Social Media Marketing

Social media impact on brand awareness in the case of Husqvarna Sverige's customers

Bachelor Thesis within Business Administration

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Abstract

Purpose: The purpose of this thesis is to understand how brand awareness among customers is created and maintained through the use of social media as a marketing tool.

Background: The web does not only provide people to socialize and share and receive information among friends and family online, it is also a powerful marketing tool and marketing place where the customer can interact with other customers and firms. Social media has made it possible for customer to choose on their own when and where they want to receive information. The customers do not have to visit a firm's homepage; they can instead interact with other customers that have experienced a specific product or brand via the social media channels. Hence social media channels are environments where the customers set the rules and WOM makes or breaks the product.

Method: We used a mixed method approach. To gather our empirical data we used a questionnaire which we did send out to Facebook users whom likes Husqvarna Sverige's page to answer about their perceptions of Husqvarna and their social media activity. We did also an interview with Anna Lindman, project manager at Husqvarna.

Conclusion: Social media marketing is successful when online activities, relationship marketing and brand awareness are used in conjunction. All these parts are connected to each other and have to be fulfilled if a firm wants to be successful in social media. This will influence the customer’s purchasing behavior and could lead to an increase of sales (Miller & Lamas, 2010). The respondents answer from the questionnaire show that Husqvarna needs to be more active and participating online.
Acknowledgements

This thesis was written during the spring of 2012. Our bachelor thesis has been conducted as the concluding part of our bachelor of science with the major in business administration.

Social media marketing is a relatively new area in marketing, especially in Sweden, it seemed interesting to look further into this phenomenon and that is why we chose this field of interest. During the process, from the start till the end, there have been many people involved that we would like to give special thanks to show our appreciation of their help. We as authors would like to express our gratitude to all the people who in some way have helped and facilitated our work and also who have supported us during the writing process of our bachelor thesis.

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1 Introduction

In this section we will discuss the background of our thesis, and the problems we have been trying to solve. Here we also introduce the purpose as well as delimitation and structure of our project. In the end of the chapter we define some important keywords in order to facilitate for the reader.

This thesis will be conducted using Husqvarna Sverige as an exploratory case study. Husqvarna is one of the leading companies in the outdoor power product market and as the premium quality brand they are they want to stand for professionalism throughout the company. Husqvarna is currently located in over 50 countries all over the world. During the last couple of years social media has grown rapidly and companies worldwide have started to use social media more frequently as a part of their marketing tool, no matter what market they represent. Even though if there is still a need for traditional marketing Husqvarna Sverige are shifting more and more from traditional marketing towards social media marketing, but all these parts are a part of their marketing mix. Husqvarna knows that their customers are out there on the net and for approximately one year ago they decided to start using social media marketing. Today they are primarily using Facebook, Twitter and YouTube as their social media channels, which are a part of their social media marketing. Husqvarna lack a comprehensible strategy that can be implemented throughout the company and they are therefore trying to figure out which ways are successful when doing social media marketing and which are not. (Personal communication, Anna Lindman, 2012-02-24).

The fact that Husqvarna are relatively new in social media we find interesting for our research due to they, like many other companies, are shifting more and more from traditional media towards social media. Hence we think it is a great opportunity for us to examine how a market leader as Husqvarna uses social media as a communication and marketing tool in their daily operations, and how it affects the customers' perception of the brand. Therefore we find this topic interesting to further look upon it.

1.1 Background

The World Wide Web was introduced in 1989 and the same year Internet became a global network, but it was first in 2004 when Web 2.0 was developed that firms and individuals realized the new possibilities that are present online (Hensel & Dyes, 2010).

Social media has not only changed the way individuals communicate and interact with each other, but it has also changed the communication of information for firms. The idea of social media is that it is supposed to be a two way communication, not a one way communication like traditional media (Ström, 2010). Compared to the traditional media approach, social media marketing works differently due to the same message is directed towards many online users, which is more efficient (Thackeray, Neiger, Hanson & McKenzie, 2008).

During the last couple of years there has been a shift from traditional media towards “Web 2.0” (Thackeray, et al., 2008). The Internet was perceived as a static place during “Web 1.0”, but during the Web 2.0 the web has become more users generated and more
flexible due to it enables the users to interact with each other. Thus Internet has become a social medium (Eley & Tilley, 2009). According to Carlsson (2010) people today spend more time by their computers than outside with friends, but the social need is still there and social media forums are a perfect place for sharing and receiving information on the Web. Carlsson (2010) mentions further that the Web does not only provide people to socialize and share and receive information among friends and family, it is also a powerful marketing tool and marketing place where the customer can interact with other customers and firms. Social media has made it possible for customer to choose on their own when and where they want to receive information. The customers do not have to visit a firm's homepage; they can instead interact with other customers that have experienced a specific product or brand via the social media channels. Thus social media channels are intangible environments where the customers set the rules and word-of-mouth makes or breaks the product (Carlsson, 2010).

Word-of-mouth marketing occurs when the customer has positively been commended by the company and this can lead to the customer having closer ties to the firm. When the customer has a strong relationship with the firm the likelihood of the customer spreading its experience and recommending the firm to his friends in form of word-of-mouth promotion is increased, this in turn help the growth of the company and their customer base (Grönroos, 2007). Word-of-mouth has transformed with the introduction of the Internet, it has gone from intimate word-of-mouth towards reaching hundreds and thousands of people online. The reason why word-of-mouth is a great marketing tool is due to its high credibility and the fact that all people have a need for social media interactions (Gummesson, 2008). The main weakness with word-of-mouth marketing is that it cannot be controlled by the firm and if negative word-of-mouth information is leaked it will spread like fire, mainly between customers. Thus the strength of word-of-mouth marketing is also its weakness (Carlsson, 2010).

Most of the traditional marketing methods are rather ineffective compared to using social media where online marketing has become more profitable (Williams, 2009). For a firm to be profitable in their marketing activities they should use traditional marketing and social media in conjunction with each other (Hensel & Dyes, 2010). In order for a firm to be successful in social media marketing, which is a quite new and efficient way for the firms to interact with their customers, it requires a lot of work from the marketers because the social media channels have to be maintained and made in a user-friendly way. Another problem is that more firms are using social media marketing even though they lack knowledge how to use it. This is an important aspect that the firms have to be aware of, because if the customers are not satisfied with the firm or their products or services this could be disastrous for the firm due to it could end up in negative information that will be spread over Internet from customers that are not afraid to express their thoughts and experiences of the brand (Carlsson, 2010).

Firms should contentiously try to find new ways to market themselves and reach out to the customers, since customers prefer to be informed by other persons than by firms, the firms should try to involve customer influencers and discover ways how to engage them in order to create brand advocates that will do word-of-mouth marketing for the firm to the customers. Compared to previous marketing tools social media is providing users with an own voice and here they are not passive consumers as in their previous brand relationships, but instead they are active members of the brand community (Miller & Lamas, 2010). Compared to traditional media, in social media the customers have the
control and social media channels are intangible environments where it is possible for one person to communicate with hundreds and thousands of people about a specific product or company (Mangold & Faulds, 2009). Using traditional media a dissatisfied person can tell ten people while using social media one person can tell millions of people and that over a night (Gillin, 2007). This is illustrated in the figure below which can be seen in figure 1.2. Carlsson (2010) mentions that no firm can control what is said about the firm and its products and services, but the firm can try to influence the customer's image of the firm. By keeