010). For example dissatisfied customers or former employees can create websites where they share their opinions (Ibid). If companies ignore what is written on the Internet, it could turn into a crisis, since people do not get any response (González-Herrero & Smith, 2008). Rumours, copycat websites, and different forms of cyber-terrorism can be difficult to handle, Internet can be a precipitating factor of crises, without it, these kinds of crises would not be possible (Ibid). González-Herrero and Smith (2008) argue that today crisis managers must bear these kinds of crises in mind and include them in their organisation’s crisis plan. Examples of companies, where customers have created spoof copy-cat sites are Mercedes Benz, United Airlines, McDonalds, Ford and Intel (Ibid).
Over the last years it has become clear that the traditional ways of addressing customers, through traditional mass media, are no longer enough, since people are increasingly getting used to communicating in social media (González-Herrero & Smith, 2008). One element of the traditional media is the press release and this is nowadays not only distributed to the mass media, it is often available to the public on the company's homepage (Coombs & Holladay, 2010). The approach with press releases and public relation need to be complemented with an approach for keeping contact with online key players, such as influential people in the blogosphere (Vecchio et al., 2011).

1.2. PROBLEM DISCUSSION

The power of the social web has created both opportunities and threats that management need to consider (Jones et al., 2009). A business’ reputation never only depends on company management, but also on what is said about it in social media (Ibid). The reputation can easily be damaged and it may be difficult to recover a good reputation (Ibid). A problem that can occur is that secret information leaks to the public (Ibid). With the Internet this information can easily spread quickly and damage the business (Jones et al., 2009) and a crisis can arise faster than before (González-Herrero & Smith, 2008). Other kinds of crises could take form because of a product recall, a bribery scandal, or an environmental spill, and so forth (Pearson & Clair, 1998).

Companies need to be updated about what customers write about them on Facebook, Twitter and blogs (Cooke, 2011). One possibility is to take help of monitoring software that are providing applications to follow the information flow (Ibid). Companies also need a policy on how to handle a crisis; especially now with the modern technology (Pearson & Clair, 1998). Pearson and Clair (1998 p. 72) states that “In crisis, if an organization neither confirms nor denies information about critical incidents, rumours may fill the void and amplify the threat”. A number of factors influence whether a company successfully manages a crisis (Pearson & Clair, 1998). One can define successful crisis management as when a company’s operations can continue to run at an acceptable level, when a crisis strikes, or if operations can quickly be resumed (Ibid). One way to manage it successfully is when organizations build alliances, and maintain communication with stakeholders during a crisis (Ibid). It is also beneficial to respond to a crisis as a team, since the sum of the abilities and knowledge in a team is high and decisions can be made fast (Ibid). It is as well necessary to be active in social media, to be where the customers are, use the same channels, to be able to connect and respond to them.
there (Mynewsdesk 1). Companies need to be proactive and create a plan on how to manage crisis in social media (Ibid).

The positive side of the Internet is that it can help companies to build and maintain their reputation and brand image (Jones et al., 2009). If managed well this could strengthen the image of the corporation and be an advantage for the company (Ibid). Companies need to be more aware about the problems that might occur in social media during a crisis, and know how to respond to situations that might come up. The combination of crisis management and social media is an area that recently has started to be studied. Therefore this is an area that is in need of more research.

1.3. PURPOSE OF THE THESIS
The purpose of this study is to identify critical success factors in the management of a crisis in social media.

1.4. DELIMITATIONS
This thesis will not focus on other elements within social media than how to manage a crisis. The focus will mainly be on how to handle a current crisis in social media.

1.5. OBJECTIVES AND OUTLINE OF THESIS
The main contribution of this thesis is the connection between crisis management and social media. We investigate how to successfully handle a crisis within social media. Differences between smaller and larger companies in handling crisis management in social media are brought up as well.

This thesis continues with the following main chapters:

Theory  
In the theoretical chapter the main headings are; branding, word-of-mouth, crisis management, successful crisis management, social media, crisis management in social media and state-of-the-art statement.

Methodology  
The methodology start with an introduction containing purpose, approach and research design. Then an explanation of the quantitative and qualitative studies is given. The methodology chapter continues with an operationalisation of the theory leading to empirical concepts and
measurable indicators. In the end the quality criteria, such as validity and reliability, are brought up and discussed.

**Empirical** 
The empirical chapter consists of the results from the quantitative and qualitative studies. The quantitative study includes both primary and secondary data. The qualitative study consists of two interviews.

**Analysis** 
The analysis is created by interpreting the empirical data, with the theory.

**Conclusion** 
The conclusion consists of the findings and result that has been made in this thesis. Also suggestions for further research are brought up here.
2. THEORY

2.1. BRANDING

A strong brand is important, it could be used to gratify both emotional and functional needs (De Chernatony, 1999). With a strong brand it is possible to acquire favourable positions (Ibid). Organisations try to have emotional and functional values mixed into the brand (Ibid). It has been proposed that a powerful brand have a background characterized by homogeneity, meaning all the parts that make up the brand are corresponding well together, they all point in the same direction (Ibid).

Organisations often have the ambition to build a strong corporate identity, which is one component of branding, containing distinct values that become associated with the brand (De Chernatony, 1999). The personnel are also part of branding; how consumers view the organisation’s brand is affected by the attitudes, beliefs and values of the personnel (Ibid).

Executives need to control that the company’s values correspond with the stakeholders’ expectations of the brand and that the personnel work after these values (De Chernatony, 1999). Executives can concentrate on brand image, representing the most recent perceptions that alter all the time (Ibid). But they should concentrate on reputation, since the reputation is more enduring; it could be seen as several images put together over time (Fombrun & Van Riel, 1997). Image focuses more on consumer’s current view of the organisation’s differentiation (Harris & De Chernatony, 2001). A reputation is something that tells us about an organisation’s historical results, deeds and whether it can bring value to several stakeholders (Harris & De Chernatony, 2001). De Chernatony (1999) argues with this background that reputation gives a fairer picture of a brand. Image and reputation are keystones of an organisation, and they can be affected by the way the firm behave, communicate and uses symbols (Van den Bosch et al., 2006).

When a crisis strikes, the reputation of the organisation can be hurt (Coombs, 2007). This can damage the relationship between stakeholders and the organisation (Ibid). A reputation is precious; it is a resource that has the ability to bring customers, bring investors, attract highly talented employees, better results and to build a competitive advantage (Ibid). These abilities are threatened in a crisis situation, putting the company in a dangerous position (Ibid). Since stakeholders seek information about organisations in different media it is very significant that they are followed in order to protect reputation and image (Ibid).
2.2. **WORD-OF-MOUTH**

2.2.1. **TRADITIONAL WORD-OF-MOUTH**

Word-of-Mouth, often written as WOM, has always existed (Dellarocas, 2003). WOM can be seen as a solution to an old problem in human society, namely to prevent people from taking advantage of others, because if they do it will spread by WOM (Ibid). It does play an important role when people are making buying decisions (Hennig-Thurau et al., 2004), and when creating consumers’ attitudes and behaviour (Johnson Brown & Reingen, 1987). Katz and Lazarsfeld (1955, in Johnson Brown & Reingen, 1987) showed that WOM is the most important source of influence when people are purchasing food and other household goods (Ibid). Trusov et al. (2009) found that WOM is important to get new customers, and that it has a larger effect than traditional marketing activities. WOM is hard to control and monitor (Dellarocas, 2003).

An important question is when WOM does arise (Hennig-Thurau et al., 2004). Authors have suggested that WOM mainly arise when a customer does not get what they expect (Ibid). Other authors are suggesting that there might be different reasons to why positive and negative WOM arise (Ibid). Henning-Thurau et al. (2004) has in different articles identified a number of reasons to why WOM arise. Some of these are; consumers want to share news about a product they like, to get attention, to help others make better decisions, to reduce their own doubts about some important purchase, to help a company, to help others to not get the same problems, to ease for example anger, or frustration (Ibid).

2.2.2. **ELECTRONIC WORD-OF-MOUTH**

The Internet has extended the possibilities of WOM (Trusov et al., 2009), since it gives consumers the possibility to both see and give opinions that are available for many people online (Hennig-Thurau et al., 2004). The kind of Word-of-Mouth that is taking place on the Internet is called electronic Word-of-mouth, often shorted as eWOM, (Hennig-Thurau et al., 2004 and Jansen et al., 2009), or online Word-of-Mouth, shortened OWOM (Jansen et al., 2009). EWOM shifts power from the companies to the consumers, since the consumers are able to spread the word to many people online, and the comments that are written stays there for a long time (Hennig-Thurau et al., 2004).

For companies it is important to monitor social media, since a lot of discussions about companies are made online, and by monitoring social media, companies can get feedback
about various areas almost instantly (Jansen et al., 2009). It is a good idea to monitor the firm’s own brands and the brands of competitors, to see what is happening on the market (Ibid). But even if companies monitor social media there are still challenges, people can use fake identities to post false information, to get a negative effect on a company’s brand and reputation (Dellarocas, 2003). A challenge with eWOM is about what and who to trust (Ibid), however research conducted by Duan et al. (2008) shows that people seems to trust what they read online.

There are many answers to when eWOM arise (Hennig-Thurau et al., 2004). The reasons can be that a consumer care about others, they are seeking advice from others, they hope that their opinions reach the company (maybe to help them), they want to express positive or negative feelings or they want to have power over the company (Ibid). It is convenient to complain online, and it is easy to express negative feeling with a low risk for getting punished in different ways for it (Ibid).

Even if it might look like a lot of things have changed, it has been identified that the reasons why people use traditional WOM are also relevant to why people use eWOM (Hennig-Thurau et al., 2004). Something that has changed is how cheap it is to spread information on a large scale, how companies actually can monitor the WOM, and the problem with fake identities (Dellarocas, 2003).

2.3. CRISIS MANAGEMENT

2.3.1. INTRODUCTION

Crises can come in different shapes. It could for instance be an accident, a scandal of some kind, or a product safety incident (Marcus & Goodman, 1991). More specifically crises can take the form of a bribery scandal, a hostile takeover, a product recall, mean rumours, or an environmental spill, and so forth (Pearson & Clair, 1998). A major share of crisis management has been focused on avoiding crises at a pre-crisis stage (Coombs, 1999). It is of course better to prevent all crises, but it is wrong to think that all crises are avoidable (Ibid). Every organisation will eventually experience a crisis (Ibid). During a crisis it is vital to be able to communicate with the organisation’s stakeholders, to reach out and respond to the crisis (Ibid). The crisis response stage influences the whole crisis management process, whether it goes well or not (Ibid). In short, the characteristics of the surroundings of a crisis
are that it is a limited amount of time before actions must be taken, there is the possibility of
losing a great deal of money and the environment is very stressful overall (Hale et al., 2005).

2.3.2. EFFECTS OF PERFORMANCE HISTORY
How well an organisation is performing affects its attempts in the crisis management process
(Coombs, 1998). To clarify, if an organisation has performed well over the years and also has
performed good acts, the belief is that it would be easier for it to manage a crisis and to keep
the image intact (Ibid). A well-performing organisation has got a great opportunity to build a
positive image (Ibid). When a crisis hits, this positive image could be used to avoid having
damage to an organisation’s reputation (Siomkos & Shrivastava, 1993). If an organisation
succeeds very well with its crisis management, this will probably improve that organisation’s
reputation and image, and it can be seen as heroic, concerned, caring, and a victim (Pearson &
Clair, 1998).

On the other hand, there is a belief that organisations that have a history of weak performance,
for example having experienced several crises, or done unreliable business, already have a
damaged reputation (Coombs, 1998). Their weakened image can enhance a new crisis (Ibid).
Organisations that have performed badly in the past are more thoroughly watched by
stakeholders; they are looked on with more negativity (Coombs, 1998, Coombs & Holladay,
liability in a previous crisis will likely suffer severely in a new one, since they already have a
damaged image.

2.3.3. PERSONNEL
Personnel dealing with crisis ought to know whether resembling crises have happened before,
the media’s involvement in covering the crisis and if stakeholders know about earlier crises
(Coombs, 1998). Personnel with this task know the results that the company have had earlier
and they can try to take control of the history to be able to estimate stakeholders’ views of an
organisation in a crisis situation (Ibid). The stakeholder's view on the responsibility for the
crisis is important here (Ibid).

2.3.4. WELL-FUNCTIONING CRISIS MANAGEMENT
A well-functioning crisis management includes several factors (Massey, 2001). Among these
are to be able to rebuild meanings and roles in an organisation, when a crisis strikes (Ibid). It
is also important to review essential assumptions in organisations during a crisis (Ibid). This
review of shared assumptions, roles, and meanings can be important, since in a crisis these can be damaged or destroyed (Pearson & Clair, 1998). Both individuals and the entire organisation might need to change their behaviour, values, and beliefs, when a crisis strikes, or during one (Ibid). One might also be pushed to improvise, when dealing with the crisis, and to take on more roles than normal (Ibid).

Other things that play a role in effective crisis management are to build bonds both before and during crises, to structure things that you do and to do this together with stakeholders (Hale et al., 2005). To let the stakeholders know what is currently happening in an organisation and what is planned to happen is also important (Ibid).

2.3.5. CRISIS RESPONSE COMMUNICATION MODEL

After analysing their data Hale et al. (2005) presented a linear crisis response communication model. It consists of four steps:

**Observation**  Significant in this first step is to collect information about the crisis, structure the information and to make it available for others. This is the evaluation of missing information under a limited amount of time.

**Interpretation**  To receive insight regarding the information gathered, to understand its real implications and to investigate if there is information that is irrelevant for the current crisis situation. Consistency is also important to get a clear and fair picture of the situation as soon as possible.

**Choice**  The essential is for the personnel, responsible for dealing with the crisis, to reach a decision what to do about the situation. To evaluate alternatives and to estimate how strong they are faced with the crisis. This must be done quickly, because the crisis is ongoing and with the imminent consequence that the organisation’s capacities are limited.

**Dissemination**  This is the last step. The actions against the crisis derived from the choice step are now distributed to the personnel affected, to be implemented. The public is included, when sharing information about what measures that are being taken against the crisis.

Based on their results, Hale et al. (2005) argue that the order in which these steps are carried out is very important. The reason is that the procedure according to them gives an
organisation the best chance to fight the crisis, hopefully without having suffered any significant damage (Ibid).

2.3.6. RESPONSE RECOMMENDATIONS

Coombs (1999) gives recommendations regarding how to respond to a crisis, how to shape that response and also recommendations about what the response should contain. Let us begin with the response itself. The personnel responsible for dealing with a crisis should in the best of worlds respond in a fast, candid and consistent way (Ibid). The reasons for this is that if an organisation do not comment on a crisis or is not fast enough in giving a response, incorrect information/facts and guesses can take over and give an unfair picture of the situation (Ibid). People in and around the organisation, the stakeholders, will probably want to know what is going on and they have questions waiting to be answered by whomever they find willing to give them an answer (Ibid). Clear and consistent information is trust-worthier for stakeholders (Ibid). Communicating consistently and uniformly will probably lead more people to have higher confidence in the information (Ibid).

An organisation that is characterized by not being open towards its stakeholders, including the media, regarding sharing information may really have to struggle under crisis situations, because the stakeholders will then not receive much information from the organisation’s point of view (Coombs, 1999). This lack of openness could lead to the conclusion that the organisation is concealing things (Ibid). These recommendations regarding how to shape the response have originated from past business experiences and also from conducted case studies (Ibid).

There is a great deal of recommendations about what the response should contain (Coombs, 1999). Basically research has brought up two main components of the content; information and compassion (Ibid). One must bear the stakeholders in mind, when constructing the response and its content (Ibid). They most certainly want to know about the crisis at hand and how it may influence them (Ibid).

2.3.7. CONSTRUCTION OF INFORMATION

The information that the stakeholders’ want, specifically in crisis situations, is called instructing information (Coombs, 1999). This term has three different steps, or versions (Ibid). The first step when instructing or constructing the information about a crisis is quite easily described by the what, why, when, where and how (Ibid). The second step is about that the stakeholders’ need information if they themselves have to take measures to defend
themselves against the crisis (Ibid). Finally as a last step, information must be delivered about what kind of arrangements that have been taken against the crisis and to take measures so that it is not happening again (Ibid).

If the instructing information are distributed well in crisis situations, it could be argued that an organisation have a good overview of the crisis (Coombs, 1999). Instructing information increase control (Ibid). The organisation becomes very familiar with its crisis, the stakeholders are taken care of, and measures are being taken against the crisis facing the organisation (Ibid). In the eyes of the stakeholders this feeling of control over the crisis situation by the instructing information could very well help the reputation of the organisation (Ibid). The reputation can become stronger in a positive way, if the organisation manages to acquire control in a crisis situation (Ibid).

2.3.8. VICTIMS AND COMPASSION
When a crisis befalls organisation victims emerge (Marcus & Goodman, 1991). Practically almost every stakeholder can emerge as a victim, when a crisis strikes (Coombs, 1999). They could be victims in sense of that they can lose money, because of the crisis, or suffer physically, or mentally (Ibid). It is believed that the response ought to contain compassion for the victims (Ibid). Compassion can take the form that the organisation makes it clear that it recognizes the victims, show care and deal with the victims’ wants (Ibid). However, compassion does not equal responsibility (Tyler, 1997). Only because an organisation shows compassion and recognizes the victims, it does not mean that the organisation accepts liability (Ibid). But showing that one care about the victims can influence the process of building a positive reputation, since the act of caring builds trustworthiness, which in turn gives a good reputation (Coombs, 1999).

2.3.9. JUDGING CRISIS MANAGEMENT
When judging whether crisis management is effective or not, it is not enough just to look at if an organisation survives the crisis it has faced (Pearson & Clair, 1998). To go deeper regarding the effectiveness in crisis management means to understand if operations can continue to run at an acceptable level, or if they can be quickly taken up again (Ibid). An acceptable level can mean that the main activities needed for an organisation to convert input to output continues to run or are quickly resumed (Ibid). It could also mean that the most important customers are prioritized, when performing the output and that potential setback to stakeholders are kept as low as possible, and that lessons are learned for the organisation
(Ibid). What the major stakeholders think about the crisis and its management is very important, when judging the handling of it (Ibid). If they think that both in the short and long run the influence of the crisis is manageable, and that the possible positive outcomes outweigh the negative ones, then an effective crisis management is present (Ibid).

However in practice, it has been hard to judge the effectiveness of crisis management (Pearson & Clair, 1998). A really poor management might be easier to understand, it can for instance be the lack of necessary skills to deal with the media in the heat of a crisis, not caring enough for the stakeholders, or simply ignoring them (Ibid). When people who have the authority and responsibility to correct a problem and make decisions about the crisis are not being notified at all, or the notification goes slowly, there is a management problem (Ibid). Possible consequences if an organisation really do not succeed with its crisis management, could be that the reputation is severely damaged, losses are extreme, and at worst, extinction of the organisation (Ibid).

2.3.10. **INFLUENCE OF TOP MANAGEMENT**

The top management of organisations plays a crucial role in crisis management (Pearson & Clair, 1998). Top management must be able to effectively manage crisis situations (Ibid). If they are not it will affect the personnel, and they are likely not going to be able to cope with the crisis either (Ibid). Managers take part in constructing the culture and the beliefs in an organisation, in the culture, and that opinions about the need of crisis management exist and develop (Ibid). In some organisations top management might think that the organisation they run will not face a crisis, or that they will not be affected by one (D'Aveni & MacMillan, 1990; Kiesler & Sproull, 1982; Pearson & Clair, 1998). This will lead to few plans and procedures on how to respond to a crisis (Ibid). If this is the belief of top management, other managers do not see the significance of crisis management and response (Ibid). The environment and the culture in an organisation have to back crisis management (Pearson & Clair, 1998). Even if there exists plans and procedures, this backing is necessary for the management to be effective (Ibid). If the culture and managers do not stand behind crisis management, personnel might not care about it and they could even make fun of existing procedures and policies, by having dangerous risk behaviour (Ibid).
2.3.11. EFFECTIVE CRISIS MANAGEMENT FACTORS

According to Pearson & Clair (1998) there are four factors, which will be discussed, of planned and unplanned responses to a crisis. These factors will affect how effective the crisis management will be (Ibid).

Team versus individual response.
It has been proposed that having a crisis response team assembled and ready if a crisis strikes, could be a significant part of succeeding. A team can help speed up the decision-making process, measures, and move both resources and information faster than if no team is present, with many individual responses as a consequence instead. In general a whole team’s effort outweighs the sum of individuals, also more skills and perspectives are available, making the process easier.

Alliance and coordination of stakeholders.
How well an organisation can understand and communicate with its main stakeholders during a crisis is very important. Quite often, it is hard during a crisis to maintain the same amount of communication with all stakeholders, because of the limited time, and all potential media coverage present. In this kind of situation it would benefit the organisation to understand or assume how the stakeholders are affected and reacts. It would also benefit an organisation if it can take advantage of its stakeholders, for instance concerning resources and information needed. To be able to improvise with the stakeholders, and understand how they might interfere in the crisis management process is important.

Information dissemination.
In a crisis stakeholders will want to receive information about the situation. If this dissemination of information is not done correctly, for instance if the information is not substantial enough or badly timed, rumours and false information can stick. On the other hand, if the spreading of information is done well, this could help rebuild damaged assumptions and values, by explaining for instance why the crisis happened, and the measures being taken.

Organisation and industry visibility.
Media play a big role, as they translate what the crisis mean and give different perspectives to explain the crisis. Organisations that prior to a crisis are well liked by the public have an advantage compared to those that are disliked. Those well liked will
receive more room to perform their measures against the crises, and will not be as thoroughly investigated by media, as those disliked. Consequently, to have a good relationship with media is very important, especially during a crisis.

2.4. SUCCESSFUL CRISIS MANAGEMENT

A number of factors contribute to successful crisis management (Pearson & Clair, 1998). If an organisation’s operations can continue to run at an acceptable level or if they can be quickly taken up again is one (Ibid). An organisation should have the ability to prioritize the most important customers during a crisis (Ibid). This ability must be used quickly since time and capacities are limited in a crisis situation (Hale et al., 2005). Whether a successful crisis management is present or not, is often up to the stakeholders to decide. One must understand them, and investigate if they think that the crisis is manageable for them (Pearson & Clair, 1998).

Hence, it is vital to communicate with stakeholders during a crisis (Coombs, 1999 and Hale et al., 2005), to let them know what is happening in the organisation (Ibid). To have a successful crisis management, organisations should build alliances, and maintain communication with stakeholders during crises (Pearson & Clair, 1998).

It is beneficial to respond to a crisis as a team, since the sum of the abilities and knowledge in a team is high and decisions can be made fast (Pearson & Clair, 1998). The response should be fast, honest and coherent (Coombs, 1999). When constructing the information, which the response contains, one should bear the what, why, when, where and how in mind (Ibid). In communication signs of compassion are effective, since affected stakeholders receives recognition and they understand that the organisation care for them even during a crisis (Ibid).

Top management must know how to handle and act during a crisis. Hence, policies and plans are necessary (Pearson & Clair, 1998). The personnel can learn from top management and their behaviour (Ibid). However, it is also important to be able to improvise to find solutions (Ibid). To adjust during a crisis the personnel must be able to change their behaviour and beliefs (Ibid). To estimate how the stakeholders can be affected by the crises, the personnel ought to have insight in the organisation’s history, and its relationships with the stakeholders (Coombs, 1998).

A good notification system is essential for a good crisis management (Pearson & Clair, 1998). If a crisis is discovered, people with authority to make decisions, correct problems, and
respond to a crisis must be notified quickly (Ibid). The spread of information about the crisis must be well timed and thorough (Ibid). The whole crisis management process is influenced by how well liked the organisation is before the crisis (Ibid). If a well liked position is acquired, it gives more room for taking measures against the crisis without having to be too thoroughly investigated by media (Ibid). One way of being well liked is to have a well-developed relationship with media that can be characterized by being honest, cooperative and accommodating with information (Ibid).

2.5. SOCIAL MEDIA

The Internet gives everyone the opportunity to share views and experiences (Trusov et al., 2009). This is also an opportunity for businesses (Ibid). Social networks are among the fastest growing phenomena on the Internet (Ibid). A social networking website is typically a network that is initiated by a small number of people and is spread by sending invitations to others to join (Ibid). On a social networking site a user can build and maintain a network of friends, which are either social or professional contacts (Ibid). The personal profile often consists of a user picture, interests, music and book preference, and lists of friends (Ibid). The terms for privacy vary, and the sites reveal different kinds of information for the other users (Ibid). There are many different social networking sites on the Internet (González-Herrero & Smith, 2008) and some of these are among the most visited websites on the Internet (Alexa 1). In the following sub-chapters we will shortly present four of these kinds of social media that are among the top ones, according to the Alexa rating1.

2.5.1. FACEBOOK

Facebook was founded in 2004 and their mission is to “make the world more open and connected” (Fact sheet - Facebook). Facebook is available in more than 70 languages and around 80% of the users are outside the US and Canada (Ibid). It is the world’s largest social networking site and with Facebook users can share information regarding interests, activities, relationship status, political view and so on forth (Karl & Peluchette, 2011). It is also possible to build up and maintain connections with other users. Every user has a list of friends, with other users they interact with (Ibid). The user can upload pictures and update their status

1 Alexa was founded in 1996. They provide lists of top sites and they are available by country, language or in a category (Alexa 2).
(Ibid). In the beginning Facebook was mainly used by students, but now it is not unusual that
the user’s parents, their boss, and lecturers are members as well (Ibid). In 2010 less than half
of the users were between 18-24 years old, and the fastest growing group on Facebook are the
people aged 30 years and older (Ibid).

2.5.2. TWITTER
The social networking service called Twitter was launched in 2006 and it is a platform for
social interactions (Crawford, 2009). With this service users can send and receive text
messages up to 140 characters (Ibid). The messages can be read on the web or on a mobile
phone (Ibid). Unlike traditional mass media like the radio, through Twitter and other social
media individuals can reach the mass (Ibid). With Twitter you can follow other users’ updates
and comment on them (Ibid).

Twitter is a so called microblog, microblogs can be used as information channels to the
customers, but also as advertising tools for companies (Jansen et al., 2009). Twitter can be
used for customers to express feelings, provide feedback, and to ask questions to companies
(Ibid). An opportunity for business is to have a couple of Twitter accounts for various
purposes (Ibid). Twitter messages can contain a link to other web pages and blogs (Ibid). A
study done by Jansen et al. (2009) show that 19% of the microblogs mention brands and of
these almost 20% contains some kind of brand expression. More than 50% of these messages
were positive and 33% negative (Ibid).

2.5.3 YOUTUBE
Another way to interact and share personal content with others is on YouTube, the world’s
largest video-sharing site (Huang et al. 2010). YouTube was founded in 2005 and their vision
is to “give everyone a voice, to evolve video, and to make our partners and advertisers
successful” (Press room - YouTube). More than 65 000 videos are uploaded every day and
most videos uploaded are available to the public (Huang et al. 2010). On YouTube users can
share their own videos, comment uploaded videos and rate these, and create video collections
(Ibid). The videos are characterized by that they are mostly short and much information can
be collected by the description and the comments on the videos (Ibid).

YouTube can be a trigger for a crisis, since hundreds or thousands of people can reach it
(González-Herrero & Smith, 2008). The videos that are uploaded can also be viewed
repeatedly (Ibid). United Airlines is a company, which have had problem with negative videos
on YouTube (Ibid).
2.5.4. BLOGS

Blogs is short for Web logs and could be used for managing the reputation of a company (Vecchio et al., 2011). A corporate blog can be either internal or external. Internal blogs are made for the employees, external blogs provide and obtain information to and from other stakeholders (Ibid). The external are also used to learn about customers’ preferences (Ibid). Lee et al. (2006) suggests dividing corporate blogs into five different categories: employee, group, executive, promotional and newsletter blog. The employee blog is often personal, and written by one person (Ibid). The group blog is written by several employees and often with focus on a specific topic (Ibid). Executive blogs could be an opportunity to strengthen the relationship with the stakeholders (Ibid). A promotional blog exists, to make customers talk about a company’s products (Ibid). But this kind of blog is not trusted among bloggers, since it is someone from the company that write about the products and not an outside objective voice (Ibid). The newsletter blog is the blog, which officially represents the company with news and product information (Ibid). Lee et al. (2006) identified in their research the following reasons why companies adopt corporate blogs: promotion, customer service, product development and leadership.

An example where a corporate blog helped a company was when Dell had to recall computers in 2006, after one of their laptops had exploded at a conference (Vecchio et al., 2011). The blog Direct2Dell were the platform where Dell could communicate with their customers about the incident (Ibid). Corporate blogs can engage customers and build higher levels of loyalty (Ibid). But these kinds of blogs are just a small part in the blogosphere (Ibid).

Blogs could create problems for the employee (Lee et al., 2006). There are cases where people have been fired because of what they have written online (Ibid). For example, an employee at Microsoft was fired after he had posted pictures of Apple G5 computers being unloaded at Microsoft (Ibid). Another case was when a Delta Air Lines flight attendant posted photos on her blog where she was dressed in the uniform with some buttons open (Ibid). The company considered the pictures to be an inappropriate and not allowed use of the company’s brand (Ibid).

A negative event may live longer in the blogosphere than in mass media, since search engines can make old blog posts, which are well linked, to appear often (Veccio et al., 2009). This could be compared to traditional news, where yesterday’s stories could easily be forgotten by the public (Ibid).
There are different reasons to why people blog; updates about one’s life, sharing comments and opinions, express emotions, form and maintain forums (Jansen et al, 2009).

2.6. CRISIS MANAGEMENT IN SOCIAL MEDIA

Communication through the Internet has, during the last couple of years, become the most popular way for companies to communicate with their stakeholders (González-Herrero & Smith, 2008) and with the development of social media the speed of which information can spread has increased (Jones et al., 2009). Today anyone can participate in discussions about companies, at every hour of the day (Ibid). It has of course become a problem for managers to monitor this, since it is very hard to do it manually (Ibid). To be able to do it successfully, companies need to use monitoring software (Ibid).

Since people can now write almost anything they want on different social networks, consumers have gained power (Jones et al., 2009). Companies can no longer give a monologue, since there is little space for that in the social media, (Jones et al., 2009) or just talk to traditional media like companies were able to do up until recently (González-Herrero & Smith, 2008). Today we can see that companies increasingly use the Internet for communicating during a crisis (Ibid). Primark was accused of being unethical, since they used suppliers that treated their employees badly and used child labour (Jones et al., 2009). When the BBC program Panorama were about to run a program about this in June 2008, Primark declined to comment on the accusations and instead went directly to the web, communicating to people through a new micro-site (Jones et al., 2009). This takes away some of the power from the traditional media, since traditional media can no longer decide what information is given to the public (González-Herrero & Smith, 2008). This does not mean that traditional media does not have any influence at all today and that companies do not use traditional media, only that they got the possibility to go directly to the public (Ibid).

It is important for companies to always monitor social networks, blogs and other websites to find potential upcoming crises (González-Herrero & Smith, 2008, Vecchio et al., 2011 and Jansen et al., 2009). Companies want to identify problems which could result in a crisis, before they actually become a crisis (González-Herrero & Smith, 2008). They are able to do this by constantly monitoring what is said about them on the Internet (González-Herrero & Smith, 2008 and Jones et al., 2009). Some companies follow groups on the Internet, discussing specific topics, and consider them as being a kind of cheap, modern, focus groups were they quickly can gather data (González-Herrero & Smith, 2008 and Crawford, 2009).
It is of course not enough to just monitor, it is important to give a quick response to perceived upcoming problems (González-Herrero & Smith, 2008 and Vecchio et al., 2011). When addressing stakeholders in social media and on the Internet, in general, people expect a two-way communication and people want to talk to a person and not only to a company (González-Herrero & Smith, 2008). The company needs to think about the different stakeholders and how they are affected by the crisis and to show them compassion (Coombs, 1999). It is even more important to show compassion, than to give information (Ibid). It might not always be the best to let the CEO make a statement, but rather to allow employees without high rank to communicate, since they have time to actually listen to people (González-Herrero & Smith, 2008). When a company respond it is important that they do it consistently and uniformly, since this will probably give people higher confidence in the given information (Coombs, 1999). If a company do not respond, rumours can start and make a crisis more difficult (González-Herrero & Smith, 2008). Companies do not have a lot of time before they need to take action (Hale et al., 2005).

Before investing time and money into monitoring social media it is good to think about what kind of customers a company have (González-Herrero & Smith, 2008). For instance a computer gaming company is more likely to have consumers that are active in social media than a manufacturer of building equipment (Ibid). Taylor & Perry (2005, in González-Herrero & Smith, 2008) made a five-year study of how companies use the Internet during a crisis. It showed that 54% used their webpage, 46% used links, 44% two-way communication tools, 34% multimedia effects and only one company used online chat (Ibid). A study in Sweden made by the research company Wecall, on behalf of the insurance company If, showed that about 50% of 100 listed Swedish companies asked, had social media in their crisis plan (Mynewsdesk 1).

Social media does not need to be a threat to companies; but it can be, depending on how companies choose to approach the social media (Jones et al., 2009 and Vecchio et al., 2011). If social media are managed correctly they can help companies to build their reputation (Jones et al., 2009), to find and prevent possible crises before they become big and serious (González-Herrero & Smith, 2008). The Internet and social media can increase the speed of a crisis, which anyway would occur outside of the Internet (Ibid). Social media can create new crises; for example through hacked or spoof websites (Ibid). The social networks has removed barriers that earlier prevented people from finding other people with the same opinion as them (Ibid). Companies can build good relationships with influential blogs and people in social
networks before a crisis, hopefully making them defend the company when a crisis occurs (Ibid). Another problem that might arise online, is that people use fake identities to post false information about a company (Dellarocas, 2003).

One might think that everything about crisis management has changed with the new two-way interaction (González-Herrero & Smith, 2008). But this is not true, the basics of crisis management are still valid, and to become really severe, a crisis often needs to be picked up by mainstream media (Ibid). Also to what extent social media affects crisis management depends on how well-developed the technological communications infrastructure is (Palen et al., 2009).

2.7. STATE-OF-THE-ART STATEMENT

The meaning of this section is to display an oversight of scientific theories that are state of the art. These theories have helped us in understanding the subjects in this thesis, and also their status in the scientific community regarding acceptance and validity.

In the branding section De Chernatony (1999) and Harris & De Chernatony (2001) are two keystones, providing this thesis with a theory introduction, which could be seen as a foundation, containing necessary theory about image and reputation. These two are accepted and validated to a large extent. They are seen as emerging theories in their field. De Chernatony (1999) has 272 citations and Harris & De Chernatony (2001) has 264. Coombs (2007) gives insight in how reputation and image can be harmed in the heat of crisis. Coombs (2007) has some acceptance, but lacks in validity. It has 105 citations which is rather low, science lack knowledge about what exactly happens to reputation and image when a crisis strikes. Hence, Coombs (2007) provides an emerging theory.

In the WOM section, Dellarocas (2003) is an important source, which is very accepted and also validated. It has 1153 citations and it is a dominating source in WOM theory. Hennig-Thurau et al. (2004) gives theory about when Word-of-Mouth arises. These two can be seen as the backbone of the Word-of-Mouth section. Hennig-Thurau et al. (2004) is well accepted, with 569 citations and well-validated, this is a dominating theory regarding WOM.

Crisis management and successful crisis management are areas in which one can gather much theory, but since focus is on the response stage in crisis management, it has been narrowed down. In the crisis management theory presented, Pearson & Clair (1998) is a very significant source; it uses both established theory and extends it by taking on a multidisciplinary
approach. This source provides simple and understandable definitions of crisis and crisis management. Pearson & Clair (1998) gives insight about what can be considered as effective crisis management. It has 594 citations, which is an acceptance to a large extent, and as it is also empirically well-validated, it is a dominating source. In addition Coombs (1999) and to some extent Hale et al. (2005) have influenced the crisis management theory presented. Hale et al. (2005) presents a model about communication steps during a crisis. However Hale et al. (2005) lacks acceptance, as it only has 74 citations and little validity. It has little validity in the area of natural disasters and in product harm crisis. The theory is seen as a proposal, since science know far from everything, on how to communicate during a crisis. Coombs (1999) gives recommendations regarding how to respond to a crisis, and what that response should contain. It has some acceptance with 134 citations and some validity in case studies and in historical analysis. To answer how to respond, and what the response should contain, additional studies are needed. The theory given by Coombs (1999) is in that sense proposals since a large validity do not exist.

Research in the social media area has not been conducted as long as research in crisis management, which has a longer history and a variety in theories. Thus there are a limited amount of refereed articles about social media, and those who are refereed are quite new, and those articles that do exists often lack acceptance and validation. Trusov et al. (2009) gives a short introduction on how social networking on the Internet works. Even if Trusov et al. (2009) is a recent article it has been accepted to a rather large extent, with 212 citations and it is validated to a rather large extent, it is considered to provide theory that is emerging. Jansen et al. (2009) is a significant source about Twitter and its eWOM power. It is rather well accepted with 235 citations, but lacks a high degree of validation, due to which it cannot be considered as emerging, rather proposal to theory. In the blog section, Lee et al. (2006) provides theory about corporate blogging and its objectives. Lee et al. (2006) suggest categories of blogs and potential problems that can occur in using blogs. This article has got a rather low acceptance, 86 citations, but some validity in their specific area. It is a proposal to theory in the investigated area.

Theory regarding crisis management in social media is limited. It might be because researchers have not caught up with the phenomena yet, since theories and research about social media is limited. However, González-Herrero & Smith (2008) presents theory that organisations must today include the Internet, in dealing with crisis communication and crisis management. González-Herrero & Smith (2008) talks about the necessity of using additional
media to the traditional ones. They also gives theory for this thesis, since they give insight about the tone, language and attitude an organisation should have in social media, during a crisis situation. González-Herrero & Smith (2008) has got a low level of acceptance, 24 citations and low validity in scientific articles, but with the short history of research in this area this is quite understandable. The article gives proposal to theory about the combination of crisis management in social media. Science has not yet learnt and provided theory to a large extent how to handle a crisis in social media.

Science cannot know anything for sure, but science can be rather sure. The area where this thesis belongs is an area where science is rather sure about some factors, but need more investigation about others. It is argued that it is important to monitor media and to have the knowledge on how to do so. During crises the response should be fast and be a part of crisis management policies and plans. It is significant to use a human and easily understandable voice, when communicating with stakeholders. A well functioning crisis management will be able to protect an organisation’s reputation and image during a crisis. With a well functioning crisis management, an organisation can handle the crisis without suffering significant damage. Crisis management theory alone is rather well accepted and validated, but social media theories often lack high acceptance and validity. When combining theories about crisis management and social media, it becomes clear that it exists only some acceptance and some validation. Theories combining the two are seen as proposals to theories. This thesis will contribute in validating these theories.

2.8. RESEARCH QUESTIONS
How do companies successfully use social media for crisis management?

Is there a difference between smaller and larger companies in the preparedness for and the management of a crisis in social media?

2.9. SUMMARY
We start the theory chapter by presenting theories about branding, to get an understanding of how image and reputation work. From this we decided to study Word-of-Mouth theory starting with traditional Word-of-Mouth, to get a general understanding of the subject and thereafter we wanted to get a deeper understanding of the electronic Word-of-Mouth. After this we decided that for our subject it was important to get an understanding of how crisis management works in general, in this subchapter much information was presented, of
importance for the subject of our thesis. Since one of this thesis' research questions is about how companies successfully use social media for crisis management, we felt a need to present some theory in the area of successful crisis management. After obtaining this knowledge we felt a need to get a general understanding of social media so we studied research in this area. From this we were able to give a short introduction to social media as a general phenomenon. With all these different areas in mind we decided that it was time to get an understanding about theory that specifically exists in the area of our thesis, namely crisis management in social media (see Figure 2.1). So we went through the limited research that exists in this area where proposal to theory exists and summarized it in the “crisis management in social media” subchapter.

We explained our sources in the State-of-the-Art subchapter. After this we decided our research questions.

Figure 2.1 - Summary of the theory chapter
3. METHODOLOGY

3.1. INTRODUCTION

In this chapter we present the different stages of our research and how it has been used in our thesis. The thesis’ most important data has been our own quantitative research, an online survey, mostly among marketing managers, communication managers and similar, working in Swedish companies. We have also conducted two qualitative interviews, to get a deeper understanding of the answers we collected in the quantitative part. We argue that these give us a deeper understanding, since the interviewees have the chance to speak freely, with their own words. We have also used secondary data, by analyzing raw material from a research made in 2011, by the insurance company If and the research company Wecall, questioning 100 Swedish listed companies if they use social media in their crisis planning. This data has been provided to us by If. There are several reasons to why we chose to use different kinds of data to investigate the area of crisis management in social media. Firstly it can help us to compare the data collected with different methods and how these correspond to each other. Secondly, the area of crisis management in social media is a rather new area. With this background we felt a need to collect several types of empirical data that can explain how companies use social media for crisis management.

3.2. RESEARCH APPROACH

3.2.1. INDUCTIVE VS. DEDUCTIVE RESEARCH

A research could be done in an inductive or deductive way. According to Bryman and Bell (2005) a deductive approach means that the researcher starts with theory, makes hypotheses of them and tests them empirically. With an inductive approach the researcher starts with the practical element and from this generate theories (Ibid). The deductive approach may seem to be a linear process, but many factors show that it may not be the case; new theoretical ideas could come up before the research is finished, the data collected can end up not being relevant and the data might not correspond to the original hypothesis or research questions (Ibid).

In our thesis we have chosen a deductive approach, we started by conducting a literature review and then formulated research questions. With the theory and the research questions we started our empirical research, using primary quantitative data, primary qualitative data and secondary quantitative data. By choosing a deductive approach we could gain knowledge
about what theory say about the subject and therefore make a well-grounded empirical investigation.

3.2.2. QUALITATIVE VS. QUANTITATIVE RESEARCH

Qualitative research is often more focused on words and quantitative on numbers, but they also differ since the qualitative is seen as an inductive approach meanwhile quantitative start with the theory and test the hypothesis, which means it is a deductive approach (Bryman & Bell, 2005). Further, a qualitative method can be described as more open since it is; process focused, less structured and more focused on participants’ opinions in comparison to a quantitative (Ibid). Bryman and Bell (2005) describe the quantitative approach as more structured; containing a macro perspective and that more distance between the researcher and the participants is present (Ibid).

Common critique that researchers bring up regarding the qualitative approach is that it is too subjective and difficult to replicate and generalize (Bryman & Bell, 2005). Since the researchers’ interests and participation influence the result of the study (Ibid). Therefore the quantitative approach is easier for other researchers to reproduce and to receive the same result (Ibid).

We have conducted a quantitative survey, and to support the survey a qualitative approach; two interviews. According to Bryman and Bell (2005), qualitative research can help and strengthen the quantitative research. With a quantitative research we felt that due to the time limitation the data would be easier to handle and analyse compared to a qualitative research, since the coding of the data would be more convenient. Our belief was that by using a quantitative approach we could gather many answers from different companies.

3.3. RESEARCH DESIGN

A research design is a frame of gathering and analyzing data (Bryman & Bell, 2005). The research design chosen reflects several stands that one have made regarding which priority that are given to a number of factors in the research process (Ibid). Factors can be how significant it is to investigate causal correlations between variables, and how important it is to generalize the results from the sample to a larger population (Ibid).

The choice of research design comes after decisions have been made about qualitative and quantitative methods (Bryman & Bell, 2005). A design could be seen as a plan, which combines research questions with the empirical investigation (Ibid). There exist five versions
of research designs; comparative design, case studies, longitudinal design, experimental design and cross-sectional/survey design which are seen as the same thing (Ibid). The design chosen for this research is cross-sectional/survey. A survey design includes a cross-sectional design (Ibid). When using this kind of design, information is gathered with surveys or structured interviews at one time from many different participants (Ibid). This is done to get quantitative or quantifiable data, which concerns two or more variables (Ibid). The data is then analysed to find correlation patterns (Ibid).

The reason why many participants are studied is that the probability to find correlations patterns increases if many cases are studied (Bryman & Bell, 2005). One is able to make specific distinctions between cases (Ibid). The data is collected at one time, leading to that an experimental design is not possible since in that design, data is collected more than once and manipulations of variables is possible in between measurement times (Ibid). For it to be possible to see variation between cases, a systematic and standardized method for assessing variations is necessary (Ibid). With a cross-sectional/survey design, it is only possible to see relations between variables (Ibid). There is no time aspect present in variables since information is gathered more or less simultaneously (Ibid). The researcher cannot manipulate variables to see possible changes of it (Ibid). It is possible to see relations and correlations patterns between variables but researchers can not be entirely sure if it is proven over time as causal relations/conclusions (Ibid).

We have conducted a mix of a quantitative and a qualitative research. Since we want to measure how a company successfully manages a crisis in social media and differences between smaller and larger companies, we started by validating proposed theories with the help from our empirical data. In our research the main data came from our primary quantitative research, which was conducted as an online survey. To support this we conducted two qualitative interviews, and also used secondary quantitative data.

3.4. QUANTITATIVE RESEARCH

3.4.1. DATA SOURCES

There are different kinds of data sources, there is primary data and there is secondary data (Bryman and Bell, 2005 and Pawar, 2006). Both of these two different data sources can be broken down into the categories of quantitative and qualitative data (Pawar, 2006).
Bryman and Bell (2005) state that primary data can cost a lot of money to collect, and takes a long time to collect and this can become a problem for students that usually do not have neither the time nor the money to conduct research. Bryman and Bell (2005) also give a positive aspect with primary research; that you become familiar with the material. It probably does not get too complex, since you decide the amount of data, you know and control the quality of the data and there are no missing key variables (Ibid). Quantitative primary data can be collected from questionnaires and can for instance include age and income (Pawar, 2006).

Bryman and Bell (2005) state that secondary data can be both data that other researchers have collected for their research and official statistics (from governments). Bryman and Bell (2005) state that data of this sort is quick and cheap to collect. Further they argue that the data got a high quality which makes it possible to conduct a longitudinal study and possible to study small groups, for example people working within a certain industry in a country (Ibid). It gives more time to analyze the data, leading to new interpretations and so forth (Ibid). Bryman and Bell (2005) state that using secondary data can be good for students writing smaller reports and theses, but it might not work for everyone. However Bryman and Bell (2005) also state that there are limitations created by the secondary data; one problem is that you are not familiar with the data, too much data could lead to complexity, you cannot control the quality of the data and key variables can be missing in the data.

With this in mind, we decided to make a survey. According to Bryman and Bell (2005) primary data is easier to handle and understand compared to other data. We have formulated the study’s purpose and we are familiar with the data’s variables and what the data means. We also used the data that a professional research company collected for If. In the secondary data we used only the parts that we found relevant for our thesis. The focus in If’s research was mainly on crisis and crisis management and not crisis management in social media. There was for example one question about impacts of the natural disaster in Japan 2011. We consider that the order of the questions did not affect the respondents’ answers or our analysis, since they cannot be considered as being leading questions. We kept in mind that the raw data is not collected by us and the purpose with their study was not the same as ours. Rather the data was probably collected for some business purpose. From their material we chose what we considered was important for our research. The analysis of this data was made with awareness of the potential problems of using secondary data and a critical standpoint was taken on how to use the data in our analysis.
We do argue that this is a good way to be able to contributing in validating the proposed theories by both understanding earlier research and also making our own, with our own variables that fit our purpose.

3.4.2. DATA COLLECTION METHOD

According to Bryman and Bell (2005) quantitative data can be collected in different ways, it can be collected through structured interviews, surveys, analyzing documents and texts and structured observations. We will in the following describe the different collection methods.

Bryman and Bell (2005) describe the characteristics of structured interviews as standardized interviews, this means that the questions are made before and listed on a paper and always asked in the same order. According to Bryman and Bell (2005) structured interviews can be done in different ways, they can be conducted with several interviewers, personal interviews or telephone interviews. According to Bryman and Bell (2005) there are advantages of structured interviews; it is possible to help the interviewee to understand the question, ask questions that is not possible to ask in a survey, be sure on who answers the questions, take notice of the surroundings and factors which can affect the answers, and be sure that they answer all the questions. The disadvantages with structured interviews are that the interviewers can affect the answers and that people might not give full answers or they try to say what is socially accepted and there can be a problem with different understandings (Ibid).

Bryman and Bell (2005) write that surveys are conducted with a paper or conducted electronically that the respondents answer individually and that it is one of the most common research methods. Surveys are usually sent to the respondents by mail or e-mail (Ibid). Bryman and Bell (2005) state that the advantage of surveys are that they are cheap and quick to administer, the interviewer does not affect the answers, no variation of the questions occur and they can be made when the respondent has the time for it.

Bryman and Bell (2005) describe analyzing documents and texts as that the researcher studies texts, either in electronic or traditional form, like newspapers. The goal is to quantify the contents of these documents into different categories (Ibid). Bryman and Bell (2005) bring up structured observations as a method where the researcher is able to study and register different kinds of behaviour, according to predefined rules.

The collection of primary quantitative data was made on the online survey provider Keysurvey. Keysurvey was convenient to use and to collect data from, since it was easy to
export both Excel and SPSS files, something that we did. The SPSS file was ready to use directly in SPSS, the statistical program that we used. We were also able to collect secondary data from the insurance company If, which had, in 2011, made a research about crisis management. If was very open and cooperative, when we asked if we could take part of their raw data from their research and they quickly delivered the data. We also received a Powerpoint presentation that had been used by them, when presenting their results. This presentation included all the questions asked, and figures showing the results.

3.4.3. QUESTIONNAIRE DESIGN

Bryman and Bell (2005) bring up factors to take under consideration while formulating the questions for a survey. Example of these are that it could occur misunderstandings what the researcher ask about since the participants cannot ask about it and the researcher cannot ask follow-up questions and it is also difficult to ask too many questions since the risk that people do not answer then (Ibid). Another problem is that usually there is a low response rate (Ibid). If the response rate is too low this will make it difficult to analyze the data (Ibid). Bryman and Bell (2005) suggest the following to increase the response rate; have a good introduction letter where it is clear why the answers are important to be answered and it could be necessary to remind the participants to answer and avoid open questions since they tend to increase the number of people that do not answer (Ibid). According to Bryman and Bell (2005) closed questions may be easier to analyze since the coding is easier.

Our survey was in Swedish, since we assume that most of the managers working here are Swedish. For our survey we had an introduction letter, which shortly explained our thesis, the structure of the survey and its purpose. The survey started with a few introductory questions, and later questions about social media and crisis management. We had a couple of follow-up questions, where the respondents could answer in more detail. The survey consisted of 19 questions, which were formulated in an easy understandable language. We tried to avoid unnecessary technological terms in the questions.

3.4.4. PRE-TESTING

Before sending out the survey it is important to pre-test it and to check that all questions are clear and will work for the analysis later (Bryman & Bell, 2005). This is especially necessary for surveys since there are no interviewer attending when the respondents answers (Ibid). In an interview it is easier to explain any uncertainties (Ibid). By pre-testing one can realize that some of the questions are unclear, in bad order or if everyone answer similar or the same,
which makes no interesting result (Ibid). We pre-tested our survey by sending it to classmates on Facebook and it was as well sent to our tutor and examiner. The pre-testing provided us with feedback, regarding what was good and what we could improve or change in the survey.

3.4.5. POPULATION AND SAMPLE

A population is all of the people that for example belong to a group or a geographical area (Bryman & Bell, 2005). When sampling, a share of the population is chosen for research (Ibid). Bryman & Bell (2005) state that a sampling frame is a total list of units whom are a part of the population from which a sample is taken. A convenience sample means that the people in it happens to be available to the researcher, making it easier, cheaper and less time consuming than a probability sample which demands more preparations (Ibid). Our sampling frame consisted mainly of marketing and communication managers and CEOs from where a sample was made. This thesis’ sample is chosen in a nonprobability manner since it made out of convenience.

We believed that marketing managers and communications managers were the best suited to draw a sample from. Since we thought that they in their daily work, deal with issues belonging to our subject area and that they could provide us with insight regarding communication with stakeholders, social media, reputation, image and crisis management and so forth. The choice of people in the sample is very important; if you get the wrong ones it could lead to that the whole research becomes useless (Holme & Solvang, 1997). A trivial example; if a researcher is going to investigate people who do not have a job, people who have a job cannot be a part of the investigation (Holme & Solvang, 1997).

To find if some generalisation can be made from our research we have found the following variables on what can affect the company's crisis management in social media.

*How well-developed the technological communication infrastructure and the Internet access is*

According to Palen et al. (2009) and Hennig-Thurau et al. (2004) how well-developed the technological communication infrastructure or Internet access is will affect their online communication.

*Country and culture*

The country and the culture in which the company is doing business can affect how they communicate, according to Hennig-Thurau et al. (2004).
3.4.6. SAMPLE SELECTION AND DATA COLLECTION

Due to time restraints the survey ended after 380 persons had answered it. After the survey ended we have seen some people arriving to the survey page with the intention to answer our survey. We sent out the survey to 1913 e-mails and some of them have in turn sent it to others, for example when they themselves have not been the right person to answer our survey, therefore we estimate it is a total of 1925 persons that have received the survey. Our response rate was 19.74% (380/1925). Kaplowitz et al (2004) made a comparison between web and mail survey response rates, when using only e-mail to send the survey the response rate was found to be 20.7%. This given rate is close to this study’s response rate; consequently we think that our response rate is acceptable when only using e-mail. When collecting the e-mail addresses we used Mynewsdesk, which provides companies with a digital PR-service, where they can give some general information about the company, add press releases and contact persons for the company. On this webpage we did a convenience sample, ordering the companies alphabetically. Ordering the companies alphabetically was the only given option, but this gave us a variation of companies, we got for example companies of different sizes in a large variation of businesses. But it was still a convenience sample, since only companies listed on Mynewsdesk could be chosen by us. When deciding how many to contact we were discussing around the fact that managers often are very busy so we felt a need to contact as many people as we had time to, to be able to get enough responses.

Though some organisations did also answer our survey, it is believed to be a very small part of our total amount of respondents and therefore the effect is negligible. When analysing the data we decided not to try to remove the organisations from the results. The main reason is that it hard to judge, who is an organisation and who is a company, since the survey was anonymous. Hence, removing some organisations and trying to figure out what is an organisation would make the results from the survey more unreliable, since it is likely that some organisations would not be removed and there is a risk that some companies would be removed.

3.4.7. DATA ANALYSIS METHOD

The survey’s data was analyzed with help of the statistical computer program PASW Statistics 18 from SPSS Inc. According to Bryman and Bell (2005) the process of deciding how to analyse the data should be done meanwhile collecting the data and not waiting until all data is collected. It is important to consider what kind of analysis to do since it depends on
what kind of variables that are used and what sort of sample used (Ibid). In the statistics program we used cross tabulations, a descriptive analysis of the data collected. We tried to bear in mind how to analyze the data during process of constructing the survey and during the data collection.

3.5. QUALITATIVE RESEARCH

3.5.1. DATA SOURCES
We have earlier stated that there are two different kinds of data sources; primary and secondary data (Bryman and Bell, 2005 and Pawar, 2006) and that these can be broken down into two different categories of data, namely quantitative and qualitative data (Pawar, 2006). In this section we describe the use of qualitative data.

Like in the case of quantitative data collection we can from Bryman and Bell (2005) understand that primary data can cost a lot of money to collect, that it takes a long time to conduct and that this is something that can become a problem for students that usually does not have neither the time nor the money to conduct research. From reading Bryman and Bell (2005) it is possible to understand that the positive thing with a primary research is that you are familiar with the material, it probably does not get too complex since you decide the amount of data, you know and control the quality of the data and there are no missing key variables. Qualitative primary data can for instance be collected in the field by observations and interviews (Pawar 2006).

With this in mind we have decided to complement the quantitative research with two qualitative interviews. This will consequently be primary data.

3.5.2. DATA COLLECTION METHOD
Bryman and Bell (2005) state that there are different qualitative data collection methods; ethnographic and participating method, qualitative interviews, focus groups and documents as a data source. Bryman and Bell (2005) describe ethnographic and participating method as two concepts that are hard to separate since they both focuses on that the researcher is studying a specific group for a longer time for example studying behaviour and listening to what people discuss. It is common that the observations are complemented with interviews and written sources (Ibid).
Bryman and Bell (2005) mention qualitative interviews as probably the most used data collection method in qualitative research and state that they are usually less structured than the quantitative interview, something that makes it very flexible. According to Bryman and Bell (2005) there are two kinds of qualitative interviews; the unstructured interview and the semi-structured interview.

*Unstructured interviews* - In the unstructured interviews the researcher are not more prepared than that he or she got some small notes about what themes to go through (Ibid). Except that the interview is open for what the interviewee says and the interviewer will ask about things he or she finds interesting to know more about when the participant says something (Ibid). The unstructured interview does in many ways look like a normal discussion (Ibid).

*Semi-structured interviews* - In semi-structured interviews the researcher has more specific themes prepared that the researcher wants to know more about, but the researcher does not need to follow the list of themes exactly and can change order and the interviewee can answer the questions with their own words and thoughts (Ibid). The researcher is also free to add follow-up questions when needed (Ibid).

Bryman and Bell (2005) write that focus groups are interviews made in groups with several participants. The areas that should be discussed are clear and the goal is to create a meaning in the group, about the area (Ibid).

Bryman and Bell (2005) describe documents as a data source as an analysis of documents and other things that have not been created for being researched, it can be things like letters, diaries, official documents from governments and photos. Searching and using these documents can be a long and hard process and they can be hard to understand (Ibid).

For this thesis we will use a form of qualitative interviews, namely semi-structured interviews. We chose semi-structured interviews to have some structure, but also have the possibility to have a flexibility to change order or skip any of the questions we have made. For instance to be able to follow-up and ask more about something interesting the interviewees said. In this way it was more relaxed than a structured interview and felt much like a normal conversation.
3.5.3. DESIGN OF QUESTIONS

The researcher can make an interview guide with different themes and depending on what the respondents’ answers, the researcher can follow or change the order of the questions (Bryman & Bell 2005). It is a more flexible process than a structured interview (Ibid). Bryman and Bell (2005) state some criteria to consider when formulating the interview guide; having some structure for the themes, formulating the questions with a simple language and avoid asking questions in a way that lead the respondent on a specific direction. Further is it good to record the interview and hold the interview in a calm place where you will not be disturbed (Ibid). The questions can be formulated in different ways and it is recommended to start with some basic questions and then some follow-up questions and later on continue with more direct, indirect and also structured questions (Ibid). For the interviewer to be silent and listen is also significant in order to let the respondent have time to think over a question (Ibid).

We conducted two interviews, one was held in English, via Skype, and the other was held in Swedish, in an office at Linnaeus University. Both interviews went smoothly and were not disturbed. We recorded the interviews to transcribe them afterwards, and to make them easier to analyse. An interview guide was created, sorting the questions into different themes; general questions, social media and eWOM questions, and questions about crisis management and crisis planning. During the interviews we followed these themes. In the beginning of each interview we asked the interviewee if we had their approval to record the interview.

3.5.4. PRE-TESTING

To pre-test could be necessary not only for surveys but also before doing an interview since this can be a possibility to discover any uncertainties or problems with the questions (Bryman & Bell, 2005). One can discover if any of the respondents have difficulties in answering or avoid answering some of the questions completely (Ibid). Due to time and the fact that our quantitative part is in focus, we did not have any deeper pre-testing but we sent the questions to our tutor to receive feedback.

3.5.5. POPULATION

According to Holme & Solvang (1997) a population is the whole sum of units that you want to know something about. Normally researchers face a large population (Ibid). It is then important to make a sample from that population since it would be too expensive and time consuming to make an investigation containing the entire population (Ibid).
As in the quantitative part, our sample from the sampling frame in the qualitative part was obtained by using a convenience sample. The reasons to why be the same, as to why we chose a convenience sample in the quantitative part. By taking help of the university and our own personal networks we found potential interviewees for our thesis. Due to time constraints only two interviews were conducted.

3.5.6. DATA ANALYSIS METHOD
In comparison to a quantitative research the qualitative study is not as easy to analyse, since the coding takes more time (Bryman & Bell, 2005). The purpose of the interviews was to deepen the understanding of crisis management in social media. When analysing we were looking for keywords and patterns in these interviews, corresponding to the quantitative research. In this way the qualitative research could support our quantitative research. A deeper qualitative analysis cannot be conducted since there are too few interviews and the authors are aware of that no generalisations can be made from these two interviews. Still they are very significant for this thesis and especially for the analysis part, since they give a deeper understanding of the quantitative research. When looking for keywords we also searched for critical success factors of importance when handling a crisis in social media.

3.6. OPERATIONALISATION

3.6.1. INTRODUCTION
Operationalisation is, according to Bryman and Bell (2005), a way to find questions that needs to be answered; it is a way to quantify concepts that are not quantifiable. For the questions the researcher needs to decide what kind to use, should they be open or closed and what they will measure in the study (Ibid). Different techniques can be used when forming indicators such as themes for the questions, the use of public statistics and a schedule for interviews (Ibid). The researcher also needs to decide whether to use one or more indicators for a concept (Ibid). Researchers can use several questions in a survey or structured interview to gain information about one concept (Ibid). The indicators can either direct or indirect measure the data (Ibid).

3.6.2. QUANTITATIVE OPERATIONALISATION
The concepts that are applied in the survey are social media, crisis management and crisis management in social media. Our survey starts with some general questions, to give us an idea about the person, who is answering, and company, which she or he is answering for.
These questions are positioning questions. After we got those answers, it was possible for us to position the company and respondents into different categories. We continued by asking some general questions regarding their crisis management and then some about their use of social media. Further, we asked about their use of social media in their crisis management.

Bryman and Bell (2005) present some different scales that can be used for quantitative studies. The ones we have been using are the following:

*Dichotomy scale* – Scale where the data has only two different outcomes. For example (Yes) or (No), (Man) or (Woman).

*Ordinal scale* – Scale which describes the order, but not relative size or degree of difference between the items measured. For example (one time per day), (three times a day) or (five times a day).

*Nominal scale* – Scale where the items cannot be ordered. For example different kinds of titles (CEO), (Marketing manager) or (Marketing assistant).

Table 3.1 illustrates the questions, including the area they belong to, theoretical references and what type of scale used for each question.
### Table 3.1 – Quantitative operationalisation

<table>
<thead>
<tr>
<th>Area</th>
<th>Theoretical reference</th>
<th>Type of scale</th>
<th>Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positioning</td>
<td>Not applicable</td>
<td>Ordinal scale</td>
<td>How many employees does the company have?</td>
</tr>
<tr>
<td>Positioning</td>
<td>Not applicable</td>
<td>Ordinal scale</td>
<td>What is the company’s annual turnover?</td>
</tr>
<tr>
<td>Positioning</td>
<td>Not applicable</td>
<td>Nominal scale</td>
<td>What industries are your company in?</td>
</tr>
<tr>
<td>Positioning</td>
<td>Not applicable</td>
<td>Nominal scale</td>
<td>Is your business online, offline or both?</td>
</tr>
<tr>
<td>Positioning</td>
<td>Not applicable</td>
<td>Nominal scale</td>
<td>In what parts of the world does your company have business?</td>
</tr>
<tr>
<td>Social media</td>
<td>Use of social media (Trusov et al., 2009)</td>
<td>Dichotomy scale</td>
<td>Does your company use social media?</td>
</tr>
<tr>
<td>Social media</td>
<td>Use of social media (Trusov et al., 2009)</td>
<td>Nominal scale</td>
<td>If YES on the previous question, how do your company use social media?</td>
</tr>
<tr>
<td>Social media</td>
<td>Use of social media (Trusov et al., 2009)</td>
<td>Ordinal scale</td>
<td>If YES on question 7, how often does your company use social media?</td>
</tr>
<tr>
<td>Social media</td>
<td>Monitoring of social media (González-Herrero &amp; Smith, 2008 and Jones et al., 2009)</td>
<td>Dichotomy scale</td>
<td>Do you monitor what people say about your company in social media?</td>
</tr>
<tr>
<td>Social media</td>
<td>Monitoring tools (Jones et al., 2009)</td>
<td>Nominal scale</td>
<td>If YES on the previous question, does the company use any tools for monitoring?</td>
</tr>
<tr>
<td>Crisis management</td>
<td>Crisis plan (Pearson &amp; Clair, 1998)</td>
<td>Dichotomy scale</td>
<td>Does the company have a crisis plan?</td>
</tr>
<tr>
<td>Crisis management in social media</td>
<td>Crisis plan (Pearson &amp; Clair, 1998) and social media (Trusov et al., 2009)</td>
<td>Nominal scale</td>
<td>If YES on the previous question, is social media included in it?</td>
</tr>
<tr>
<td>Area</td>
<td>Theoretical reference</td>
<td>Type of scale</td>
<td>Question</td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>----------------------------------------------------------------------------------------</td>
<td>---------------</td>
<td>--------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Crisis management in social media</td>
<td>Crisis plan (Pearson &amp; Clair, 1998) and social media (Trusov et al., 2009)</td>
<td>Dichotomy scale</td>
<td>If you chose YES on the previous question, was social media added in the company’s crisis plan before or after a crisis?</td>
</tr>
<tr>
<td>Crisis management</td>
<td>Crisis team (Pearson &amp; Clair, 1998)</td>
<td>Nominal scale</td>
<td>Do you have a crisis response team?</td>
</tr>
<tr>
<td>Crisis management in social media</td>
<td>Managing social media (Jones et al., 2009 and González-Herrero &amp; Smith, 2008)</td>
<td>Nominal scale</td>
<td>Is there anyone at your company who is main responsible for crisis management in social media?</td>
</tr>
<tr>
<td>Crisis management</td>
<td>Crisis communication (González-Herrero &amp; Smith, 2008 and Coombs, 1999)</td>
<td>Nominal scale</td>
<td>Which are your main channels in the case of a crisis?</td>
</tr>
<tr>
<td>Crisis management in social media</td>
<td>Crisis experience (Coombs, 1999 and Coombs, 1998) and social media (Trusov et al., 2009)</td>
<td>Dichotomy scale</td>
<td>Have your company experienced a crisis in social media?</td>
</tr>
<tr>
<td>Crisis management in social media</td>
<td>Crisis experience (Coombs, 1999 and Coombs, 1998) and social media (Trusov et al., 2009)</td>
<td>Nominal scale</td>
<td>If YES on the previous question, how has it, in your opinion, affected the company?</td>
</tr>
</tbody>
</table>
3.6.3. QUALITATIVE OPERATIONALISATION

The concepts that are applied are social media, eWOM, crisis management and crisis management in social media. Our interviews started with some introductory questions to make the respondents comfortable and relaxed and to give us a clearer view about them. We continue with some follow-up questions about social media and eWOM, for example about what social media they use and if they monitor what is said about them in social media. Further we have follow-up, direct, structured, probing and interpreting questions about crisis management and crisis management in social media.

By following this structure we will be able to immerse our study and with help of our quantitative study answer our research questions.

Bryman and Bell (2005) presents different kinds of questions to use in a qualitative studies, they are the following:

- **Introduction questions** Questions where the interviewees can tell a little about themselves.
- **Follow-up questions** With these questions the interviewer asks the respondent to develop their answer.
- **Direct questions** This question is direct and should not be the first question in an interview since they can be of a sensitive character.
- **Structured questions** Could be when the researcher wants to change to another theme of questions.
- **Probing questions** This kind of question is both a follow-up and more developed answer for a previous direct question.
- **Interpreting questions** These questions are of an interpreting character.

Table 3.2 illustrates the questions used in the semi-structured interview guide, including the area they belong to, theoretical references and what type of question it is.
<table>
<thead>
<tr>
<th>Area</th>
<th>Theoretical reference</th>
<th>Type of question</th>
<th>Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>Not applicable</td>
<td>Introduction question</td>
<td>Can you present yourself?</td>
</tr>
<tr>
<td>Introduction</td>
<td>Not applicable</td>
<td>Introduction question</td>
<td>What businesses are [COMPANY’S NAME] in? Online or offline? What about international business?</td>
</tr>
<tr>
<td>Introduction</td>
<td>Not applicable</td>
<td>Introduction question</td>
<td>How many employees do the [COMPANY’S NAME] have? What is the company’s annual turnover? How many works within the area of market and communication?</td>
</tr>
<tr>
<td>Social media</td>
<td>Use of social media (Trusov et al., 2009)</td>
<td>Direct question</td>
<td>Could you describe [COMPANY’S NAME] work within social media?</td>
</tr>
<tr>
<td>Social media</td>
<td>Managing social media (Jones et al., 2009 and González-Herrero &amp; Smith, 2008)</td>
<td>Follow-up question</td>
<td>What social media is [COMPANY’S NAME] active in? How long have you been using it/them? Who are responsible for the social media activities?</td>
</tr>
<tr>
<td>Social media</td>
<td>Crisis communication (González-Herrero &amp; Smith, 2008 and Coombs, 1999)</td>
<td>Direct question</td>
<td>Which stakeholders do you target within social media?</td>
</tr>
<tr>
<td>Area</td>
<td>Theoretical reference</td>
<td>Type of question</td>
<td>Question</td>
</tr>
<tr>
<td>-----------------------</td>
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<td>-----------------------------</td>
<td>--------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Social media, eWOM</td>
<td>Monitoring of social media (González-Herrero &amp; Smith, 2008 and Jones et al., 2009)</td>
<td>Direct question</td>
<td>Do you monitor what people are saying about [COMPANY´S NAME] in social media?</td>
</tr>
<tr>
<td>Social media, eWOM</td>
<td>Monitoring of social media (Jones et al., 2009, González-Herrero &amp; Smith, 2008, Vecchio et al., 2011 and Jansen et al., 2009)</td>
<td>Follow-up question</td>
<td>Can you, please, tell me more about how and what you monitor? Do you use any software or tools for monitoring?</td>
</tr>
<tr>
<td>Social media, eWOM</td>
<td>Monitoring of social media (González-Herrero &amp; Smith, 2008 and Jones et al., 2009)</td>
<td>Direct question</td>
<td>Do you monitor your competitors’ activity in social media?</td>
</tr>
<tr>
<td>Social media, eWOM</td>
<td>Monitoring of social media (González-Herrero &amp; Smith, 2008 and Jones et al., 2009)</td>
<td>Follow-up question</td>
<td>If yes, what do you focus on?</td>
</tr>
<tr>
<td>Social media, eWOM</td>
<td>Monitoring of social media (González-Herrero &amp; Smith, 2008 and Jones et al., 2009)</td>
<td>Follow-up question</td>
<td>Do you monitor what people say/write about your competitors online?</td>
</tr>
<tr>
<td>Crisis management</td>
<td>Crisis plan (Pearson &amp; Clair, 1998)</td>
<td>Structured question, Direct question</td>
<td>Has [COMPANY’S NAME] a plan with instructions about what to do in a crisis situation, namely a crisis plan? If yes, how does it look like, structure etc.?</td>
</tr>
<tr>
<td>Area</td>
<td>Theoretical reference</td>
<td>Type of question</td>
<td>Question</td>
</tr>
<tr>
<td>-------------------------------------------</td>
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<td>----------------------</td>
<td>--------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Crisis management in social media</td>
<td>Crisis plan (Pearson &amp; Clair, 1998) and social media (Trusov et al., 2009)</td>
<td>Follow-up questions</td>
<td>Why do you or do not have social media included in this crisis plan?</td>
</tr>
<tr>
<td>Crisis management</td>
<td>Crisis experience (Coombs, 1999 and Coombs, 1998)</td>
<td>Direct question</td>
<td>Has [COMPANY’S NAME] been involved in a crisis situation?</td>
</tr>
<tr>
<td>Crisis management</td>
<td>Crisis experience (Coombs, 1999 and Coombs, 1998)</td>
<td>Probing question</td>
<td>Could you describe how you handled the crisis?</td>
</tr>
<tr>
<td>Crisis management in social media</td>
<td>Crisis communication (González-Herrero &amp; Smith, 2008 and Coombs, 1999)</td>
<td>Probing question</td>
<td>Did you use social media for communicating with customers, owners, traditional media and so on?</td>
</tr>
<tr>
<td>Crisis management</td>
<td>Crisis effects (Coombs, 2007)</td>
<td>Interpreting question</td>
<td>How has the crisis affected the company?</td>
</tr>
<tr>
<td>Crisis management</td>
<td>Judging crisis management (Pearson &amp; Clair, 1998)</td>
<td>Follow-up question</td>
<td>Has [COMPANY’S NAME] changed anything after the crisis?</td>
</tr>
<tr>
<td>Crisis management in social media</td>
<td>Use of social media (Trusov et al., 2009) and crisis experience (Coombs, 1999 and Coombs, 1998)</td>
<td>Direct question</td>
<td>If you use social media: Do you believe that it helped your company during the crisis?</td>
</tr>
<tr>
<td>Crisis management in social media</td>
<td>Use of social media (Trusov et al., 2009) and crisis experience (Coombs, 1999 and Coombs, 1998)</td>
<td>Interpreting question</td>
<td>Could you describe more in detail how and why it helped or did not help during the crisis?</td>
</tr>
</tbody>
</table>
3.7. **Validity**

Validity could, according to Bryman and Bell (2005) be seen as the most important research criteria. They say that the essence of validity is that it is a judgement whether conclusions drawn from an investigation are corresponding with each other, or not (Ibid). In Bryman and Bell (2005) these different kinds of validity are mentioned, which are typically used for quantitative research:

*Construct validity*  
It concerns the issue regarding if dimensions of a term indeed measure that term. One must aim to find suitable measurements of terms stated in research, the construct validity will otherwise be poor and the results questionable.

*Internal validity*  
This validity is about causality. More specifically if a conclusion that contains a causal relation is sustainable or not. If you can be sure that one variable affects another one to alter and that is not a third variable that causes the effect.

*External validity*  
Concerns the question whether the results from an investigation can be generalized beyond the research context at hand.

*Ecological validity*  
This kind of validity regards if results can applicable in people’s everyday life and natural social context.

3.8. **Reliability**

According to Bryman and Bell (2005) reliability defines whether research would provide the same results, if the same research would be conducted again, with other researchers working under the same circumstances as the original researchers; that there were no random or temporary conditions in the original research (Ibid). Further Bryman and Bell (2005) talks about reliability in measurements, how stable the actual measurements are. They bring up an example regarding a intelligence test, if a person gets very different results in those kinds of test then the measurement of intelligence is not reliable and stable (Ibid).

Bryman and Bell (2005) mentions another criteria as well, which can be included here, namely replication. It is explained simply by if another researcher would like to reproduce an investigation; the original study must in detail explain their procedure throughout the investigation (Ibid).
3.9. Quantitative Validity and Reliability

This section concerns our survey and its validity, reliability and replication. We think that this survey is replicable since we describe the construction of the questions, to whom it is sent, and how it is sent and the survey itself and its result are included in Appendix A, F and G. The internal validity is quite low since a survey design gives connections, variations and correlation patterns but causality conclusions are harder to argue about. Correlations patterns are nevertheless interesting for us to study, analyze, and come to conclusions and to understand. With our primary quantitative data we were able to make a quite thoroughly descriptive analysis, in this analysis we could see patterns between variables and form a view on how they are connected.

Since we use a convenience sample and thereby a non-probability sample the external validity becomes lower than it would have been if we had used a probability sample. The ecological validity might become poor when using surveys, because they disturb the natural situation that the participants are in (Bryman & Bell 2005). However we believe that this is not a problem, as the participants’ natural situation will not take any significant damage by participating in an online survey. Our belief is that the construct validity is good; that the survey measures what we want to measure in a clear and understandable way. It is relevant and builds our empirical investigation well.

By combining all of our methodological selections one can better understand the validity. The internal and external validity could have been better, because one survey lack the ability to prove causal conclusions over time and the fact that we have used a non-probability sample. If our sample had mirrored the whole population better, by for instance having more correct proportions of company sizes it would have been easier to generalise the results and thereby raise the external validity. However we measure what we want to measure by the questions constructed in the survey, leading to acceptable construct validity. The ecological validity is in our opinion quite high since our respondents most likely are used to a situation where they are asked to participate in an online survey. Concerning the reliability another researcher could study our procedure for our investigation, but since we have not used a probability sample, they will not get exactly the same results. Even if they do not get exactly the same result, we believe they still should to some extent find the same patterns and keywords concerning how to handle a crisis in social media and also the differences between how larger companies in comparison to smaller ones are managing this.
3.10. QUALITATIVE RESEARCH CRITERIA

In Bryman and Bell (2005) it is stated that in qualitative studies there are other criteria used for judging the quality, than in quantitative studies. However they have quantitative equivalents (Ibid). Bryman and Bell (2005) present four criteria for trustworthiness.

**Credibility** Equivalent to internal validity. The essence in credibility is that the research is conducted in an ethical way and that the researcher makes sure he or she has received a correct understanding.

**Transferability** Equivalent to external validity. It could be hard to generalize in qualitative research since it is often a specific social context that is of interest.

**Dependability** Equivalent to reliability. Can take the form of a complete description and auditing of all the phases in the research process.

**Confirmability** Based on the insight that it is very hard to have complete objectivity, one should make it clear that the researcher has acted in good faith.

Our qualitative interviews have a good quality based on the criteria mentioned. Credibility is obtained by letting the respondents validating their own answers after the interview, by reading the interview and changing what was not clear. Hence we can make sure that we have understood each interviewee correctly (Bryman & Bell 2005). The transferability is low, since we have a focus on marketing and communication managers and because of few interviews. Finally we have a good confirmability since we have acted in good faith by not altering what the interviewees said and we kept an objective view when conducting the interviews.
4. EMPIRICAL DATA

4.1. PRIMARY QUANTITATIVE DATA

Most Swedish companies, 75.57%, do not have any employees at all and 20.96% have 1-9 employees (Ekonomifakta 1). Only 2.92% of all companies in Sweden have 10-49 employed (Ibid). Of the companies and organisations who answered our survey, 33.16% had 10-49 employees and 21.84% had 0-9 employees.

The most common answer regarding the company’s turnover in the survey, with 18.42% of the total answers, was 10 000 000 tkr or more, however we find this number unreliable. Perhaps have the respondents misunderstood the question and selected that option because they thought it meant 10 000 000 sek. Due to this, this question is disregarded and not analysed.

In Diagram 4.1 the variable how many employees the company has was put against whether the company has a crisis plan.

![Diagram 4.1]

The respondents were asked about what business their company belongs to, it was possible to choose more than one business. We can see that we have a large range of different businesses. Most of the respondents, 33.16% selected the option other and specified their specific business. For instance companies participating in our survey are working in the business of hotels, restaurants, education, tourism and pharmaceuticals. Of the options specified in the survey, the option technology, energy and telecommunications was the most frequently
selected with 17.9% followed by trade, transportation and storage, 16.32%. Then came communication, PR and marketing, which was chosen by 12.9% of the respondents.

The probability that a crisis plan exists depends on what line of business the company is in. This is displayed in Diagram 4.2.

Diagram 4.2

A large part of the companies who answered our survey, 52.11%, have business both online and in physical form. This is followed by companies that are physical, but have an online presence; 27.63% work in this form. According to our survey Sweden was the most common region the companies had business in, 54.21% had business only in Sweden. The question also included where they export. The three remaining options in addition to Sweden; Scandinavia, Europe and rest of the world were quite evenly selected, but the option rest of the world was second to Sweden with 17.9%.

Whether the companies had a crisis plan was compared to which parts of the world they have business in, including parts they export to. Remember, it were 51.32% of the companies who had a plan regardless where they have their business. 206 companies only had business in Sweden, 50.00% of them had a crisis plan. Of them who had business in Scandinavia, 41.07% had a plan. There were 48.00% of the companies having business in Europe who had a plan. Finally of them who had business in the rest of the world 66.17% had a crisis plan.
As a last question before heading over to the part where companies’ relation to social media was discussed in the survey, respondents were asked about their role in company. It was possible to choose more than one option, however most selected one option. Marketing manager was the most frequent role with 27,11% followed by communications manager, 23,42% and the third most common role was CEO, which 21,05% had as their role.

When asked if the companies use social media, 88,68% of the 380 respondents were users. Those who were users could continue to the next question, which touched upon how they use social media. More than one option was possible to choose. Communication with customers became the option most respondents selected, namely 94,14%. This was followed by advertising, 63,84% and increased customer knowledge, 60,59%. Crisis management, with its 24,76%, comes behind competitions and customer service.

Respondents who were social media users were questioned how often they use it. It turned out that the option several times a day had the highest percentage with 38,87% followed by several times a week which was chosen by 27,89%. A big part of the participants, 80,53% stated that they do monitor what is said about their company in social media. Those who did monitor were then directly after asked if they use any monitor tools. Participants could choose more than an option. Above half, 52,61% responded "yes, through external partner". This was followed by the option: "no, we do it manually, in-house" with 32,35%. More specifically, in total there were 39 who had experienced such a crisis, 35 or 89,74% of them monitor what is being said about them.

We also made a comparison between what lines of business the companies are in and how often they use social media. The most common answer for each line of business is displayed in Diagram 4.3.
All of the participants were asked if they have a crisis plan. There were 51,32% of the participants who had such a plan, 42,11% did not have a plan and the remaining did not know. Of those who had a plan, 44,10% had not included social media in it. It was 50,77% who had included it, the remaining did not know. Among those who have a crisis plan and have social media included in it, 91,92% had added social media before a crisis had occurred.

Almost half, 48,95% of the participants had a crisis response team. But 44,47% did not have such a team. Results are similar on the next question where respondents were asked if a main responsible for crisis management in social media exits, 45,53% had a main responsible and 49,74% had not. We wanted to know which the main channels are in a crisis situation, it was possible to choose 3 alternatives as a maximum. The three most important channels were; press release 77,11%, social media 53,42% and others 42,89%. Since it were so many, 163 who selected the option other we took a closer look on what they had specified. It was 77 of them or 47,23% that use their own homepage as one main channel in a crisis situation. Second to homepage we found newsletter and email with 22,69% of the specified answers.

Most of the companies participating in our survey, 89,74% have not experienced a crisis in social media. But some of our participants have experienced a crisis in social media, more specifically 39 companies. Of these, 33,33% states that the crisis had no impact on the
company. But 33,33% states that the company was strengthened by the crisis in social media. There were 20,51% respondents that specified in another way. For instance it were specified that a better dialogue and interactivity with the target group and less worried customers were results from their crisis in social media.

Whether the companies had a crisis plan were compared to how the companies who had experienced a crisis in social media had been affected by it. There were 13 companies who stated that the crisis has strengthened them, out of these eight or 61,53% had a crisis plan. Of those who had experienced a crisis which did not affect the company, it was ten of 13 or 76,92% who had a crisis plan. Out of the four companies who had been weakened, three or 75% did not have a crisis plan. Finally three companies had been damaged two of which did not have a crisis plan.

We compared the variable regarding if the companies had a crisis response team to the variable about how the crisis in social media, given that they had experienced such a crisis, had affected them. There were 13 participants that had been strengthened by the crisis. Out of these 13, eight or 61,53% had a crisis response team and two did not know if a team existed. The same amount of respondents, 13, stated that the crisis had not affected the company. Out of these, twelve had a crisis response team, giving a percentage of 92,30%. There were four companies stating they had been weakened by crisis, three or 75% of these did not have a crisis response team. However among the three companies stating that they had been damaged two had a crisis response team.

We conducted a comparison between if a main responsible for crisis management in social media exists and how companies that had experienced a crisis in social media had been affected by it. Again there were 13 companies who had been strengthened, eight of these, 61,53%, had a main responsible, four did not and one did not know. There were four companies who had been weakened of which two had a main responsible. All, three, of the companies that had been damaged had someone that was main responsible for social media. Among the 13 who stated the company had not been affected seven, 53,84%, of them had a main responsible and six did not.

4.2. SECONDARY QUANTITATIVE DATA

This data was collected by the research company Wecall on behalf of the insurance company If and includes 100 Swedish listed companies. The respondents were asked how well prepared
they think the business is, facing a potential crisis on a scale from 1-8, where 1 is unprepared and 8 very prepared. We found that the mean value of this question was 6.05. Respondents were further in the study asked if monitoring of social media is included in their crisis preparedness. Slightly above half, 52%, of the respondents answered no, that social media monitoring was not included. By looking at the mean value we can see that 19 out of 32 or 59.37% of them who selected 6 on the scale had not included monitoring of social media in their crisis preparedness. It was 13 companies who answered yes.

Approximately one third of the companies state in the study that they have several times or occasionally experienced some kind of negative spreading of rumours about their company in social media. Regarding if any guidelines exists, for what the employees can write about the employer in social media, 54% of the respondents answered no, stating that no guidelines exists.

4.3. QUALITATIVE INTERVIEWS

Everything that is presented in this sub-chapter is how we, the authors, have interpreted what has been said during the interviews. The interviews are attached in the appendices and the interviewees should not be judged on this short summary of the interview since things may have been misunderstood. If you think or wonder about something, we ask you to, please, read the full interview instead and create your own understanding of what has been said.

Two qualitative interviews were conducted. The first was conducted via Skype held in English with Mr Arnberg, the marketing and communication manager of the web hosting company Binero AB. He has been working there since 2009. The company started in 2002 as Aleborg Solutions AB and in 2007 the company changed their name and became Binero AB. The company have currently 22 employees and the annual turnover in April 2011 was 27 million Swedish crowns.

The second interview was conducted face-to-face, in Swedish, with Mrs Dahlgren, at Linnaeus University, in her office. Mrs Dahlgren has been working at Linnaeus University since 2007 and is responsible for press, research communication and external crisis communication. Linnaeus University has around 2000 employees and the annual turnover is around 1 548 million Swedish crowns (Linnaeus University, 2012).
4.2.1. SOCIAL MEDIA

Binero is as Mr Arnberg call them an “extremely online business” and many of their customers are considered experts in online marketing and web pages and have more knowledge in the area than the employees at Binero. Binero focus on Facebook, Google Plus\(^2\) and Twitter but they also got presence on YouTube and Flickr. They started a company blog in 2007, have been active on Twitter since 2009 and started to use Facebook sometime before 2009. Mr Arnberg has the responsibility for Binero’s activity in social media and to a very large extent he is also working with them. He has, as well, written their social media guidelines. Binero target different stakeholders in social media and with the blog they target both old and new customers. The blog, Facebook and Google Plus to a large extent, and to some extent Twitter, have a function of being channels for their own content. They try to create quality content and continuously send out their content in these channels.

Linnaeus University exists both online and offline since students can take courses online. The university got many international contacts, since they have much collaboration with foreign universities. At the university there are around 20 people working with communication and marketing. They work with everything from internal communication to web, marketing, branding, student recruiting and so on. There is one person in the staff that has the main responsibility for social media but there are many more that work with social media and most of the university's departments have their own Facebook and Twitter accounts. When it comes to which stakeholders the university target in social media, they communicate with their research funders via Twitter since many of them are followers of the university's Twitter account, therefore it makes it a suitable channel to use. Facebook is also being used for this purpose but is also a common channel to reach students.

Linnaeus University mainly use Facebook and Twitter when it comes to social media, but they use other social networks as well, for example Flickr. Their homepage got a significant role and has a page where everyone can ask questions and share their opinion. Mrs Dahlgren does not see social media as the next step in communication, but rather that it opens more channels in which they can communicate. The university uses firstly journalists and the press

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\(^2\) Google Plus (or Google+) is a social network from Google launched in June 2011 (Google History). On this social network you can for example share things with your circles (groups of friends), chat and video-call (Gundotra, 2011).
to reach out with news, but social media becomes more and more important. They publish news on their website, on Facebook and on Twitter. Before Växjö University became Linnaeus University in 2010 the university used social media, but now they have become more active and the use has increased the last couple of years. Mrs Dahlgren brings up the importance to have a diversity of channels. The challenge is to adjust the tone to what media and what group you targeting. You cannot have the same message for newspapers as for other media.

Both interviewees bring up the importance to be where stakeholders are. For the university Facebook is used by many students and is therefore a suitable channel to use. Mrs Dahlgren brings up that it is easier to handle and respond via social media that the university uses, than in other channels.

Both Binero and Linnaeus University monitor what is said about them on Internet. Binero uses a system called Hootsuite, earlier they have used TweetDeck. According to Mr Arnberg the reason to use Hootsuite is that you can have several users, corporate accounts and you can assign questions to different people. Binero monitors competitors, but do not put as much effort and time into it, as they do in answering and monitoring customers’ questions and problems. It is important for them to see if customers are happy with them, so Binero can give them feedback. If it is a new customer they like to give them feedback as well. Mr Arnberg brings up that Binero has even more reasons to intervene if there are customers that are unhappy with them; and if so, why and how Binero can do something about it. According to Mr Arnberg, Internet is transparent and “customers will be talking about you, so you might as well talk to them as much as you can”. Linnaeus University monitor other universities, since it is of interest to see how they work, at the same time the universities do have a lot of cooperation.

Mr Arnberg brings up that when monitoring on Twitter, this can be done with the help of keywords. For example if Binero search for a competitor’s name, just as they search for Binero they can see everything that is being said. Both interviewees state that it is not possible to control what is written online. Mr Arnberg states that you cannot always rely on social media and there are some risks concerned with them. For example you might not see everything, or your monitor might not pick up what is relevant for you. A problem that can occur is when one member of the team start answering a customer’s question online, when the customer have already written something more. Another scenario is that more than one of the
team members answers the customer’s question. Hence, it is important to try to keep a strict
coordination discipline. So there are a number of difficulties with social media and then there
is the 140 characters limit in Twitter, which according to Mr Arnberg is a problem as soon as
you start trying to manage support. At Binero they are aware that if they have too many
disturbances or too big disturbances Binero would not do well in their social media channels
and they would start working against them. In Mr Arnberg’s opinion, some companies are not
suitable to be in social media, such as tobacco companies, since it opens up more channels for
negative voices. So being active in these kinds of media will not help these companies, since
they will be forced to apologize all the time.

When it comes to Binero’s customers, the uptime is very important and if any disturbance
occurs Binero need to react fast and track down the problem. Binero’s ambition is to answer
general questions in social media and refer individual questions to Binero support channels,
phone and e-mail. In Binero many of the employees were really excited and wanted to answer
customers’ questions at any time, when they started using social media, but they have now set
office hours on when to answer.

With Internet everything is now very much “out in the open”, and Mr Arnberg believes that
guidelines for correct and incorrect behaviour will be developed in many industry associations
over time, since sometimes you can see unacceptable behaviour. Binero have different
policies, and one of these is that the staff never should go out and answer customers as
themselves. Further employees should never talk about competitors. Whenever Binero
addresses a competitor, somebody who has the authority to, should do it. Mr Arnberg brings
up that it is relevant to have a discipline on who says what in the organization, and to have
some ethical guidelines of how you act on the web.

4.2.2. CRISIS MANAGEMENT

Binero tend to see on Twitter within minutes if any of their services goes down. Some of their
customers react even faster than the three minutes it takes for their external monitor website,
Binerodrift, to detect a problem. If Binero has any disturbance, either planned maintenance or
unforeseen disturbances, customers can be informed about this on Binerodrift. The site is
hosted elsewhere and it’s monitored by Pingdom\(^3\), so whenever one system goes down for more than three minutes it is automatically visible on Binerodrift, down to the server level. The entire company could disappear, and Binero’s customers could still visit Binerodrift to see their individual system. According to Mr Arnberg, Binerodrift will always be up. The system works in such a way that if any problem arises, the system will alert the operation technician on call. After this the operation technician on call should almost immediately post a comment about the disturbance on Binerodrift. Binero do not want to be seen as hiding anything, they try to inform their customers quickly and they are as Mr Arnberg says transparent. To some extent it is a judgement call for Binero and for example if one server goes up and down, called “flapping”, in a limited period it might not be a reason for them to write anything on Binerodrift. Mr Arnberg further explains that if there is any significant disturbance, a short text should be posted on Binerodrift immediately, with a longer text to follow. If the disturbance is to some extent larger the person who has the responsibility for social media should be alerted, regardless of time. Customers can start asking themselves why the site is down, is it me or is it my host? If it seems to be my host, has my host noticed it? Is my host working on it? Questions like that can be answered immediately by looking on Binerodrift. “People will be very happy for it, even for a signal saying that everything is clear, that it is working” says Mr Arnberg.

In Mr Arnberg’s opinion, crises have had a significant impact on Binero’s brand. But probably they have not too much affected Binero negatively, as they have had a growth in turnover by a factor of ten, and they are still growing very quickly. Mr Arnberg thinks that their quick reactions in social media have helped them. Further has not the net effect of it been positive but he states that net effect of communication has probably been nearly as good as it could be. Binero has changed due to crisis and they have changed the entire way the company works because of social media.

Linnaeus University has a crisis plan, a crisis team and an emergency management and, according to Mrs Dahlgren, their system is well planned for a crisis. The crisis team consists of a variety of employees and is depending on what crisis that occurs. The university’s management, management for departments and faculties such as deans, communication

\(^3\) Pingdom is a service that monitors websites uptime, and informs when there is a problem (Pingdom).
people and other staff members that are experts in crisis management are involved in this crisis team. Further there are people who handle the reception and similar and the plan includes for example who will take the responsibility for answering the phone in a major crisis. If a smaller crisis occurs the whole crisis team does not necessarily get brought in. When a major crisis occurs there are descriptions on “what to do”; where the staff should meet, how to handle media and so forth.

Though the university have a well planned system how and who should act in a crisis Mrs Dahlgren still say that there is no template that they can follow exactly when a crisis occur since every crisis is unique and look different than the other. The university has some routines how to act when someone passes away, but in other areas it depends on the nature of each crisis.

4.2.3. CRISIS MANAGEMENT IN SOCIAL MEDIA

According to Mrs Dahlgren there is a difference between crisis management and crisis communication and the university work with crisis communication both internal and external. She mentions that press and web are often good channels when a major crisis occur. When it comes to social media the university try to be where people are. And in this way deliver the intended message in different channels. For example they want to be able to answer questions if people are afraid, or if they want to know what to do, and so forth. Mrs Dahlgren brings up the difficulties to have some kind of control over what is written. For example when a question is written in the university's channels it is not problematic, but when it is in another channel, where they are not present, it could be more difficult. The existence of many different kinds of channels has changed the crisis communication, since it is difficult to be everywhere.

Linnaeus University has experienced a crisis in social media where people wrote inappropriate things on Flashback⁴. Since the writing was on a very low level and contained racism, the university decided not to respond to it, but they informed the employees about that it existed online. So in this case they were communicating more internally than externally.

⁴ A Internet forum.
Binero have over the past three years had a couple of occasions where they have had disturbances of a level that according to Mr Arnberg is what you really would call a crisis. They have had a significant impact on their brand, but on the other hand their quick reaction in social media, above all, and in general media too have helped them. Binero has, during a crisis, communicated with stakeholders, management, owners and also media in social media. They have also used their blog in some cases, when they felt it was motivated to afterwards explain what happened. When it comes to crisis management in social media, Twitter is the most important, since it is faster than Facebook. Mr Arnberg states that Google Plus is still evolving and nobody really knows how to count Google Plus, yet. Binero has about 3300 followers on Twitter and it is there they get the rapid communication. Mr Arnberg also brings up the importance to quickly react to customers’ complaints, to show customers that you care about their anger and to quickly answer some of their questions.
5. **ANALYSIS**

5.1. **CONTROL VARIABLES ANALYSIS - PRIMARY DATA**

To start with we will analyse the collected data with our control variables to see how the results can be generalised.

5.1.1. **HOW WELL-DEVELOPED THE TECHNOLOGICAL COMMUNICATION INFRASTRUCTURE AND THE INTERNET ACCESS IS**

Statistics compiled by International Telecommunication Union (2011) show that Sweden are among the top countries in the world, when it comes to the percentage of individuals using the Internet, with 90% usage in 2010. We believe that the fact that Sweden, were the research has been made, is such a connected country will likely affect the need for and use of social media. With this in mind we believe that our results, from this view, can be generalised to some extent among other well-connected countries, while it probably cannot be generalised, without caution, to other less well-connected countries.

5.1.2. **COUNTRY AND CULTURE**

We believe that our results can be generalised to countries and cultures similar to Sweden. Especially countries in Scandinavia since they are similar regarding for instance how well developed the companies’ competitiveness is and the level of information technology they possess (Weforum 1 and Weforum 2). Countries in Scandinavia are similar to each other since they, to a large extent, have a shared history, similar culture and social structure and so forth (Norden 1). It is harder to generalise to countries in for instance Asia where the business culture is quite different, involving much more planning and patience when doing business (Swedishtrade 1). It is also difficult to generalise to countries in Eastern Europe such as Russia, since the way of doing business and the culture is different (Swedishtrade 2). The language is as well a barrier (Ibid). It is easier to generalise to countries in North America since there are similarities between for instance Canada and Sweden, however the pace of doing business there, is higher than in Sweden and it is tougher to negotiate (Swedishtrade 3 and Swedishtrade 4).

5.1.3. **SUMMARY CONTROL VARIABLES**

When combining the control variables we believe that the results from our research can be generalised to some extent. We do believe that some generalisation can be made between
countries that are similar to Sweden regarding culture and how well-developed the technological communication infrastructure and the Internet access is.

5.2. CRISIS PLAN

A larger company, in the sense of that they have many employees, is more likely to have a crisis plan. A larger company is in our minds more complex and have somewhat of a complicated structure. We believe that it has more stakeholders affecting the company and a larger management than a smaller company. This leads to that larger companies are more likely to have a need for a crisis plan. One can assume that larger companies have a longer history than smaller ones and over time they might have experienced several crises. It is possible that a crisis plan has been constructed as they have learnt from their mistakes that caused earlier crises. To have many and perhaps powerful stakeholders surrounding the company can increase the need for a crisis plan since, according to theory, it is important to build alliances and to work together with stakeholders and keeping them informed about what is happening both before and during a crisis.

One should bear in mind what Mrs Dahlgren said, that even though a crisis plan and a well-planned system on how to act in a crisis exist, every crisis is unique in its nature. It does not exist a standardised model that one can follow precisely in a crisis and come out unharmed. It could be argued that this is in line with theory, to be able to improvise and to change behaviour when a crisis strikes can be important. Also to take a closer look at the different assumptions, roles and meanings in a company during a crisis can be necessary, certain crises might demand a change in these in order to handle and respond to the crisis.

The public sector is the industry in which companies to the highest extent have a crisis plan. What this depends on is difficult to say, but companies in this sector might have higher demands to live up to regarding crisis preparedness. Their market can be more regulated and they may have to follow more government policies and rules and in those a crisis plan is perhaps demanded.

Which parts of the world the companies had business in (including parts they export to), were compared towards if they had a crisis plan. There was no real pattern since the percentage of those who have a crisis plan does not continuously go up or down as more markets are served. However the percentage of those companies having the rest of the world as their market is higher. This might be because it can be differences between countries as Sweden or countries

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in Europe compared to countries in the rest of the world. For instance there might be differences in political stability, environmental issues, culture and language. It makes it more complex and thereby the need for a crisis plan is higher.

Top management might also influence if a crisis plan is present and crisis management overall. Say that an organization’s top management is conducting business in a very risky and irresponsible manner, in their world and organizational culture a crisis is never going to happen. Then when a crisis strikes they do not know how to respond and act. No such thing as a plan exists. Employees in an organization like this may not have a management to learn from regarding what to do during a crisis. Management ought to support and maintain its crisis plan if it exists, simply to have one is not enough if it is ignored or made mockery of.

5.3. USING AND MONITORING SOCIAL MEDIA

As our theory chapter brings up, it is important for companies to monitor social media, since a lot of discussions about companies are made online, and by monitoring social media companies can get feedback about various areas almost instantly, but even if companies monitor social media there are still challenges and it might not pick up what is relevant for the company. When it comes to monitoring what people write about your company online, it exist many different kinds of software and tools. But as Mr Arnberg said in the interview the software might not monitor correctly or might not pick up what is relevant for you company.

Most of the companies in our survey use social media, however companies that have more than 50 employees, are more likely to use it than compared to those who have less than 50 employees. Perhaps companies having a small number of employees have chosen not to participate in our survey, since they felt that social media are not relevant for them. The larger companies might have felt it were more suitable for them to answer. This could be one reason to why we, in general, have large companies participating in the survey.

A large company, who has a large amount of employees, could be expected to be rather well-known. Companies of this size are more or less expected to have a presence social media nowadays, they might also have a large clientele and use social media as customer service. In social media they can meet and take care of many customers in a small period of time, use it for competitions and gain knowledge about many of their customers.

Many of the companies that have experienced a crisis in social media monitor what is said about their company in social media. Possible reasons why, could be that they have learnt
from their experiences and realized that monitoring is necessary. But one should remember
that a major part, 80,53% of all participants monitor, consequently it is not possible to say that
those who have experienced a crisis monitor social media to a much larger extent. We believe
the reason to why so many companies, who have not experienced a crisis in social media,
monitor social media could be due to the fact it is an area that have been given lot of attention
during the last years.

In the secondary data, we argue that the mean value is high on the question how well prepared
respondents think the business is, facing a potential crisis (scale from 1-8). Most companies
selected a 6 and certainly feel a rather high degree of crisis preparedness. However over half
of these companies have not included social media monitoring as a part of their crisis
preparedness. We believe in order to consider the company well prepared one should include
social media monitoring.

In our opinion it is strange that, still today, many companies are not prepared enough for a
 crisis in social media and that half of the companies in If”s research did not even monitor
social media. This is something we believe companies rapidly need to adjust to avoid getting
into problems, the day a crisis arises, in social media. We get the impression that some
companies have not become aware of the change that has happened in the last years, shifting
power from companies and traditional media, giving it to consumers. We believe, if there is
not a fast change we will continue seeing companies getting their brands damaged since they
are not prepared on how to respond to a crisis in social media.

We argue, with support from eWOM theory that companies to a greater extent in today’s
online world, need to understand eWOM’s power and the shift of power it has created, giving
power to customers, from companies. As explained in the theory chapter, it is possible not
only to follow what is said about the company but also to receive much feedback from
customers both potential and existing, which can possibly make the company stronger. We
believe that to be present in social media and to monitor social media can be beneficial for
companies. Both Mr Arnberg and Mrs Dahlgren point out that a company cannot control what
is written online and it is not possible to monitor everything, for example private
conversations on Facebook.

It is particularly important for companies to monitor when customers are unsatisfied and are
spreading negative Word-of-Mouth. Word-of-Mouth is important for a company not only
centering the existing customers but also to gain new ones. For companies it is getting more
and more difficult to be present in all media where stakeholders such as customers are. It is hardly possible to respond fast in every channel within social media. An example could be blogs and other forums that the company are not aware of. Another problem with Internet is that it is very transparent and this makes it very difficult for companies since they cannot hide anything. As the theory chapter brings up, with the Internet everyone have an opportunity to share their views and experiences. This can be a way to strengthen the relationship with customers and to find new customers. However the Internet could be problematic for companies as well, it might be necessary to in a nearby future construct more guidelines about what people are allowed to do online.

According to the secondary data, 48% of If’s participants have included monitoring of social media in their crisis preparedness. In our study the percentage who monitor is much higher, 80.53%. It is hard to explain this difference with certainty but the companies participating in our study and those in If’s research might have different opinions what monitoring means. The companies in the secondary data were all listed companies and they might think that if they are going to answer that they have included social media monitoring, they must have a professional monitoring and not just a small-scale monitoring. As they are public and anyone can buy shares in their company they have a great responsibility towards investors in their company. The companies in our research might have a different view upon monitoring and the fact that we have a follow-up question where the participants can specify how they monitor can have influenced the answer on the question before, where the participants were asked if they monitor what people say about their company in social media. As mentioned in the theory chapter, monitoring social media is very important and it is good to see that many companies do monitor social media, even if we believe that this is something that companies needs to continue working on.

When using different social media the message needs to be adjusted depending on what channel that is being used. Mrs Dahlgren states the importance to use a diversity of channels. The challenge is to adjust the tone to what media and group you are targeting. For example the same message might not be possible to use for both newspapers and other media like social media. There is also the fact that it is easier to handle channels where the company have a presence, for example the company’s Facebook page. But there is a challenge since the companies cannot see for example what people write in private messages. We argue that it is good that these channels cannot be monitored. Companies need to be careful to not intrude in people's privacy.
Communication through Internet has, during the last couple of years, become the most popular way for companies to communicate with their stakeholders. Social media are among the fastest growing phenomenon on the Internet. These sites make it possible to build and maintain a network of friends online and there are many kinds of them. The different social media have various advantages and limitations. With Twitter the user can fast send out a short message but it has a limitation since every post can only consist of 140 characters. This can be problematic when handling support matters. Though could Twitter be used when handling a crisis to reach out fast with a message and the company could follow up with a link to another site such as a company blog where the information is more in detail. As Mr Arnberg mentions, some companies, such as tobacco companies may not be suitable to use social media, since it opens up more channels for negative voices. So being active in these kinds of media will therefore not help them since they will be forced to apologize all the time.

5.3.1. COMPARING THE INDUSTRIES
Media and entertainment is the industry, which clearly uses social media to the largest extent. Companies in communication, advertising, PR and marketing is the industry which uses social media second most. That these industries use social media to such a large extent is something that is quite natural in our opinion. The reason is that social media could be counted as belonging to these industries.

5.4. CRISIS RESPONSE TEAM
The size of the company seems to play a major role whether a crisis team is present or not, larger companies seems more likely to have a crisis response team. An explanation to why, could simply be that there are more employees and that they probably have more resources. We believe that another possible explanation to why larger companies to a larger extent feel a need to have a crisis response team could be that small companies generally is not as interesting, as a larger company, for media for example and thereby are not as likely to get a crisis as a larger company. Because, as brought up in the theory chapter, for a crisis to become a serious one, mainstream media needs to pick it up.

In our survey there seems to be a relationship between if a company has a crisis response team and the effects of a crisis in social media. It might be so that a crisis response team helps the company to either be strengthened by the crisis or not being affected by it. The presented theory also supports to have a crisis response team. Since, with a team, decisions can be made
faster, information can quickly be delivered and in a team one can have many different skills and perspectives helping the crisis response process.

5.5. MAIN RESPONSIBLE FOR SOCIAL MEDIA

As presented in the empirical data chapter, in the survey we can see that that 45.53% of the responding companies had someone that are main responsible for social media. It is a bit more usual to have a social media responsible in larger companies than in smaller. Large companies, with more than 250 employees, tend to have a main responsible individual to larger extent than companies that have less than 250 employees. But it is a difficult to tell if the size of a company has an impact on whether someone that is main responsible for crisis management in social media exists. The reason to why there still are some differences could be due to that the large companies, to a larger extent, feel that they have this need or the resources that it demands.

In the case of Binero Mr Arnberg explained that they do have someone that is main responsible for their use of social media, namely himself. Also Linnaeus University got one person that is main responsible for social media, but just as in the case of Binero several employees are involved in the work with social media at Linnaeus University.

We argue that more companies should have a main responsible, since it seems to help companies during a crisis in social media. Social media is special regarding how to communicate, so it might be good to have an expert on how to communicate in social media. This means that the company does not need to start learning how to communicate in social media, during a crisis.

5.6. CRISIS MANAGEMENT IN SOCIAL MEDIA

What our study shows is that it seems to be positive to have a crisis plan, in order to either be strengthened or not affected by a crisis. To have a main responsible for crisis management in social media might also influence the effects of the crisis, to a positive outcome in the sense of being strengthened by the crisis. We think it is not possible to see any clear connection between those who stated they had not been affected by a crisis and whether they had a main responsible for social media or not. This because slightly above half of them had a main responsible and the rest did not. A crisis response team seems to be very beneficial to have if a company is going to go through a crisis unharmed; it also appears to be beneficial to have a team if a company will be strengthened by a crisis.
In the theory chapter, about crisis management in social media, it was brought up that companies should think before investing money in social media, especially before investing in monitoring social media. We believe this is true, if companies start to invest money, we argue they should invest in professional monitoring software and not in inefficient, manual monitoring. Mr Arnberg brought up that it might not be suitable for all companies, such as tobacco companies, to have a presence in social media. We believe he is right regarding this and that it is important for companies to think about if they really want to open more channels for communication, before entering social media. Otherwise, simply entering social media might create a crisis for the company, that otherwise would not have happened.

We believe that a crisis in social media could be started by the company's employees, if they do not have clear instructions both on how to respond stakeholders and what they are allowed to write about the company, in social media. It seems like having guidelines for the employees, about what they are allowed to say, about the company, in social media, is not as usual as one might expect today. Only 44% of the respondents in If's research had guidelines regarding this. We believe this is something companies need to work on, to help their employees to understand what they are allowed to write about the company and prevent a crisis from arising.

Regarding how the employees should answer, in social media, Mr Arnberg brought up that Binero got guidelines for how the employees should answer customers and how to handle competitors. One of the respondents in our survey (Appendix F, question 19) wrote an own answer, saying (translated from Swedish) “The crisis was a negative comment on Facebook and Twitter, later it was shown that it came from a competitor. The person regretted what she had written, but by then it was already out”. We also had someone e-mailing us, when we conducted the survey, wanting to check that it was not a competitor trying to get them to answer questions about them, something the person stated had happened. People using fake identities is, as mentioned in the theory, a problem that can occur both in social media and overall on the Internet. If someone uses a fake identity to write something about a competitor, this might create a crisis for that competitor. But later, if it gets out that someone has behaved in such a way, it could create a crisis for that person's company too. This is a problem and we believe that Mr Arnberg is right in the fact that there needs to be guidelines for how companies should act and that it would be good if industry associations started developing guidelines for how companies in their industry should act on the Internet.
A problem when handling a crisis in social media could be that, if it is not handled well, many posts and comments could be written in blogs and similar. These will stay there, even after the crisis could be considered as over. We argue that this shows the importance of a quick response in social media, to prevent a crisis from becoming too large. Since this will stay online, it might affect the company for many years to come. We believe the electronic Word-of-Mouth, might result in a crisis, lasting longer than expected. This is a real difference, to how it previously worked, when yesterdays' news easier were forgotten.
6. CONCLUSIONS AND DISCUSSION

We have found several critical success factors when companies use social media for crisis management. Companies need to monitor social media, to be able to respond quickly to any upcoming crisis. It is important that this response is adapted, to the channel, meaning that it should not be the same message as given to, for example, traditional media in a press release. The response should also be given in a friendly and human way. In social media people want to get a human response and not hear a corporate voice. A crisis plan, crisis response team and a main responsible for crisis management in social media are important parts for successful crisis management.

There are differences between smaller and larger companies in the preparedness and management of a crisis. We can, in our research, clearly see that size and how prepared a company is for a crisis, affects each other. Large companies have more preparedness for crisis management and are more prepared to handle a crisis in social media. Large companies are more likely to have a crisis plan, crisis response team and a main responsible for crisis management in social media. It is more likely for large companies to have a presence in social media. Consequently, as larger companies are more prepared for crises, they are better in managing a crisis in social media.

We argue that the validity of this thesis is high, when it comes to construction and ecological validity. The internal validity is fairly low, since we are not able to prove that the results have not been affected by any other variable. We do not consider the external validity to be high, since the respondents were chosen by a convenience sample. Regarding the reliability, we argue it is acceptable and we believe that other researchers conducting the same research would likely find the same critical success factors. This since we have in detail described the steps taken for the research and because the theory that exist in this area have found similar critical success factors. In addition the interviews gave us similar answers as we were able to find in the survey, theory and secondary data.

6.1. THEORETICAL AND MANAGERIAL IMPLICATIONS

We believe the important points brought up regarding how to successfully manage crises in social media, can be used by managers wanting to develop a new or update their old crisis plan, on how to handle crises in social media. We have the hope that these points will get well-used by companies and will help them to better handle crises in social media.
We think that other researchers, making research in this area, will find what we have stated to be of importance. We hope this will help the scientific community to find more answers on the questions regarding how companies successfully do and should use social media in crisis management and to find answers regarding differences, between small and large companies, in the preparedness and management of crises in social media.

6.2. LIMITATIONS
There are some limitations; the findings may be not applicable on all companies, since our results cannot be generalized to a greater extent. There is no deeper investigation regarding each kind of social media, it is for example not possible in our study to see how to specifically manage a crisis on Facebook. There exists many different social media, but since these are not studied specifically in our thesis or conclusion, there is a limitation, since it is not possible to see how these specifically can affect a crisis.

6.3. PROPOSED FUTURE RESEARCH
The area of crisis management in social media need more research, since it is a new area that to some extent changes how crisis management works. We see a possibility for further research to investigate the individual social media, such as Facebook and Twitter, to closely study how companies actually use them in a crisis situation. We believe that a content analysis of Facebook pages and Twitter accounts of companies that have been in a crisis would be interesting.

We also see a need to more closely analyse if companies actually do use a more human voice in social media. And how this affect the result from the crisis, compared to if a more corporate voice is used. We think it is an interesting subject and believe there are possibilities to make lot of different research in the area of crisis management in social media.
7. REFLECTIONS

This was our first thesis and we have learned a great deal, which will be useful for the upcoming master thesis in the spring semester, 2013. During the thesis we have done beginners mistakes resulting in that we had to rewrite parts, which took much time for us.

In the beginning we felt that we had lot of time to write this thesis. This resulted in that we did not spend enough time from start and had to spend many evenings and weekends, later on, to get back on track. It affected the thesis since we had plenty of work to do in a small amount of time. The thesis helped us becoming better in planning when to work and when to be free. These experiences have learned us about setting deadlines and how to plan projects, something that we believe will be important in our future.

Even with the mentioned problems, it was a relatively short project, given the amount of work. This gave us a limited time to conduct the research. With more time we believe that we could have conducted even better research, collecting more answers and obtaining higher validity, by conducting a probability sample.

This project has helped us continuing develop our skills on how to work with a large project as a group. These skills are something we believe we will have a great use for, in our coming professional careers.
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APPENDIX A - QUANTITATIVE SURVEY

This is the survey, as it did look on Keysurvey, with the red English translation added to it.

Linneuniversitetet
Kalmar
Växjö

Krishantering i sociala medier
Crisis management in social media

Hoj,

Vi är tre studenter som studerar på Civilgrotprogrammet, inriktning marknadstjänst, vid Linneuniversitetet i Växjö. Just nu skriver vi vår kandidatuppsats ”Crisis management in social media” och vi har därför några frågor rörande hur företag i Sverige hanterar kriser, med fokus på sociala medier. En medveten i denna enkät är av stor betydelse för att studion ska kunna ge en tydlig bild av krishantering i sociala medier, i svenska företag.

Enkäten tar cirka 5 minuter och är anonym. Ingen som svarar kommer att kunna identifieras i uppsatsen. Om ni är intresserad av att läsa den färdiga uppsatsen så skickar vi den gärna till er (självklart kostnadsfritt), att ni behöver göra är att skriva i e-postadressen längst ner i formuläret (alternativt kan ni skicka ett e-postmeddelande till oss).

Vid frågor är ni varmt välkomna att vända er till Gabriel Modeus (telefon 073-573 24 37 eller på e-postadressen enk@ gabrielmodeus.se).

Vänliga hälsningar,
Gabriel Modeus, Rickard Paulsson och Helena Olsson

Allmänna frågor om er yrkesroll, men framförallt om företaget.
General questions about your professional role, but in particular about the company.

1. Hur många anställda har företaget?
How many employees does the company have?

Valj ett ...

Choose one ...

0-9, 10-49, 50-99, 100-249 250-499, 500-999, 1000-4999, 5000-

2. Vad är företagets årliga omsättning? I svenska kronor.
What is the company’s annual turnover? In Swedish crowns.

Valj ett ...

Choose one ...

Mindre än 1 tkr [Less than 1 tkr], 1 - 499 tkr, 500 - 999 tkr, 1 000 - 4 999 tkr, 5 000 - 9 999 tkr, 10 000 - 19 999 tkr, 20 000 - 49 999 tkr, 50 000 - 99 999 tkr, 100 000 - 499 999 tkr, 500 000 - 999 999 tkr, 1 000 000 - 4 999 999 tkr, 5 000 000 - 9 999 999 tkr, 10 000 000 tkr eller mer [10 000 000 tkr or more], Vill jag uppgöra [Do not wish to share], Vet ej [Do not know]
What industries are your company in? Select one or more answer.
- Fastighet, förvaltning, bygg och arkitektur: Real estate and real estate management, construction, architecture
- Finans och försäkring: Finance and insurance
- Handel, transport och magasinering: Commerce, transportation and storage
- Industri: Industry
- Kommunikation, PR och marknadsföring: Communication, advertising, PR, marketing
- Konsult, juridik, ekonomi: Consultant, law, business administration
- Media och underhållning: Media and Entertainment
- Offentlig verksamhet: Public sector
- Teknik, energi, telekom: Technology, energy, telecom
- Övrigt, specifika var... Other, please specify...

4. Är företagets verksamhet online, fysisk eller både och?
Is your business online, offline or both?
- Endast online (t ex Itunes): Only online (for example Itunes)
- Både online och fysiskt: Both online and physical
- Endast fysiskt (t ex närbutik): Only offline (for example a convenience store)
- Fysiskt med viss online närvaro (t ex hemsida innehållandes öppetider): Offline with some online activity (for example a homepage including opening hours)
- Online med viss fysisk verksamhet (t ex onlinebutik med hämtlager): Online but also physical business (for example an online store with a warehouse)
- På annat sätt, specifika gärna... In another way, please specify...

5. Vilka delar av världen har ett företag verksamhet i? Inklusive delar ni exporterar till.
In which parts of the world does your company have business? Including parts you export to.
- Sverige: Sweden
- Skandinavien: Scandinavia
- Europa: Europe
- Resten av världen: Rest of the world

What is your role in the company? Choose one or more alternatives.
- Ägare: Owner
- VD: CEO
- PR-ansvarig: PR manager
- Marknadschef: Marketing manager
- Marknadsassistent: Marketing assistant
- Krisansvarig: Crisis manager
- Kommunikationschef: Communication manager
- Kommunikatör: Communicator
- Annan kommunikationsroll: Other communicator role
- Övrigt, specifika gärna... Other, please specify...
7. Använder ert företag sociala medier? Does your company use social media?
- Ja  Yes
- Nej  No

8. Om JA på föregående fråga, hur använder i så fall ert företag sociala medier? Välj ett eller flera alternativ. If YES on the previous question, how do your company use social media? Choose one or more options.
- Kommunikation med kunder  Communication with customers
- Krishantering  Crisis management
- Kundtjänst  Customer service
- Reklam  Advertising
- Tävlingar  Competitions
- Ökad kundkännedom  Increased customer knowledge
- Övrigt, specifisera gärna...  Other, please specify...

9. Om JA på fråga 7, hur ofta använder ert företag sociala medier? If YES on question 7, how often does your company use social media?
- Flera gånger varje dag  Several times a day
- En gång per dag  Once a day
- Flera gånger i veckan  Several times a week
- En gång i veckan  Once a week
- Flera gånger varje månad  Several times every month
- En gång i månaden  Once a month
- Mer sällan  More seldom

10. Bevakar ni vad folk säger om ert företag i sociala medier? Do you monitor what people say about your company in social media?
- Ja  Yes
- Nej  No

11. Om JA på föregående fråga, använder företaget sig av några verktyg för bevakningen? Välj ett eller flera alternativ. If YES on the previous question, does the company use any tools for monitoring? Choose one or more alternatives.
- Ja, inom företaget med hjälp av programvara  Yes, in-house with the use of software
- Ja, genom extern leverantör  Yes, through external partner
- Nej, vi gör det manuellt inom företaget  No, we do it manually, in-house
Denna sektion handlar om hur ni som företag hanterar kriser. Både generellt och inom sociala medier.

12. Har företaget en krisplan? Does the company have a crisis plan?
En krisplan är en beskrivning på vad som ska göras vid en kris situation. En kris situation kan till exempel vara en skandal, ett större produktfel, ryktesspridning med mera. A crisis plan is a description of what should be done in a crisis situation. A crisis situation could for example be a scandal, a major product error, spreading of rumors etc.
- Ja Yes
- Nej No
- Vet ej Do not know

13. Om JA på föregående fråga, är sociala medier inkluderat i den?
if YES on the previous question, is social media included in it?
- Ja Yes
- Nej No
- Vet ej Do not know

14. Om ni valde JA på föregående fråga, lades sociala medier till i företagets krisplan före eller efter en kris?
If you chose YES on the previous question, was social media added in the company’s crisis plan before or after a crisis? If you have not experienced a crisis affecting social media yet, chose alternative “Before”.
- Före Before
- Efter After

15. Har ni ett krishanteringssteam?
Do you have a crisis response team?
- Ja Yes
- Nej No
- Vet ej Do not know

16. Finns det någon på ert företag som är huvudansvarig för krishantering i sociala medier?
Is there anyone at your company who is main responsible for crisis management in social media?
- Ja Yes
- Nej No
- Vet ej Do not know

17. Vilka är era huvudkanaler i en kris situation?
Which are your main channels in the case of a crisis? Choose the main alternatives, maximum three.
- Pressmeddelande Press release
- Radio
- Sociala medier Social media
- Tidningar Newspapers
- TV
- Annan, specifika gåarna Other, please specify
18. Har ert företag upplevt en kris i sociala medier?
Have your company experienced a crisis in social media?

- Ja Yes
- Nej No

19. Om JA på föregående fråga, hur har den, enligt er, påverkat företaget? Välj ett eller flera alternativ. If YES on the previous question, how has it, in your opinion, affected the company? Choose one or more alternatives.

- Företaget har stärkts Strengthened the company
- Företaget har försvagats Weakened the company
- Företaget har skadats Damaged the company
- Ingen påverkan på företaget No impact on the company

På annat sätt, specificera gärna... In another way, please specify...

20. Om ni önskar att få vår färdiga kandidatuppsats skickad till er, fyll gärna i er e-postadress. If you wish to get our finished bachelor thesis sent to you, please enter your e-mail address. You can also get it by sending an e-mail to enkat@gabrielmodeus.se
APPENDIX B - THE QUALITATIVE INTERVIEW GUIDE

This is the Swedish version of the semi-structured interview. For the English translation, see below.

INTRODUKTION

Hej, tack återigen att ni ställer upp. Upplägget för denna intervju är att först så kommer jag att ställa ett par allmänna frågor om er och om [FÖRETAGSNAMN]. Vi har ett par olika teman som vi kommer följa, dessa är sociala medier och krishantering. Intervjun bör ta upp till en timme. Vi kommer spela in intervjun för att underlätta vår analys till uppsatsen. Är det okej för dig?

ALLMÄNNA FRÅGOR


2. Inom vilken bransch verkar [FÖRETAGSNAMN]? Online eller offline? Hur ser det ut med internationell verksamhet?

3. Hur många anställda har [FÖRETAGSNAMN]? Vad har ni för omsättning? Hur många arbetar med marknad och kommunikation?

SOCIALA MEDIER, EWOM

4. Skulle du kunna beskriva [FÖRETAGSNAMN]s arbete inom sociala medier?


6. Till vilka intressenter riktar ni er till via sociala medier?

7. Bevakar ni vad folk säger om [FÖRETAGSNAMN] i sociala medier?

8. Kan ni utveckla lite mer hur er bevakning sker och vad ni bevakar? Använder ni någon programvara eller något verktyg för detta?

9. Bevakar ni era konkurrenters närvaro i sociala medier?

10. → Ifall ja, vad fokuserar ni på?

11. → Bevakar ni vad folk säger/skriver om era konkurrenter online?
**KRISHANTERING, KRISPLAN**

12. Har [FÖRETAGSNAMN] en plan med instruktioner vad ni ska göra i en kris situat i alltså en krisplan? Ifall ja, hur är ser den ut, struktur mm.?

13. → Varför har ni/eller har inte sociala medier inkluderat i denna krisplan?

14. Har [FÖRETAGSNAMN] varit involverad i en kris situation?

15. → Kan du beskriva hur ni hanterade krisen?

16. → Använd ni er av sociala medier för kommunikation med kunder, ägare, traditionell media och så vidare?

17. → Hur har krisen påverkat företaget?

18. → Har [FÖRETAGSNAMN] ändrat något efter krisen?

19. Om ni använder sociala medier: Anser du att det hjälpte er (företaget) under krisen?

20. → Kan du beskriva mer utförligt hur och varför det hjälpte eller inte hjälpte under krisen?

This is the English version of the semi-structured interview.

**INTRODUCTION**

Hi, thanks once again for you participation in our interview. This interview will start with a few general questions about you and [COMPANY’S NAME]. We will have two different themes that we will follow, these are social media and crisis management. The interview will take up to an hour. We will record the interview, to make it easier for us to analyse it for our thesis. Is this okay for you?

**GENERAL QUESTIONS**

1. Can you present yourself? (Follow-up: Name, title, working tasks? How long you have been working with your current tasks? How long have you been in the company? etc?)

2. What businesses are [COMPANY’S NAME] in? Online or offline? What about international business?

3. How many employees do [COMPANY’S NAME] have? What is the company’s annual turnover? How many works within the area of market and communication?

**SOCIAL MEDIA, EWOM**

4. Could you describe [COMPANY’S NAME] work within social media?
5. What social media is [COMPANY’S NAME] active in? How long have you been using it/them? Who are responsible for the social media activities?

6. Which stakeholders do you target within social media?

7. Do you monitor what people are saying about [COMPANY’S NAME] in social media?

8. Can you, please, tell me more about how and what you monitor? Do you use any software or tools for monitoring?

9. Do you monitor your competitors’ activity in social media?

10. → If yes, what do you focus on?

11. → Do you monitor what people say/write about your competitors online?

CRISIS MANAGEMENT, CRISIS PLAN

12. Has [COMPANY’S NAME] a plan with instructions about what to do in a crisis situation, namely a crisis plan? If yes, how does it look like, structure etc.?

13. → Why do you or do not have social media included in this crisis plan?

14. Has [COMPANY’S NAME] been involved in a crisis situation?

15. → Could you describe how you handled the crisis?

16. → Did you use social media for communicating with customers, owners, traditional media and so on?

17. → How has the crisis affected the company?

18. → Has [COMPANY’S NAME] changed anything after the crisis?

19. If you use social media: Do you believe that it helped your company during the crisis?

20. → Could you describe more in detail how and why it helped or did not helped during the crisis?
### APPENDIX C - SECONDARY QUANTITATIVE DATA

**Table C1: Secondary Quantitative Data**

<table>
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<th>V10. är bevakning av sociala medier en del av er krisberedskap?</th>
<th>Yes (Ja)</th>
<th>No (Nej)</th>
<th>Do not know (Vet ej)</th>
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**V2. How well prepared do you think the business is facing a potential crisis? (1-8 with 1 being unprepared and 8 very prepared)**

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How well prepared do you think the business is facing a potential crisis?

1-8 where 1 is unprepared and 8 very prepared.

Original question: Hur väl förberedd anser du att verksamheten är inför en potentiell kris?

1-8 där 1 är oförberedd och 8 mycket väl förberedd.
Is monitoring of social media included in your crisis preparedness?

*Original question:* Är bevakning av sociala medier en del av er krisberedskap?

Have you experienced any kind of negative spreading of rumours about your company in social media?

*Original question:* Har ni varit med om någon form av negativ ryktespridning om ert företag i sociala medier?
DO YOU HAVE ANY GUIDELINES AS TO WHAT YOUR EMPLOYEES ARE ALLOWED TO WRITE ABOUT YOU AS AN EMPLOYER IN SOCIAL MEDIA?

Original question: Har ni några riktlinjer för vad era medarbetare får skriva om er som arbetsgivare i sociala medier?
APPENDIX D - INTERVIEW WITH MR ARNBERG

Date: 01-05-2012

Interviewee: Arnberg, Erik

Interviewer: Modéus, Gabriel

Secretary: Paulsson, Rickard
Olsson, Helena

INTRODUCTION

Hi, thanks once again for your participation in our interview. This interview will start with a few general questions about you and Binero. We will have two different themes that we will follow; these are social media and crisis management. The interview will take up to an hour. We will record the interview, to make it easier for us to analyse it for our thesis. Is this okay for you?

GENERAL QUESTIONS

G: Could you please present yourself?

E: Well my name is Erik Arnberg it is my privilege to be the marketing and communication manager of Binero Hosting. Binero Hosting is Sweden’s fastest growing web hosting company that also has the best test records so far.

G: That’s nice. So what are your current tasks at Binero, what you do during the days?

E: Quite a range of things but I’m working with Binero’s brand, communication, marketing and to a large extent sales. Everything that concerns communication is kind of my responsibility.

G: Okay, so how long have you been in Binero?


G: Okay, have you been doing the same for the whole time or have you changed your tasks?

E: No, I have been doing about the same all the time. However the tasks have changed in nature. And it is continually changing its nature as Binero grows, in 2009 Binero was a 9 to
9,5 million crown company. Last year Binero was 27 million crown company and this year I anticipate we will be considerably larger in turn. And the marketing tasks of course changes according to that, I mean the Binero marketing department today has three people, but for most of the past three years there was only one person.

G: Okay so how long have you been working with marketing, communication and things like that, yourself?

E: I have been working with communication my entire career, initially as a lobbyist with the Swedish employers’ confederation for about two years or so back in the late 90’s. Then from late 99 to 2007, I was PR-consultant on different agencies, Hill & Knowlton and Andréasson PR, which is a Swedish subsidiary of Fleishman Hillard. And then in 2007, I switched over to being the marketing manager of a part of the Aga Linde Gas Group doing environmental dry cleaning from 2007 to 2009, and from then on I have been marketing manager at Binero. So all in all about 4-5 years as marketing manager and nearly 8 or so years as PR consultant.

G: So I’ll ask a bit about Binero, what business is Binero in? Could you tell us a bit more about that?

E: Well in order for any homepage to show up on the Internet technically there are two requirements. Number one there needs to be a server, the homepage needs to have space on the server, which is continually online and continually working. Secondly in, order to be found, the homepage should preferably have a domain name. Those two are the main products sold by shared hosting companies. Most of the hosting business or at least hosting business for individuals and small companies is shared hosting, i.e. hosting where individuals and small companies share server.

Then you have the higher end part of that business which is virtually private servers and dedicated servers where individuals and business reserve entire servers for themselves. If you want to go that far up as a user you need to know how to set up a server. Binero only does shared hosting and in addition the two mentioned things Binero of course also provides support and applications. That’s what Binero does and has been doing for 10 years, and Binero has consistently, since 2007, outgrown the competition.

G: Okay, so you are an online company but do you have any offline business? Do you have any stores or something like that?
E: Well you know, that would be a fun thing, wouldn't it? But that would only be a ploy if we were to do it, we are an extremely online business and many of our important customers are very much online themselves. I believe many kinds of geographically targeting marketing simply are not relevant for us. We do not have sales spots, whereas on the other hand I do think that, to some extent, we are always on the leading edge of communication, at least web communication because our customers are there. I wouldn't say that, as a company, our main expertise lays in communication. Our main expertise is hosting business, but our customers are certainly out there, always trying new stuff and always questioning what we do.

G: Okay, so what about international business, are you local in Sweden or are you international?

E: We currently have a number of foreign customers that we do not really know how we got. Our control panel is available in English but the rest is, so far, in Swedish, but this will not remain the case for very long obviously. But for now you could say we are a Swedish business with a small number of foreign customers that have been attracted to us.

G: Okay, so how many employees do Binero have today?

E: 22

G: 22 okay, and what is the company’s annual turnover?

E: The last official figure was the end of last year which was 27 million. And I anticipate a significant growth this year. As I mentioned it was a 9 - 9,5 million company in April 2009 and a 27 million company in April 2011 that is all figures from Allabolag.

G: Okay

E: The figure for this year is not public yet.

SOCIAL MEDIA, EWOM

G: So let us head over to a bit more about social media, could you, please, describe Binero’s work within social media?

E: Well, we work with our products. Some of our key customers are experts, they know online marketing and web pages better than we do. Better than anyone in Sweden because that is their business and those kinds of people tend to be quite vocal on the Internet and are very
much present on the Internet. So that has been clear to us from the start. An old way of marketing oneself on the net in the hosting business has been to be very active in web forums, which Binero was early on. And then when Twitter came along we started using that, in 2009. Binero wants to be Sweden’s friendliest host and as such it is important for us to be where the customers are and to be able to catch them when they are elated or worse when they are unsatisfied with us.

G: So, what social media is Binero active in today?

E: Even though we have a small turnover, we have several tens of thousands of customers, and quite a few notable customers, we are quite big. I would think that we are the most well known brand in the hosting business. And as such it is very important where you put yourself. You might put yourself in a position, with your brand, where people see you as required answering if you answer very often. We try to focus on Twitter which is very fast media, Facebook and Google Plus.

G: Okay

E: We also have presence in YouTube and Flickr. We did do Bloggy for a while but you know that one kind of did not go anywhere. Apart from that, we try to occasional have a look at blogs and forums, but the problem again is that we have customers who would like to us to become very present in specialized CMS forums, let us say Drupal for example, but we recognize that we do not have the capacity to do that. It is a bit like Google, Google is present on Google Plus and Twitter but they only intervene when they feel that they need to. They feel that they do not have the capacity to answer everyone, so therefore they want to have a very low profile and only intervening when they really feel they have to.

G: Okay, so you said you want to read blogs but you cannot, but do you blog yourself or do you do something like that?

E: Yeah, we have a company blog, started back in 2007, when the brand was changed from Aleborg Solutions AB to Binero, when Binero was so to speak, born. Aleborg dates back to 2002, but we have had a blog since 2007 and we blog nearly daily. Our Twitter presses and our blog are the top ones in Swedish hosting.
G: Okay, so you told us a bit about the blog and how long you have been using it and you said you started using Twitter in 2009. But Facebook and the others, how long have you been using them roughly?

E: I do not really know when we started using Facebook, it is before 2009.

G: Okay

E: And Google Plus, I would actually think we were the first in Swedish hosting to enter Google Plus, because we were in there with a personal page, when there were no company pages. But then when we were told to take that down, and so we did. This page was then banned, but anyhow.

G: Okay, so who are responsible for the social media activities in Binero?

E: Well the responsibility is mine, we had for some time a blogger, who also was a social media editor but I write our guidelines for social media and to a very large extent, I also work with them.

G: Okay so which stakeholders do you target with the social media, like customers, traditional media etc.?

E: You could slice that in different ways. One way of slicing it is obviously, since we want to be Sweden’s friendliest host and you can leave us, at any point, as easily as you can become a customer and we will even refund you for the rest of the time you have paid for. So it is very easy to leave us and our product is growing rapidly, but we also have relatively high turn. And to fight against losing customers, we do want to have a big online presence, to grow and to strengthen the relationships with our customers. It is easy that hosting goes back to being just anonymous infrastructure but that is not the relationship that we would like to have with our customers. Secondly, obviously it is getting new customers and another way of talking about it and by in large it has a lot to do with geeks. Our blog both targets old and new customers. But the blog, Facebook and Google Plus to a large extent and to some extent Twitter have a function of being channels for our content. We try to create quality content and continuously send out these things in our channels. Whoever is interested is one target group obviously when attracting new customers and SEO purposes.

G: Okay
E: Twitter is so much more, as it’s fast, I mean any of these forums can to some extent become a support forum where you get questions. Twitter is very fast paced, and is the closest to becoming a support forum and that is where customers who are prospects also come in. As you can hear we have not segmented much more but I would say that a large part of the group is geeks.

G: Okay

E: Then you can go into what kind of geeks it is, you have the web agency geeks, the web developers, the SEO consultants, the semi-professionals, you have all of the IT crowd who you know work with the web intimately and like social media.

G: Okay

E: Then of course to some extent you have more of the IT professional crowd; the server guys. Then you also have girls in there, a growing amount of girls. There are the front end girls or blog girls, as you can call them. I mean, you have much more women in blogging and in web agency, working with a front end application, I would think, and with communication but all of them are into social media.

G: Okay, so in social media do you monitor what people are saying about Binero?

E: Yes.

G: Do you monitor everything?

E: Well I mean on Facebook and on direct messages on Twitter people are entitled to have their own conversations that we neither can nor try to monitor. Apart from that social media is open and so whenever Binero is mentioned we do try to monitor it. Either if it’s a question to us or if it’s somebody that is very happy or unhappy with us.

G: Okay.

E: And if they are happy with us, we really like to see that and give feedback. If they are new customer we like to see that and give them feedback and if they are unhappy with us we have even more reason to try to intervene and see if we can do something.

G: Okay, so do you use any software or any tools for monitoring? How do you do it?
E: We currently use something called Hootsuite. We have also used TweetDeck. Hootsuite have different advantages. TweetDeck is quick and relatively fast in picking up whatever is said. But the reason for using Hootsuite is that you can have several users, you can have corporate accounts and you can assign questions to different people.

G: Okay.

E: And we cannot have just one person handling social media, one need to have more than one person.

G: Okay. Do you monitor your competitors’ activities in social media?

E: We monitor them and they monitor us.

G: What that your competitors do, do you monitor?

E: Obviously, for practical reasons, monitoring them is less active and I would think that it is the same the other way around. What both parties notice of course right away is if the other party is actively challenging, if you actively start talking to the competition and if you are trying to pitch for each other’s customers or things like that. But apart from that we often see how we do things and they copy us. But we don’t feel that we or anyone have monopoly on good ideas. The few of our competitors who are smart enough to make noise in social media, obviously we find reasons to monitor them.

G: Okay. Do you monitor what people say/write about your competitors online? Positive and negative comments and things like that.

E: It’s a bit the same evolution on Facebook as on Twitter, the evolution being that it is very easy to get quite a few followers over time. And then following your stream often becomes less interesting on Twitter, so you focus more on keywords, searches. And if we do search for a competitor’s name, just as we search for Binero’s name we can see everything. It’s done, just for practical reasons, during office hours. I can see we might have responsibility to respond to people who are questioning us, where we certainly don’t have the responsibility to follow all of our competitors in social media. Then again there are few of them that are actually active.
CRISIS MANAGEMENT, CRISIS PLAN

G: Does Binero have a plan with instructions about what to do in a crisis situation, namely a crisis plan? If yes, how does it look like, structure etc.?

E: Yes we do, as a hosting company, uptime is important. I mean, we sell a service and there are several hundred of thousands of homepages. We are for example talking about some SVT sites and we used to have some Aftonbladet sites. There can be some significant sites and so if any of these sites go down for even a very brief period, we need to react quickly. Obviously on the technical side, Binero always has an operations person on duty. We need to have that and we have elaborate plans for those guys, how they work. I mean whenever we do changes, even for crisis management, we have plans involving several team members at all times. If bad things happen you can’t have one person working and growing tired if the problems are growing worse. You need to be able to call in higher level of experts and to grow the team. That’s the technical hosting part.

With regards to communications, I’d like to elaborate a little on that, if I may?

G: Yeah.

E: Because as we have a service people tend to react within minutes, we tend to see it on Twitter within minutes if our service goes down.

G: Okay?

E: We try to be Sweden’s friendliest host and to be as transparent as possible. For instance one of the things which I feel we exceed any competitors is that we have an operational site, Binerodrift which is entirely separate, so Binero, the entire company, could disappear, and our customers could still go in on Binerodrift and they could see their individual system. The whole site is hosted elsewhere and it’s monitored by Pingdom, so whenever one system goes down for more than three minutes it is automatically visible there, down to the server level. Nobody else has this that I know of. Now what we have seen on Twitter are that very often our geeky customers react faster than three minutes. If a number of customers very quickly report similar problems then we know we have an issue and we have a routine to alert the operations manager to it. So if we go over to the more communicative side of crisis management, we have this Binerodrift site which is external and will always be up. If we have any problem, the system will alert the operation technician on call. The operation technician...
on call should relatively immediately post on Binerodrift because we don’t want to be seen as hiding anything, we’re transparent.

G: Okay.

E: Now there are of course to some extent a judgement call, if one server goes up and down, start flapping as it is called, in a limited period it might not be a reason to write something on Binerodrift. But any significant disturbance should come in text there immediately.

G: Okay.

E: Obviously it is a very short, rapid, text and with a longer text to follow. Now if the disturbance is to some extent larger the person who has the responsibility for social media should be alerted. That’s regardless of time. Because we know people tend to become quite frustrated. We have a very significant customer base, and unfortunately for purely statistical reasons, if you have problems even at night, even at unlikely times there are likely to be some customers that have some kind of very important activity going on.

G: Okay.

E: So whenever we do plan operations or have planned maintenance we do try to provide information about that beforehand on Binerodrift and in social media. And if some disturbance should happen, that unforeseen disturbance it’s immediately posted on Binerodrift, and if it’s more serious nature the social media guy is told about it. Then again we make a judgement call, how many customers are affected. We decide if we should just respond to the affected party directly or to go out in social media, broadly, just to let everybody know that there is a disturbance and technicians are working on it. And as soon as the disturbance is done we try to communicate that as well. In our experience, in large geeks, our customers, are very nice people.

G: Okay.

E: When we started with Twitter, for instance, there were some worries that it would only become as what you call the Jewish wall in Jerusalem, a wall of lament. That it will only become a wall for people who believe they will get more attention if they make greater noise. Particular on Twitter, the key question is if you are known or not known. As soon as the sender is known, the sender needs to take some responsibility for his or her action. This means that somewhat mature people tend to act relatively maturely too. So they give us credit
if credit is due and criticism if criticism is due and both help us as long as it’s measured and with regards to crisis management. People will wonder why the site is down, is it me or is it my host. If it seems to be my host, has my host noticed it? Is my host working on it? Questions like that can be answered immediately. People will be very happy for it, even for a signal saying that everything is clear, that it is working.

G: Okay. Have you been involved in any crisis situation?

E: In my career I have been in a number of crisis situations. I’ve trained management teams in crisis management and written manuals for it, both at Binero and elsewhere.

G: Ok, have Binero been in a crisis?

E: Well we invest nearly every crown we make, in improving, but also growing the quality of the company’s systems, particular with regards the reliability and uptime, because that’s such an important factor in our business. For instance a competitor recently failed to have mail backup or lost hundreds of thousands of emails for Swedes. That’s the thing, the customers don’t pay much for the service but they tend to not forget or forgive if you do things like that. So with regards to Binero over the past three years, yes there have been a couple of occasions where we have had disturbances of a level that you would really call a crisis.

G: Okay, how did you handle it, according to your plans or, what happened? Can you tell us a little more about that, please.

E: Well I mean our plans have been creatively impart due to the experience that we have accrued over time. So yes we handled them according to plan. I mean when a disturbance happens, social media people have been alerted nearly immediately. Over time I think we have nearly always been very quick, probably the quickest in responding in these kinds of situations and customers have been appreciating it.

G: So you use social media for communicating with customer. During a crisis, have media contacted you on social networks and asking things and how about owners?

E: Yes all of these things have happen. But I mean it has been stakeholders, management and owners as well as media.

G: How have the crisis affected the Binero?
E: I would say very little, since Binero became Binero we have grown by a factor of ten in turnover and we are still growing very quickly. So with regards to the crisis obviously it’s a little bit more complicated than that. Yes our growth and ambitions has lead to the fact that we have had to exchange all of our systems to grow, to hire personnel who have been at the level where they have been lecturing at the Royal Institute of Technology, to get that kind of people and that kind of complexity. We have a unique environment that we have created, so yes over time we have had some significant crisis and they have had a significant impact on our brand yes, but on the other hand our quick reactions in social media above all and in general media, I think they have helped.

G: Okay. So you don’t think Binero has been harmed by these crises?

E: I didn’t say that. We have, I mean the brand hasn’t been helped by them. I believe that the Chinese sign for danger is also a sign for opportunity. A crisis management consultant will always argue that by reacting correctly and strongly enough in a period of crisis you can turn it into sales opportunity.

G: Okay.

E: I’m not the most experienced in this field, but I’ve been in a number of crisis situations and I would say that in reality if you work for a customer company in communications and something goes wrong with the key product or service delivered, than in many instances you are very much into mitigating damage levels in many situations by large. So with Binero I think that we have made many customers happy and thankful that we react quickly on a personal level. We communicate extremely much when required, when they want us to, when something goes wrong. But of course it is not good if a company has severe disturbances, in particular in a company like ours that is growing quickly and rebuilding our entire infrastructure from scratch and then growing it. We have had a couple of larger crises and the net effect has obviously not been positive. I would say the net effect of communication has probably been, nearly, as good as it could be, but the net effect of the total fact that there is a major disturbance, obviously that hasn’t been good.

G: Okay

E: It’s hard to say anything else
G: Okay. Has Binero changed anything after the crises? Or have you kept on doing what you have been doing?

E: Well, we’ve changed due to a crisis. Yes we certainly have. The entire way the company works has changed due to social media.

G: Okay.

E: And that’s related to crisis. The entire company is kept on its toes in another way and during any crisis, in general, more people tend to get involved. It’s really like that our customers are very much online and we live in a very transparent time now and we try to stay, if not ahead of the curve, at least at the very forefront of the curve in these matters. You can’t hide things, customers will be talking about you, so you might as well talk to them as much as you can. Even if you don’t have good things to say, at least you can provide with the things that are available.

G: Okay.

G: How do you believe the use of social media has that helped Binero during the crises?

E: Through a large extent. Well I mean firstly, social media has helped some competitors even more, because there the customers said your operation page is down or you do not have an operation page but it is good that you are in social media because otherwise we would not know anything. In Binero’s case the fact that we have an operations site, which is by the way also a Wordpress site, so nearly a blog but it is not a blog, so even if our social media personnel is for some reason has not reacting quickly enough, other customers will find the operation site and will point other people in social media to that operation site.

G: Okay.

E: Secondly, we have a blog and in some instances if we feel it is motivated, then we can go out afterwards and explain what happened in our blog.

G: Have you done that?

E: Yes we have and that is not something that you do lightly. But sometimes, customers can respect it and they can respond positively to it just as they can in social media. The ability to react to customer complaints quickly, to show the customer that you care about their anger and to rapidly answer some of their questions is important. Those initial questions that I
mentioned, something is wrong here, is it just me or could it be with my host, okay it is with
my host, has my host noticed it? Is somebody working on it? Just to initially answer those
questions and for you as a host, to be able to also express that this is actually not general
disturbance, this is a disturbance affecting due to, possibly vendor hardware failure affecting a
small part of our system and we have a technician working very diligently on it. So those
kinds of things are worth a great deal, we do get a lot of thank you’s when we do that because
people are courteous and nice. You develop relationships with people and they understand
that it is not easy or nice to have to sit and apologize all the time. So by large social media
helps a great deal and also for instance with mass media, there too social media is another
channel, most of our competitors, if they use social media, then they have that as a crisis
channel, to some extent, I have seen one. We have our operations page, we have social media
and we have a possibility to have direct contact with the mass media. So if mass media
contacts us we can obviously do the standard thing i.e. find out exactly what is going on and
what you want to say or not and then give them those answers and then for smaller updates
they do not have to call you for that information because that information is available on the
operation site and in social media.

G: Okay, so during a crisis do you use all your social media channels or is it some specifically
that you use? Which one do you think is the best one to use, for you?

E: For us Twitter is the most important because Twitter it is faster. Twitter is really noticeable
faster than Facebook. Google Plus is still evolving, nobody really knows how to count Google
Plus, yet. Twitter is where, we have about 3300 followers and that is where we get the rapid
communication. I have personally been involved in tweeting about 13 000 tweets, since we
started in 2009. And I can say that the last tweet was a retweet of a customer saying; Binero
has fantastic support, way to go.

G: That is nice, so during a crisis would you use for example Google Plus or would you just
focus on Twitter?

E: There are two levels of crisis communications in social media, like I said with a miniscule
disturbance then number one we might scarcely have noticed it and sometimes even the
customers alert us to it. It might be a case where they are disturbances that are difficult to see
on the operation site, there are disturbances that fall below a 3 minute continuous disturbance
detection range. We built a system which is unique in the world, it is several times redundant
in any key aspect. It is one heck of a system, any part of that system is redundant, there are
failovers and things will be replaced. But you can find other things have happened such as components that do not signal that they are down and are not down but starts malfunctioning, starting flapping so to speak for instance. Individual customers can alert on a problem and then you have to react quickly. Otherwise there are some levels, number one is when there is no crisis, and then there is nothing to communicate. Number two is when there is a larger disturbance but it affects relatively few customers, then you answer the customers that are talking to you. But then you have the case of big disturbance, where you want to give your customers the service of actually informing them. So that they know what is happening, since we are transparent. And in that case, I am not sure that we have always been doing enough. Twitter is certainly our number one channel but I do recommend that we go out in all media. We have done so sometimes, also communicating planned operations, we are all humans I could not guarantee that this always been done, but it should be done. I.e. planned operations work or anything that affects a really big range of customers should be communicated in our main social media. Not necessarily in the blog, because we want our blog to be really nice and really interesting so not posting small things like; we have a planned operation. We do not want to fatigue our blog readers with that.

[A few seconds missing from the recording]

E: … 5 to 22 people and I can say that social media has changed the way Binero works.

G: Okay.

E: And it’s my consistent effort and wish that every single member of Binero should be constantly aware of Binero’s brand image and Binero’s customers’ feelings, because our customers are our toughest coaches and our best friends, in good times and in bad times. So with regards to social media, yeah we really like it but whether you should be in social media or not depend on what kind of company you have. I wouldn’t recommend that Milton Private or some very big tobacco company necessarily to go into social media too much.

G: Okay?
E: It would just being exposing themselves for criticism. It depends on who you are. Our service and good is very much online. And it’s relevant since more companies start to grow online.

G: So you think it could be dangerous for a company, like a tobacco company to be in social media?

E: Well those are extreme examples. What I looked at was that Phillip Morris had some ads where they were looking for senior communication personnel way back.

G: Okay?

E: And the fact is that, those that I suggested are some companies that are so criticised that when they try to be good guys their communication staffs has to apologize half the time. And in that case you have really nothing to gain by opening more channels to communicate with more angry people out there.

G: Okay.

E: If we would have too many disturbances or too big disturbances, above all too many disturbances our company wouldn’t do well and our social media channel would start working against us. We are very aware of that fact.

G: Okay.

E: And there are hard choices with regards to social media. When we started working with social media there were some people who really motivated, me being one of them, we tended to answer questions at any time of the day. Now we have gone into what SJ did on social media from the start, setting office hours.

G: Okay.

E: We can’t run the company in any other way. In the end of the day we have to be prepared to pay for the time that somebody is using. The other big choice with regards to social media is whether you, in general, say that you should answer all questions in social media or not, that is number one.

G: Okay.
E: So far, that’s our ambition even if that’s not like a rule. It’s a rule that Binero should be around and to answer on phone and mail because those are our support channels. Secondly should you answer only general questions or should you answer specific customer cases? I.e. truly deliver support, our rule is that we try to answer general questions and refer individual questions to the support channels, for many reasons. This is also very relevant for your work in crisis management, very relevant is the fact that Facebook, Twitter and similar social media are relying on a technology of updating different notes all over the world but not updating the notes or not having the notes updates simultaneously and quickly could be a problem. So if you work over time with social media you will notice that you don’t necessarily see all information relevant for you. You might certainly not receive it at the same time as it was sent.

G: Okay.

E: So there are significant risks with regards to, let’s say relying totally on Twitter for instance because your monitor might not even pick up what’s relevant for you and for example if a customer ask you something, if a member of your team might start answering when the customer already said something more or you may answer when one member of your team have already answered unless you try to keep that coordination discipline strict. So there are a number of difficulties with social media and then it’s the 140 character limit on Twitter which is a problem as soon as you start trying handling support

G: Okay

E: You have a abbreviate services but over time in general they haven’t been too reliable. I think some of those things can be quite relevant from a crisis management perspective. And any company or for that matter a municipality should have a site. Binero has put in DNSSEC which is much stronger kind of security for sites. All Swedish authorities should get DNSSEC sites too, within the next couple of years.

G: Okay.

E: And also among that crowd I have seen municipalities who have also looking into our kind of having an external crisis site with somebody else. You should have an external site which keeps web communication up no matter what. You should be in social media too, but you should be aware that social media is not always reliable.
G: Okay. Is there anything else that you would like to share?

E: I believe one of our competitors actually went as far as saying that “hosting has the toughest competition business in the world”, in the Internet World recently. I am not sure I would go that far but it is certainly true, a lot of people have said in social media that it is a tough competition out there due to the fact that everything is more transparent nowadays and everyone can see each other. Before, just to be in small technical forums were enough. Now everything is very very much out in the open and I would believe that guidelines for correct behaviour and incorrect behaviour will be developed in many industry associations including that one for hosting over time, I am pretty sure of that, because sometimes you see unaccepted behaviour as well. In Binero we have policies and one of these policies is that our staff should never go out and answer customers on themselves. Our employees should never talk about competitors, whenever Binero addresses a competitor. Binero should address the competitor as a company and that should be done by somebody who has the authority to do that, because if individuals start tweeting, as competitors has done, number one it is actually a false sender case. Other people could think that you are an innocent, objective, customer which you are not. You actually are the marketing manager over a competitor for instance. That has happened, number one is how aggressively you talk about competitors and secondly if you should talk about competitors at all. To have a discipline on who says what in the organization and to have some ethical guidelines of how you act on the web. So that is one thing, otherwise we have not really been affected by that. But if you have a trending subject on Twitter, which we actually have had, a subject that becomes popular enough, you will notice it because then immediately you will have a number of spambots starts twittering you spam. That has happened, and Twitter sometimes has security issues. We get people asking us things with a link and we have to judge whether we actually want to click on the link, they send, at all. Because we know that it is some kind of a virus. So our customers’ accounts, those are people that we recognize as customers, can get captured and then they will send us stuff that we do not want to click on. So you have things like that happening too. By the way, there is a foreign correspondent in Stockholm that I meet who told me about how DN had become blacklisted for doing journalism about the green revolution or the green spring, in Iran. So that is another factor that you can become blacklisted on Twitter. But I think that Twitter has changed their policies now, since it becomes an important channel for more and more companies. But still one have to be careful, you do not want to be spam listed by too many people. So it is really an interesting forum. Overall I really like Twitter, some technical
forums can become very full of just competitors and industry people. You can be pretty sure that nearly everyone has agenda there. Whereas Twitter is nice, Twitter is so big that you for the most part will actually have customers or just average Joes. Well all right that is it.

G: Thank you very much, I will stop the recording now.
APPENDIX E - INTERVIEW WITH MRS DAHLGREN

Date: 03-05-2012

Interviewee: Dahlgren, Christina

Interviewer: Olsson, Helena

Secretary: Paulsson, Rickard

Olsson, Helena

INTRODUKTION

Hej, tack återigen att ni ställer upp. Upplägget för denna intervju är att först så kommer jag att ställa ett par allmänna frågor om er och om Linnéuniversitetet. Vi har ett par olika teman som vi kommer följa, dessa är sociala medier och krishantering. Intervjun bör ta upp till en timme. Vi kommer spela in intervjun för att underlätta vår analys till uppsatsen. Är det okej för dig?

ALLMÄNNA FRÅGOR

H: Så, kan du börja med att presentera dig själv lite?

C: Christina Dahlgren, jag arbetar som pressansvarig på Linnéuniversitetet och ansvarar för forskningskommunikation och kriskommunikation externt.

H: Mmm, har du haft samma roll hela tiden eller har du haft andra uppgifter?

C: Nej det är det jag har jobbat med när jag jobbat centralt här.

H: Hur länge har du arbetat här?

C: Sedan 2007.

H: Mmm och vilken bransch anser du att universitetet verkar inom?

C: Utbildning, forskning.

H: Ja och finns det online och offline att det är både och?

C: Hur menar du?

H: Alltså jag menar, att det finns verksamhet online också med kurser och liknande?
C: Absolut det finns ju distanskurser som görs över nätet.

H: Mm, har ni också någon internationell verksamhet?

C: Ja, vi har mycket utbyte med med..ja både inom utbildning och forskning med olika universitet i världen.

H: Hur många samarbeten har ni på ett ungefär?

C: Åh de kan jag inte säga men det hittar du på webben där finns alla, alla universitet som vi har utbyte med finns listade på webben. Jag vet faktiskt inte hur många de är idag.

**Hur många anställda har Linnéuniversitetet? Vad har ni för omsättning?**

H: Antal anställda och sådant kan vi kolla i årsredovisningen då som har du har gett oss, då fortsätter vi med sociala medier helt enkelt.

**SOCIALA MEDIER, EWOM**

H: Skulle du kunna beskriva lite hur Linnéuniversitetet använder sociala medier, vilka de använder?

C: Nu är ju jag inte ansvarig för sociala medier på vår avdelningen men jag arbetar ju med sociala medier framför allt med Facebook och med Twitter som är viktiga kanaler i vårt nyhetsflöde. Så att de flesta av våra nyheter går vanliga vägen ut till, genom journalister alltså genom pressen. Men också att vi publicerar allting både på vår webb och i vår Facebookgrupp och vi Twittrar också om de.

H: Så ni är ganska aktiva i Facebook och Twitter då?

C: Ja det är vi.

H: Hur länge har ni varit det ungefär? När blev det liksom mer?

C: Ja alltså Linnéuniversitetet har ju bara funnits sedan 2010 och det har varit viktiga kanaler för oss hela vägen sedan dess.

H: Så det har varit extra viktigt när ni blev Linnéuniversitetet?

C: Vi hade tidigare så också men vi kan nog säga att vi har blivit mer aktiva de senaste åren.
H: Sen tänkte jag, hur många är det som arbetar med kommunikation och marknad här, är det enbart du eller är det en stor grupp av personer?


H: Som är mer specialiserade på dem områdena?

C: Som är mer specialiserade just på det utbildningsområdet eller forskningsområdet eller så som bedrivs då vid den institutionen. Centralt jobbar vi övergripande med universitetet.

H: Vilka är det som har huvudansvaret för de här sociala medierna? Eller har ni flera personer som lägger upp på Facebook?

C: Vi har en som är huvudansvarig för området sociala medier som jobbar centralt då som heter Nisse Nilsson, men vi jobbar ju med sociala medier dem flesta av oss.

H: Det är många som är involverade.

C: Oh ja.

H: De här, sa du 20 personerna?

C: Ja

H: Mm är det några mer utöver den gruppen?

C: Ja sedan har många utav institutionerna har egna Facebooksidor, egna Twitter konton och så vidare.

H: Så det är ganska utbrett då?

C: Det är ganska utbrett ja. Vi jobbar även med Flickr och andra former av sociala medier men för min del skulle jag säga att Facebook och Twitter är dem stora.

H: Vilka anser ni vara de mest effektiva för att få ut informationen och svara på?
C: Jag tycker inte riktigt att det går att säga för att det beror så hemskt mycket på frågan, våra studenter är väldigt aktiva på vår Facebook sida, vi har alltså våra följare är väldigt aktiva på Facebook. Så att det kan vara en väldigt bra väg om det är student information till exempel.

H: Sen tänkte jag, vilka intressenter är det ni riktar er främst till inom sociala medier, typ ägare och liknande?

C: Om vi tar till exempel Twitter så, alla stora forskningsfinansiärer följer oss på Twitter vilket gör att det blir en väldigt bra kanal för oss att tala om vilken forskning vi bedriver och vad som händer i vår forskning eftersom dem då följer oss på, i den kanalen.

H: Så den är den främsta kanalen?

C: Nej det skulle jag väl inte säga är den främsta kanalen men det är en viktig kanal. Jag tycker mer det handlar om att ha ett brett spektra, att jobba i många kanaler för att nå så många som möjligt.

H: Och Facebook använder ni inte så mycket för det?

C: Jo det använder vi där också för jag menar det också, de om vi tar forskning till exempel det allt är kanske inte intressant för alla men det är intressant för någon. Och jag menar det, är det inom ditt ämne, om du som student om det är inom ditt ämne så kan det vara spännande att veta att en ny upptäckt har gjorts utav forskarna inom det området. Så att vi använder även Facebook för sådant.

H: Okej och är det så att ni bevakar då vad folk skriver i sociala medier om universitetet?

C: Ah det gör vi. Vi har söktjänster som letar upp vad som skrivs om universitetet.

H: Vad är det för slags tjänster, är det program?

C: Det finns ett antal olika bevakningsprogram som organisationer kan prenumerera på som då bevakar traditionell media och som bevakar sociala medier.

H: Har ni flera olika program eller är det ett specifikt?

C: Vi har faktiskt två olika just nu, ett för gammelmedia och ett för sociala medier.

H: Okej och det är inte så att ni kollar manuellt, till exempel att svara på Facebook?
C: Jo det gör vi absolut, vi försöker vara lika aktiva där sen har vi också en kanal in från vår webbplats som heter “tyck till” som från början var en tyck till om ny webbplats, men som numera är en kanal där folk ställer väldigt mycket frågor och där är vi ju hela tiden.

H: Och det är ifrån hemsidan?

C: Ja och svarar alla frågor som kommer in. Så vi försöker ha en närvaro.

H: Men mestadels är de med hjälp av de här programmen som ni liksom bevakar då?

C: Nja det är två olika saker skulle jag säga, att bevakas är ju att göra i stort vad skrivs om Linneuniversitetet på Twitter till exempel men är det någonting som skrivs på våra sidor är vi ju naturligtvis närvarande där.

H: Så det är delvis manuellt att ni kollar?

C: Absolut.

H: Både Facebook och Twitter?

C: Absolut

H: Är det så att ni också bevakar vad era konkurrenter och deras närvaro i sociala medier, till exempel andra universitet?

C: Bitvis gör vi det också.

H: Är det något speciellt ni då fokuserar på eller?

C: Alltså det finns ju ett allmänt intresse från vår sida att se hur andra fungerar och hur andra gör. Samtidigt har vi väldigt mycket samarbeten så att det är inte så att vi behöver ligga och bevakar varandra från sidan eller så utan vi skickar mycket till varandra direkt och så.

**KRISHANTERING, KRISPLAN**

H: Då går vi vidare med lite om krishantering. Har Linneuniversitetet en plan med instruktioner vad ni ska göra i en kriksituation alltså en krisplan?

C: Ja det finns, det finns krisplan och det finns krisgrupp och det finns krisledning som sammankallas vid någon form av kris som uppstår så vi har ett väldigt utarbetat system med krishantering.
H: Skulle du kunna beskriva mer om det, strukturen på det?

C: Asså en kris kan ju vara så mycket olika, det kan ju handla om ett, om vi har någon som dör till exempel en student eller en lärare så finns det färdiga rutiner för vad gör jag. Om det händer om jag jobbar ute på någon institution, vem tar jag kontakt med och sådär. För oss är det viktigt att alla behandlas lika vid sådana här situationer därför har vi sådana rutiner att samma saker sker oavsett vem det är och det kan handla om sådana saker som att det ska sättas upp en liten notis i receptionen, det skickas ut meddelande till personal och studenter, flagga på halvstång. Vi har minnestunder som man sammankallar till och så, det finns väldigt tydliga checklistor/rutiner för vad gör jag.

H: Hur många är de som är involverade i det här kristeamet då, om ni har det?

C: Ja..kristeamet..ah det är svårt att säga för det är så olika beroende på vad det är som händer, men det är naturligtvis universitetsledning, ledning för institution - och fackuliteter alltså dekaner och prefekter, det är kommunikationsfolk naturligtvis och det är människor från personal som är experter på krishantering och sådana saker. Jag snojar på väggen här för att jag har nämligen telefonnumren till krisledningen/gruppen här. Ja det är många människor, det finns också informationsfilter som handlar om reception och sånt om det är en större kris, vilka går in och tar ansvar över telefon och inkommande och sådana här saker.

H: Mmm

C: Men det kan ju också vara så hår att när..., om vi tar ett dödsfall igen då initieras det ofta av prefekten ute på institutionen eller en kollega eller lärare då, för att de den som får reda på det först. Då samlas inte hela krisledningen för universitetet utan då finns de rutiner som gör att det här fungerar då ändå.

H: Okej

C: Men är det större grejer så samlas då en krisledning och då finns det även fysiska planer var har vi mediarum och var träffas vi och sådana saker.

H: Men har ni också sociala medier inkluderat i denna krisplan och på vilket sätt i så fall?

C: Asså kriskommunikation är en helt annan sak än krishantering och då har vi också hur vi jobbar med kriskommunikation både internt och externt till press, press är ofta en bra kanal och webben hur vi gör med webben vid i en större kris. Och hur vi hanterar våra sociala
medier, men nästa sak är att hantera andra sociala medier de vi inte har kontroll över och där försöker vi ha en beredskap att finnas så att vi kan ha en närvaro på de ställen där folk hamnar, för att kunna finnas i den kanalen också.

H: Så till exempel om det inträffar en kris hur skulle ni då kanske använda, vad ska vi säga, Facebook, Twitter och de andra ni använder. På vilket sätt skulle ni..?

C: Ja våra egna är ju inget problematiskt

H: Nej..

C: För då använder vi naturligtvis de och alla andra kanaler för att nå ut med det budskap vi behöver nå ut med. Att samlas där eller gör det eller..

H: För att svara på andra kommentarer och liknande?

C: Ja och naturligtvis för att finnas där hela tiden och besvara om folk är rädda eller vad ska jag göra eller så, men det är ju en sak. Den stora problematiken i den här frågan är hur andra sociala medier, sociala medier som vi inte..

H: Menar du bloggar och liknande?

C: Ja bloggar eller till exempel Flashback eller sånt där som vi inte initierar informationen så att säga eller vet om, i våra egna så är det lättare att se om det kommer en fråga från dig så ser jag den och jag kan gå in och svara på den direkt, men just i uppsjön utav alla andra sociala medier så är det ett svårare jobb för att hålla oss där, att finnas.

H: Svårare att ha kontroll menar du?

C: Inte kontroll utan bara att finnas, finnas där för att vi ska veta om också var ni är, vi ska hitta er för att kunna finnas där och det är ett problem för oss, som vi jobbar med.

H: Men du uppfattar de andra sociala medierna som ni har mer kontroll över som Facebook och liknande är enklare?

C: Nej, men kontroll är ett felaktigt ord

H: Okej då ändrar jag, tar ett annat ord.

C: För att det handlar inte om att ha kontroll över vad som skrivas för det har du aldrig i sociala medier, utan det handlar om just det här att vi vet ju att du är där, det ser vi ju, vi vet att du är
där och ställer en fråga till oss, vilket gör att då har vi möjlighet att gå in och svara dig för att vi hittar dig i våra.

H: Mer hur man ska mötas..

C: Ja det är ju lite det som är poängen med att möta folk och våra studenter eller intressenter vilka de nu kan vara där de är. Och är de i våra kanaler så att säga så hittar vi dem omedelbart, de är ju som att de ringer till en, men är de i andra kanaler så är det mycket svårare för oss då måste vi scanna för att kunna möta dem där de är.

H: Men det tar ganska mycket tid också?

C: Ja det är svårt, men det här är naturligtvis en jätteviktig del för oss, händer det något stort vill vi kunna möta till exempel studenterna där studenterna är. Men sen när jag pratar också om det här med Flashback till exempel, vid en krishantering vid ett dödsfall till exempel om det är något spektakulärt så kan de med dödsfallet så kan det också ingå i vår uppgift att hålla koll på vad som skrivs på Flashback för att lite skydda de av våra medarbetare som inte är så vana. Man slår på ett namn och tror att man ska få upp Smålandspostens artikel om saken och så hamnar man på Flashback och där kanske det är något rasistiskt, och jätteobehaglig träd och sådär va, så det handlar lite också om för vår del att tala om att sånt här finns och vill ni inte uppleva det så var försiktiga. Så det är också mycket en sådan rådgivande del.

H: Okej..

C: Så det har förändrat, kriskommunikation har förändrats genom mängden av mötesplatser. Det är ju svårare för oss att finnas överallt.

H: Men jag tänker ifall det inträffar ett dödsfall eller någon annan slags kris går ni in medierna eller skriver, informerar om det, på något sätt eller är det mer att svara på vad andra skriver?

C: Det beror ju helt på vad det är, är det någon som har blivit sjuk och dött så är det ju inte av medialt intresse i huvudtaget då är det mer en intern kommunikativ sak.

H: Så det beror lite på vad..

C: Ja det beror helt på vad som händer, det finns liksom ingen mall för så här gör vi vid kris. För att varje kris ser olika ut varför jag plockade ut just det här med dödsfall är för att där finns det lite rutin så att säga, någon blir sjuk, någon går bort, vi ska meddela folk, vi ska ha flagga på halvstång, vi ska ha minnesstund.
H: Jo..

C: ..så där finns det en viss, ett enklare sätt att ha rutiner, men annars i normal kris, eller det finns inget som heter normal kris utan varje kris är unik.

H: Mmm

H: Men har ni varit med om några kriser som du vill berätta lite kort om, alltså Linnéuniversitetet, de senaste åren? Också om det varit något inom sociala medier..något som du kan komma att tänka på?

C: Alltså det exemplet som jag tog här om skrivande på Flashback är ett konkret exempel. Där många utav vår personal kanske inte riktigt var beredda på att få läsa hemskheter om en kollega. Så det är ett konkret exempel där vi då höll koll på vad står det här för att kunna förvarna och sådär att det här snackas om..

H: Inga direkta kriser som i mer i andra sociala medier? Jag har inget exempel själv, men i Facebook eller Twitter eller något annat? Kan vara svårt att hantera?

C. Nej inte något direkt exempel som jag skulle vilja lyfta fram. Kriser är också lite svårt att prata om för att man kan inte riktigt prata om direkta fall som berör människor

H: Du behöver inte svara, jag glömde att säga det. Det är bara att säga till

C: Ja det gör jag.

H: Men jag tänkte om vi tar det här exemplet med Flashback då, men då använde ni sociala medier för att kommunicera med..?

C: Nej det gjorde vi inte då, i det här fallet var diskussionen på en sådan hemskt låg nivå, på ett rasistiskt plan att vi kände att vår närvaro inte gör någonting bättre. Det är en avvägning som måste göras varje gång.

H: Nej..

C: I det här läget. Då handlar det mer om att informera vår personal

H: Så det var mer internt än externt

C. Absolut
C: Vi har ju då ett ansvar att också se till att vår personal har den information dem behöver för att kunna fungera och säga och då kan det ju också vara så att vi har ett ansvar att också informera vår personal om en sådan sak som Flashback som kanske inte är känt av alla. Man vet inte vad det är, Flashback kan vara jättebra i vissa sammanhang men det kan ju också vara en riktig dypöl om fel sorts människor kommer igång och börjar diskutera om folk är invandrare eller inte invandrare och sådana saker. Så då ligger det ju också på oss att liksom att tala om för vår personal att det här finns så, vill ni så är det upp till er men ni kan stöta på det om ni googlar och letar efter Smålandsposten artiklar.

H: Ni vill helt enkelt vara tydliga om vad som har hänt?

C. Ja, ja precis.

H: Tänkte har du nåt som du skulle vilja säga om krishantering, nåt speciellt som du tänker på i arbetet eller hur ni använder sociala medier? Nåt du vill tillägga?

C: Hmm jag tycker att kriskommunikation är ett, jag tar dem för sig.

H: Javisst

C: Är ett oerhört viktigt område både internt just för det här att ta hand om personal på ett bra sätt men också externt där en öppenhet är a och o och vi försöker ha ett universitet som är vidöppet.

H: Mm


H: Nästa steg menar du?
C: Nej jag skulle nog inte säga att det är nästa steg för att jag tror att dem flesta studierna visar att vi har inte slängt böckerna för att vi fick Internet. Utan olika målgrupper finns på olika ställen och vårt jobb är att försöka möta målgruppen där den är, är dem bara läsare av Smålandsposten så måste jag jobba igenom Smålandsposten, är dem bara på Twitter så måste jag jobba igenom Twitter så att det handlar mer om att vi har en mångfald i våra kanaler numera om man går tillbaka några år. Och utmaningen är snarare den att anpassa tonen efter mediet och målgruppen, vi kan inte ha samma pressmeddelande som vi skickar till tidningen. Ibland kan vi, det beror lite på men det är inte alltid säkert att det är rätt ton så att det är, jag ser det mer som en möjlighet att vi har denna mångfald och att vi liksom kan försöka möta folk där folk är.

H: Men med sociala medier, tycker du att det är studenterna ni använder det för att kommunicera med eller tycker du det är ganska så lika?

C: Nej jag skulle nog säga att än så länge så är det nog studenterna vår största målgrupp i sociala medier och det är ju ett generationsfråga. Men samtidigt är det så som jag sa innan att några så viktiga för oss som de större forskningsfinansiärerna, alltså forskning finansieras ju genom att man söker pengar hos till exempel vetenskapsrådet eller olika sådana här aktörer då och att dem aktörerna är följare av oss på Twitter innebär ju att dem är en viktig målgrupp för mitt twittrande.
APPENDIX F - RESULTS FROM THE SURVEY

All the comments have been translated from their original language, Swedish, to English by the authors of this thesis. The original comments, in Swedish, are available on request.

1) HOW MANY EMPLOYEES DOES THE COMPANY HAVE?

Original question: Hur många anställda har företaget?

![Bar chart showing employee count distribution]

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<td>33.16%</td>
<td>11.84%</td>
<td>11.05%</td>
<td>6.84%</td>
<td>5.53%</td>
<td>7.11%</td>
<td>2.63%</td>
<td>100.00%</td>
</tr>
</tbody>
</table>
2) **WHAT IS THE COMPANY’S ANNUAL TURNOVER? IN SWEDISH CROWNS**

*Original question: Vad är företagets årliga omsättning? I svenska kronor.*
<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Do not wish to share</td>
<td>33</td>
<td>8,68%</td>
</tr>
<tr>
<td>Do not know</td>
<td>32</td>
<td>8,42%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>380</td>
<td>100,00%</td>
</tr>
</tbody>
</table>
3) WHAT INDUSTRIES ARE YOUR COMPANY IN? SELECT ONE OR MORE ANSWER.


<table>
<thead>
<tr>
<th>Alternative</th>
<th>Response</th>
<th>Percent of the 380 respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Real estate and real estate management, construction, architecture</td>
<td>44</td>
<td>11,58%</td>
</tr>
<tr>
<td>Finance and insurance</td>
<td>16</td>
<td>4,21%</td>
</tr>
<tr>
<td>Commerce, transportation and storage</td>
<td>62</td>
<td>16,32%</td>
</tr>
<tr>
<td>Industry</td>
<td>29</td>
<td>7,63%</td>
</tr>
<tr>
<td>Communication, advertising, PR, marketing</td>
<td>49</td>
<td>12,89%</td>
</tr>
<tr>
<td>Consultant, law, business administration</td>
<td>26</td>
<td>6,84%</td>
</tr>
<tr>
<td>Media and Entertainment</td>
<td>35</td>
<td>9,21%</td>
</tr>
<tr>
<td>Public sector</td>
<td>37</td>
<td>9,74%</td>
</tr>
<tr>
<td>Technology, energy, telecom</td>
<td>68</td>
<td>17,89%</td>
</tr>
<tr>
<td>Other, please specify...</td>
<td>126</td>
<td>33,16%</td>
</tr>
</tbody>
</table>
Industries that were written on other was (translated from Swedish, when possible):

<table>
<thead>
<tr>
<th>Industries</th>
<th>Amount</th>
<th>Industries</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tourism, travel, experience</td>
<td>10</td>
<td>Politics, lobbying, think tank</td>
<td>4</td>
</tr>
<tr>
<td>Education</td>
<td>10</td>
<td>Aid organization</td>
<td>4</td>
</tr>
<tr>
<td>Culture, event, art</td>
<td>9</td>
<td>Incubator, innovation organisation</td>
<td>3</td>
</tr>
<tr>
<td>Retail</td>
<td>8</td>
<td>Vehicle, cars, accessories</td>
<td>3</td>
</tr>
<tr>
<td>Medical products and devices</td>
<td>7</td>
<td>Alcohol</td>
<td>3</td>
</tr>
<tr>
<td>Non-profit association</td>
<td>6</td>
<td>Sanitation, garbage disposal</td>
<td>3</td>
</tr>
<tr>
<td>Hotel, restaurant, conference etc</td>
<td>6</td>
<td>Trade organization</td>
<td>2</td>
</tr>
<tr>
<td>Internet, IT</td>
<td>6</td>
<td>Staffing company</td>
<td>2</td>
</tr>
<tr>
<td>Municipal, state, EU and similar (companies and authorities)</td>
<td>5</td>
<td>Care</td>
<td>2</td>
</tr>
</tbody>
</table>

Other: Aviation, Biennal, Chemical technical supplier, Chemicals, plastic industry, Church, Company development, Crisis management, Design, decoration, textile, Employer's organization, Energy, Environmental techniques, Water purification, Federation of labour unions, Food and primary production, Food, environment, rule development, HR, Administration, Sales, Idea organization, Industrial design, Information business, Interest organization, Investigations and evaluations, Organisation, Organisation, Other services, Outsourcing within lots of areas, Packing material and production, Pharmacy, Printing and e-commerce, Security, surveillance, Selling of textile machines, Service companies, Service sector (FM + industryservice service), Sport industry, Transportation/public transport and “Your professional reputation”.

121
4) IS YOUR BUSINESS ONLINE, OFFLINE OR BOTH?

Original question: Är företaget online, fysisk eller både och?

<table>
<thead>
<tr>
<th>Alternative</th>
<th>Response</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Only online (for example Itunes)</td>
<td>31</td>
<td>8.16%</td>
</tr>
<tr>
<td>Both online and physical</td>
<td>198</td>
<td>52.11%</td>
</tr>
<tr>
<td>Only offline (for example a convenience store)</td>
<td>23</td>
<td>6.05%</td>
</tr>
<tr>
<td>Offline with some online activity (for example a homepage including opening hours)</td>
<td>105</td>
<td>27.63%</td>
</tr>
<tr>
<td>Online but also physical business (for example an online store with a warehouse)</td>
<td>10</td>
<td>2.63%</td>
</tr>
<tr>
<td>In another way, please specify...</td>
<td>13</td>
<td>3.42%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>380</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

Other: “Trade organization with presence through website, twitter, facebook”, “Sells -and production”, Website, “Physical, but also well-visited website, facebook and also a bit of twitter”, “B2B - no own stores”, Reseller, University, “Consulting business - services to companies and organisations. Can mean web solutions. But for their communication and marketing communication.”, “Reparation of properties”, “We produce medicine for other companies (contract manufacturing)”, “We install garbage suction plants. Not directly
online”, “4 days biennial with presence on the Internet two years between the festivals” and “We are not a company”

5) IN WHAT PARTS OF THE WORLD DOES YOUR COMPANY HAVE BUSINESS? INCLUDING PARTS YOU EXPORT TO.

Original question: Vilka delar av världen har ert företag verksamhet i? Inklusive delar ni exporterar till.

<table>
<thead>
<tr>
<th>Alternative</th>
<th>Response</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sweden</td>
<td>206</td>
<td>54,21%</td>
</tr>
<tr>
<td>Scandinavia</td>
<td>56</td>
<td>14,74%</td>
</tr>
<tr>
<td>Europe</td>
<td>50</td>
<td>13,16%</td>
</tr>
<tr>
<td>Rest of the world</td>
<td>68</td>
<td>17,89%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>380</strong></td>
<td><strong>100,00%</strong></td>
</tr>
</tbody>
</table>
6) **WHAT IS YOUR ROLE IN THE COMPANY? CHOOSE ONE OR MORE ALTERNATIVES.**

*Original question: Vad är er roll i företaget? Välj ett eller flera alternativ.*

![Bar chart showing the percentage of respondents for each role.]

<table>
<thead>
<tr>
<th>Alternative</th>
<th>Response</th>
<th>Percent of the 380 respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Owner</td>
<td>39</td>
<td>10.26%</td>
</tr>
<tr>
<td>CEO</td>
<td>80</td>
<td>21.05%</td>
</tr>
<tr>
<td>PR manager</td>
<td>61</td>
<td>16.05%</td>
</tr>
<tr>
<td>Marketing manager</td>
<td>103</td>
<td>27.11%</td>
</tr>
<tr>
<td>Marketing assistant</td>
<td>12</td>
<td>3.16%</td>
</tr>
<tr>
<td>Crisis manager</td>
<td>18</td>
<td>4.74%</td>
</tr>
<tr>
<td>Communication manager</td>
<td>89</td>
<td>23.42%</td>
</tr>
<tr>
<td>Communicator</td>
<td>48</td>
<td>12.63%</td>
</tr>
<tr>
<td>Other communicator role</td>
<td>16</td>
<td>4.21%</td>
</tr>
<tr>
<td>Other, please specify…</td>
<td>52</td>
<td>13.68%</td>
</tr>
</tbody>
</table>

*Other (the bracket with a number indicates how many times it was written); Administrator, Analysis manager, Assistant director, Board member, Brand Marketing Manager (2), Business developer (2), Communications manager without staff liability, Communications strategist, Community Manager, Consultant (2), Crisis information manager, Department manager, "Editor-in-chief and legally responsible publisher, responsible for staff, budget and PR", Education manager, HR-Manager (2), Information manager (4), IT-manager and Art*
Director, Manager, Marketing coordinator (4), Medical manager, Planner Responsible, PR-consultant (2), Project manager (4), Public relation officer (2), Public relations officer (3), Sells manager, Senior consultant, Student care manager, Sweden manager, Webmaster (2), Vice president (3)

7) DOES YOUR COMPANY USE SOCIAL MEDIA?

Original question: Använder ert företag sociala medier?

<table>
<thead>
<tr>
<th>Alternative</th>
<th>Response</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>337</td>
<td>88,68%</td>
</tr>
<tr>
<td>No</td>
<td>43</td>
<td>11,32%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>380</td>
<td>100,00%</td>
</tr>
</tbody>
</table>
8) **IF YES ON THE PREVIOUS QUESTION, HOW DO YOUR COMPANY USE SOCIAL MEDIA? CHOOSE ONE OR MORE OPTIONS.**

*Original question: Om JA på föregående fråga, hur använder i så fall ert företag sociala medier? Välj ett eller flera alternativ.*

![Chart showing the percentage of respondents for each alternative.](image)

<table>
<thead>
<tr>
<th>Alternative</th>
<th>Response</th>
<th>Percent of the 337 that answered yes on question seven</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication with customers</td>
<td>289</td>
<td>94,14%</td>
</tr>
<tr>
<td>Crisis management</td>
<td>76</td>
<td>24,76%</td>
</tr>
<tr>
<td>Customer service</td>
<td>122</td>
<td>39,74%</td>
</tr>
<tr>
<td>Advertising</td>
<td>196</td>
<td>63,84%</td>
</tr>
<tr>
<td>Competitions</td>
<td>150</td>
<td>48,86%</td>
</tr>
<tr>
<td>Increased customer knowledge</td>
<td>186</td>
<td>60,59%</td>
</tr>
<tr>
<td>Other, please specify...</td>
<td>71</td>
<td>23,13%</td>
</tr>
</tbody>
</table>

*Other (the bracket with a number indicates how many times it was written): “As a meeting place since the editors are spread over the whole world.”, “Bloggers, journalists”, Brand Building (3), “Brand Building, stories”, “Building for our customers”, “Building network, getting contacts, reach quicker, lobbying”, “1) Channel to external stakeholders 2) Channel to employees”, “Citizen dialogue”, “Collection, membership”, “Communicating in a channel that our customers have decided themselves that they want to communicate in.”, “Communication”, “Communication for customers”, “Communication with candidates”, “Communication with...”*

Two answers on the alternative “Other, please specify...” has been removed since the respondents answered no on question seven.
9) IF YES ON QUESTION 7, HOW OFTEN DOES YOUR COMPANY USE SOCIAL MEDIA?

*Original question: Om JA på fråga 7, hur ofta använder ert företag sociala medier?*

<table>
<thead>
<tr>
<th>Alternative</th>
<th>Response</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Several times a day</td>
<td>131</td>
<td>38.87%</td>
</tr>
<tr>
<td>Once a day</td>
<td>42</td>
<td>12.46%</td>
</tr>
<tr>
<td>Several times a week</td>
<td>94</td>
<td>27.89%</td>
</tr>
<tr>
<td>Once a week</td>
<td>33</td>
<td>9.79%</td>
</tr>
<tr>
<td>Several times every month</td>
<td>30</td>
<td>8.90%</td>
</tr>
<tr>
<td>Once a month</td>
<td>3</td>
<td>0.89%</td>
</tr>
<tr>
<td>More seldom</td>
<td>4</td>
<td>1.19%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>337</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

*On this question three answers on “more seldom” has been removed due to that the respondents answered no on question seven.*
10) **Do you monitor what people say about your company in social media?**

*Original question: Bevakar ni vad folk säger om ert företag i sociala medier?*

![Pie chart showing responses to the question.]

<table>
<thead>
<tr>
<th>Alternative</th>
<th>Response</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>306</td>
<td>80.53%</td>
</tr>
<tr>
<td>No</td>
<td>74</td>
<td>19.47%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>380</td>
<td><strong>100.00%</strong></td>
</tr>
</tbody>
</table>
11) IF YES ON THE PREVIOUS QUESTION, DOES THE COMPANY USE ANY TOOLS FOR MONITORING? **CHOOSE ONE OR MORE ALTERNATIVES.**

Original question: Om JA på föregående fråga, använder företaget sig av några verktyg för bevakningen? Välj ett eller flera alternativ.

![Bar chart showing the responses to the question.](chart.png)

<table>
<thead>
<tr>
<th>Alternative</th>
<th>Response</th>
<th>Percent of the 306 that answered yes on question ten</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes, in-house with the use of software</td>
<td>85</td>
<td>27.78%</td>
</tr>
<tr>
<td>Yes, through external partner</td>
<td>161</td>
<td>52.61%</td>
</tr>
<tr>
<td>Yes, I do not know how it is monitored</td>
<td>4</td>
<td>1.31%</td>
</tr>
<tr>
<td>No, we do it manually, in-house</td>
<td>99</td>
<td>32.35%</td>
</tr>
</tbody>
</table>

One answer on “No, we do it manually, in-house” was removed due to that the respondent answered no on question ten.
12) DOES THE COMPANY HAVE A CRISIS PLAN?

A CRISIS PLAN IS A DESCRIPTION OF WHAT SHOULD BE DONE IN A CRISIS SITUATION. A CRISIS SITUATION COULD FOR EXAMPLE BE A SCANDAL, A MAJOR PRODUCT ERROR, SPREADING OF RUMOURS ETC.

Original question: Har företaget en krisplan? En krisplan är en beskrivning på vad som ska göras vid en krissituation. En krissituation kan till exempel vara en skandal, ett större produktfel, ryktesspridning med mera.

<table>
<thead>
<tr>
<th>Alternative</th>
<th>Response</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>195</td>
<td>51.32%</td>
</tr>
<tr>
<td>No</td>
<td>160</td>
<td>42.11%</td>
</tr>
<tr>
<td>Do not know</td>
<td>25</td>
<td>6.58%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>380</strong></td>
<td><strong>100.00%</strong></td>
</tr>
</tbody>
</table>
13) If YES on the previous question, is social media included in it?

Original question: Om JA på föregående fråga, är sociala medier inkluderat i den?

<table>
<thead>
<tr>
<th>Alternative</th>
<th>Response</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>99</td>
<td>50,77%</td>
</tr>
<tr>
<td>No</td>
<td>86</td>
<td>44,10%</td>
</tr>
<tr>
<td>Do not know</td>
<td>10</td>
<td>5,13%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>195</td>
<td>100,00%</td>
</tr>
</tbody>
</table>

On this question we removed the following amount on answers, due to that the respondents answered no or do not know on question twelve.

Yes - One answer removed

No - 24 answers removed

Do not know - 19 answers removed
14) **If you chose YES on the previous question, was social media added in the company’s crisis plan before or after a crisis? If you have not experienced a crisis affecting social media yet, chose alternative “Before”**.

*Original question: Om ni valde JA på föregående fråga, lades sociala medier till i företagets krisplan före eller efter en kris?*

*Har ni inte upplevt en kris som påverkat sociala medier ännu, välj då alternativ ”Före”.*

<table>
<thead>
<tr>
<th>Alternative</th>
<th>Response</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before</td>
<td>91</td>
<td>91.92%</td>
</tr>
<tr>
<td>After</td>
<td>8</td>
<td>8.08%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>99</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

*On this question we removed the following amount on answers, due to that the respondents answered no or do not know on question twelve and/or question 14.*

*Before - 22 answers removed*

*After - One answer removed*
15) **Do you have a crisis response team?** A *crisis response team* is a group that is responsible for handling a crisis.

*Original question:* Har ni ett krishanteringsteam? Ett krishanteringsteam är en grupp som är ansvariga för att hantera en kris.

<table>
<thead>
<tr>
<th>Alternative</th>
<th>Response</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>186</td>
<td>48,95%</td>
</tr>
<tr>
<td>No</td>
<td>169</td>
<td>44,47%</td>
</tr>
<tr>
<td>Do not know</td>
<td>25</td>
<td>6,58%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>380</strong></td>
<td><strong>100,00%</strong></td>
</tr>
</tbody>
</table>
16) Is there anyone at your company who is main responsible for crisis management in social media?

Original question: Finns det någon på ert företag som är huvudansvarig för krishantering i sociala medier?

<table>
<thead>
<tr>
<th>Alternative</th>
<th>Response</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>173</td>
<td>45,53%</td>
</tr>
<tr>
<td>No</td>
<td>189</td>
<td>49,74%</td>
</tr>
<tr>
<td>Do not know</td>
<td>18</td>
<td>4,74%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>380</strong></td>
<td><strong>100,00%</strong></td>
</tr>
</tbody>
</table>
17) WHICH ARE YOUR MAIN CHANNELS IN THE CASE OF A CRISIS?
CHOOSE THE MAIN ALTERNATIVES, MAXIMUM THREE.

*Original question: Vilka är era huvudkanaler i en krissituation? Välj de viktigaste, max tre.*

<table>
<thead>
<tr>
<th>Alternative</th>
<th>Response</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Press release</td>
<td>293</td>
<td>77,11%</td>
</tr>
<tr>
<td>Radio</td>
<td>24</td>
<td>6,32%</td>
</tr>
<tr>
<td>Social media</td>
<td>203</td>
<td>53,42%</td>
</tr>
<tr>
<td>Newspapers</td>
<td>63</td>
<td>16,58%</td>
</tr>
<tr>
<td>TV</td>
<td>12</td>
<td>3,16%</td>
</tr>
<tr>
<td>Other, please specify</td>
<td>163</td>
<td>42,89%</td>
</tr>
<tr>
<td>Kind of channel</td>
<td>Amount</td>
<td>Kind of channel</td>
</tr>
<tr>
<td>----------------------------------------</td>
<td>--------</td>
<td>----------------------------------------</td>
</tr>
<tr>
<td>Webpage</td>
<td>77</td>
<td>Customer service and sales force</td>
</tr>
<tr>
<td>Newsletter and email</td>
<td>37</td>
<td>Employees</td>
</tr>
<tr>
<td>Internal communication, Intranet</td>
<td>16</td>
<td>Customer magazine</td>
</tr>
<tr>
<td>Depending on type of crisis</td>
<td>12</td>
<td>Press conference and direct contact with media</td>
</tr>
<tr>
<td>Do not know / Cannot answer</td>
<td>9</td>
<td>Other information channels</td>
</tr>
<tr>
<td>Meetings and personal contact</td>
<td>8</td>
<td>Partners and resellers</td>
</tr>
<tr>
<td>Social media</td>
<td>8</td>
<td>Press release</td>
</tr>
<tr>
<td>Direct communication</td>
<td>7</td>
<td>Texting (sms)</td>
</tr>
<tr>
<td>Telephone</td>
<td>7</td>
<td>CEO statement</td>
</tr>
<tr>
<td>Letters, dispatch</td>
<td>6</td>
<td>Medical products agency</td>
</tr>
<tr>
<td>Unspecified</td>
<td>5</td>
<td>Messages in the stairs</td>
</tr>
</tbody>
</table>
18) HAVE YOUR COMPANY EXPERIENCED A CRISIS IN SOCIAL MEDIA?

Original question: Har ert företag upplevt en kris i sociala medier?

<table>
<thead>
<tr>
<th>Alternative</th>
<th>Response</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>39</td>
<td>10.26%</td>
</tr>
<tr>
<td>No</td>
<td>341</td>
<td>89.74%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>380</td>
<td>100.00%</td>
</tr>
</tbody>
</table>
19) If YES on the previous question, how has it, in your opinion, affected the company? Choose one or more alternatives.

*Original question: Om JA på föregående fråga, hur har den, enligt er, påverkat företaget? Välj ett eller flera alternativ.*

<table>
<thead>
<tr>
<th>Alternative</th>
<th>Response</th>
<th>Percent of the 39 that answered yes on question 18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengthened the company</td>
<td>13</td>
<td>33.33%</td>
</tr>
<tr>
<td>Weakened the company</td>
<td>4</td>
<td>10.26%</td>
</tr>
<tr>
<td>Damaged the company</td>
<td>3</td>
<td>7.69%</td>
</tr>
<tr>
<td>No impact on the company</td>
<td>13</td>
<td>33.33%</td>
</tr>
<tr>
<td>In another way, please specify...</td>
<td>8</td>
<td>20.51%</td>
</tr>
</tbody>
</table>

Other: “Better dialogue and interactivity with our target group”, “In short term some damage, on long term no damage.”, “Less worried customers”, “No major learning has unfortunately been made except that the monitoring has become a bit easier.”, “Problematic to reach with information since Facebook was down.”, “The company was hopefully only temporary damaged since we made a general apology on social media.”, “The crisis was a negative comment on Facebook and Twitter, later it was shown that it came from a competitor. The person regretted what she had written but by then it was already out”, “We were quick on Facebook and after the crisis, that was without ground and outplayed in media, increased the amounts of likes distinct”
APPENDIX G - ANALYSIS IN SPSS OF THE QUANTITATIVE SURVEY

Table G1: Primary Quantitative Data

<table>
<thead>
<tr>
<th>Har företaget en krisplan?</th>
<th>Does the company have a crisis plan?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>0-9</td>
<td>21</td>
</tr>
<tr>
<td>10-49</td>
<td>46</td>
</tr>
<tr>
<td>50-99</td>
<td>21</td>
</tr>
<tr>
<td>100-249</td>
<td>33</td>
</tr>
<tr>
<td>250-499</td>
<td>22</td>
</tr>
<tr>
<td>500-999</td>
<td>17</td>
</tr>
<tr>
<td>1000-4999</td>
<td>26</td>
</tr>
<tr>
<td>5000-</td>
<td>9</td>
</tr>
<tr>
<td>Total</td>
<td>195</td>
</tr>
</tbody>
</table>
### Table G2: Primary Quantitative Data

<table>
<thead>
<tr>
<th>Användar eft företag sociala medier?</th>
<th>Yes</th>
<th>No</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does your company use social media?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0-9</td>
<td>72</td>
<td>11</td>
<td>83</td>
</tr>
<tr>
<td>10-49</td>
<td>111</td>
<td>15</td>
<td>126</td>
</tr>
<tr>
<td>50-99</td>
<td>41</td>
<td>4</td>
<td>45</td>
</tr>
<tr>
<td>100-249</td>
<td>35</td>
<td>7</td>
<td>42</td>
</tr>
<tr>
<td>250-499</td>
<td>23</td>
<td>3</td>
<td>26</td>
</tr>
<tr>
<td>500-999</td>
<td>19</td>
<td>2</td>
<td>21</td>
</tr>
<tr>
<td>1000-4999</td>
<td>26</td>
<td>1</td>
<td>27</td>
</tr>
<tr>
<td>5000-</td>
<td>10</td>
<td>0</td>
<td>10</td>
</tr>
<tr>
<td>Total</td>
<td>337</td>
<td>43</td>
<td>380</td>
</tr>
</tbody>
</table>

### Table G3: Primary Quantitative Data

<table>
<thead>
<tr>
<th>Bevakar ni vad folk säger om eft företag i sociala medier?</th>
<th>Yes</th>
<th>No</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you monitor what people say about your company in social media?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Have your company experienced a crisis in social media?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>35</td>
<td>4</td>
<td>39</td>
</tr>
<tr>
<td>No</td>
<td>271</td>
<td>70</td>
<td>341</td>
</tr>
<tr>
<td>Total</td>
<td>306</td>
<td>74</td>
<td>380</td>
</tr>
</tbody>
</table>
Table G4: Primary Quantitative Data

<table>
<thead>
<tr>
<th>Har ni ett krisanteringsteam?</th>
<th>Yes</th>
<th>No</th>
<th>Do not know</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you have a crisis response team?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0-9</td>
<td>17</td>
<td>64</td>
<td>2</td>
<td>83</td>
</tr>
<tr>
<td>10-49</td>
<td>44</td>
<td>71</td>
<td>11</td>
<td>126</td>
</tr>
<tr>
<td>50-99</td>
<td>18</td>
<td>20</td>
<td>7</td>
<td>45</td>
</tr>
<tr>
<td>100-249</td>
<td>31</td>
<td>9</td>
<td>2</td>
<td>42</td>
</tr>
<tr>
<td>250-499</td>
<td>23</td>
<td>2</td>
<td>1</td>
<td>26</td>
</tr>
<tr>
<td>500-999</td>
<td>19</td>
<td>1</td>
<td>1</td>
<td>21</td>
</tr>
<tr>
<td>1000-4999</td>
<td>24</td>
<td>2</td>
<td>1</td>
<td>27</td>
</tr>
<tr>
<td>5000-</td>
<td>10</td>
<td>0</td>
<td>0</td>
<td>10</td>
</tr>
<tr>
<td>Total</td>
<td>186</td>
<td>169</td>
<td>25</td>
<td>380</td>
</tr>
<tr>
<td>Industry</td>
<td>Yes</td>
<td>No</td>
<td>Do not know</td>
<td>Total</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>-----</td>
<td>----</td>
<td>--------------</td>
<td>-------</td>
</tr>
<tr>
<td>Real estate, real estate management, construction and architecture</td>
<td>26</td>
<td>13</td>
<td>5</td>
<td>44</td>
</tr>
<tr>
<td>Finance and insurance</td>
<td>11</td>
<td>4</td>
<td>1</td>
<td>16</td>
</tr>
<tr>
<td>Commerce, transportation and storage</td>
<td>25</td>
<td>33</td>
<td>4</td>
<td>62</td>
</tr>
<tr>
<td>Industry</td>
<td>16</td>
<td>11</td>
<td>2</td>
<td>29</td>
</tr>
<tr>
<td>Communication, PR and marketing</td>
<td>19</td>
<td>29</td>
<td>1</td>
<td>49</td>
</tr>
<tr>
<td>Consultant, law and business administration</td>
<td>7</td>
<td>19</td>
<td>-</td>
<td>26</td>
</tr>
<tr>
<td>Media and Entertainment</td>
<td>18</td>
<td>13</td>
<td>4</td>
<td>35</td>
</tr>
<tr>
<td>Public sector</td>
<td>28</td>
<td>5</td>
<td>4</td>
<td>37</td>
</tr>
<tr>
<td>Technology, energy, telecom</td>
<td>29</td>
<td>34</td>
<td>5</td>
<td>68</td>
</tr>
<tr>
<td>Other, please specify...</td>
<td>73</td>
<td>46</td>
<td>7</td>
<td>126</td>
</tr>
</tbody>
</table>
Table G6: Primary Quantitative Data

<table>
<thead>
<tr>
<th>What industries are your company in?</th>
<th>Several times a day</th>
<th>Once a day</th>
<th>Several times a week</th>
<th>Once a week</th>
<th>Several times every month</th>
<th>Once a month</th>
<th>More seldom</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Real estate, real estate management, construction and architecture</td>
<td>5</td>
<td>8</td>
<td>13</td>
<td>4</td>
<td>5</td>
<td>-</td>
<td>-</td>
<td>35</td>
</tr>
<tr>
<td>Finance and insurance</td>
<td>4</td>
<td>1</td>
<td>6</td>
<td>-</td>
<td>1</td>
<td>-</td>
<td>-</td>
<td>12</td>
</tr>
<tr>
<td>Commerce, transportation and storage</td>
<td>22</td>
<td>4</td>
<td>16</td>
<td>8</td>
<td>3</td>
<td>-</td>
<td>-</td>
<td>53</td>
</tr>
<tr>
<td>Industry</td>
<td>8</td>
<td>2</td>
<td>6</td>
<td>2</td>
<td>3</td>
<td>1</td>
<td>1</td>
<td>23</td>
</tr>
<tr>
<td>Communication, PR and marketing</td>
<td>23</td>
<td>9</td>
<td>7</td>
<td>5</td>
<td>3</td>
<td>-</td>
<td>-</td>
<td>47</td>
</tr>
<tr>
<td>Consultant, law and business administration</td>
<td>5</td>
<td>1</td>
<td>7</td>
<td>6</td>
<td>4</td>
<td>1</td>
<td>2</td>
<td>26</td>
</tr>
<tr>
<td>Media and Entertainment</td>
<td>23</td>
<td>3</td>
<td>7</td>
<td>-</td>
<td>1</td>
<td>-</td>
<td>-</td>
<td>34</td>
</tr>
<tr>
<td>Public sector</td>
<td>14</td>
<td>8</td>
<td>8</td>
<td>1</td>
<td>3</td>
<td>-</td>
<td>-</td>
<td>34</td>
</tr>
<tr>
<td>Technology, energy, telecom</td>
<td>18</td>
<td>6</td>
<td>18</td>
<td>8</td>
<td>4</td>
<td>1</td>
<td>1</td>
<td>56</td>
</tr>
<tr>
<td>Other, please specify...</td>
<td>50</td>
<td>15</td>
<td>35</td>
<td>8</td>
<td>6</td>
<td>1</td>
<td>-</td>
<td>115</td>
</tr>
</tbody>
</table>

5 The previous question was number 7 "Does your company use social media?"
Table G7: Primary Quantitative Data

<table>
<thead>
<tr>
<th>Yrka delar av världen har företag verksamhet?</th>
<th>In what parts of the world does your company have business?</th>
<th>Har företaget en krisplan?</th>
<th>Does the company have a crisis plan?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Sweden</td>
<td></td>
<td>103</td>
<td>90</td>
</tr>
<tr>
<td>Scandinavia</td>
<td></td>
<td>23</td>
<td>28</td>
</tr>
<tr>
<td>Europe</td>
<td></td>
<td>24</td>
<td>22</td>
</tr>
<tr>
<td>The rest of the world</td>
<td></td>
<td>45</td>
<td>20</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>195</td>
<td>160</td>
</tr>
</tbody>
</table>

Table G8: Primary Quantitative Data

<table>
<thead>
<tr>
<th>Om JA på föregående fråga, hur har den, enligt er, påverkat företaget?</th>
<th>If YES on the previous question, how has it, in your opinion, affected the company?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Strengthened the company</td>
</tr>
<tr>
<td>Yes</td>
<td>8</td>
</tr>
<tr>
<td>No</td>
<td>3</td>
</tr>
<tr>
<td>Do not know</td>
<td>2</td>
</tr>
</tbody>
</table>

The previous question was number 18 “Have your company experienced a crisis in social media?”
Table G9: Primary Quantitative Data

<table>
<thead>
<tr>
<th>If JA på foregående fråga, hur har den, enligt er, påverkat företaget?</th>
</tr>
</thead>
<tbody>
<tr>
<td>If YES on previous question, how has it, in your opinion, affected the company?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strengthened the company</th>
<th>Weakened the company</th>
<th>Damaged the company</th>
<th>No impact on the company</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>8</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>No</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Do not know</td>
<td>1</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Table G10: Primary Quantitative Data

<table>
<thead>
<tr>
<th>Fråga på företagets etikettplan?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does the company have a crisis plan?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Om JA på foregående fråga, hur har den, enligt er, påverkat företaget?</th>
</tr>
</thead>
<tbody>
<tr>
<td>If YES on previous question, how has it, in your opinion, affected the company?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strengthened the company</th>
<th>Weakened the company</th>
<th>Damaged the company</th>
<th>No impact on the company</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>8</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>No</td>
<td>4</td>
<td>1</td>
<td>-</td>
</tr>
<tr>
<td>Do not know</td>
<td>1</td>
<td>1</td>
<td>-</td>
</tr>
</tbody>
</table>

7 The previous question was number 18 “Have your company experienced a crisis in social media?”
8 The previous question was number 18 “Have your company experienced a crisis in social media?”
Linnaeus University – a firm focus on quality and competence

On 1 January 2010 Växjö University and the University of Kalmar merged to form Linnaeus University. This new university is the product of a will to improve the quality, enhance the appeal and boost the development potential of teaching and research, at the same time as it plays a prominent role in working closely together with local society. Linnaeus University offers an attractive knowledge environment characterised by high quality and a competitive portfolio of skills.

Linnaeus University is a modern, international university with the emphasis on the desire for knowledge, creative thinking and practical innovations. For us, the focus is on proximity to our students, but also on the world around us and the future ahead.

Lnu.se

Linnaeus University
SE-351 95 Växjö
Telephone 0772-185000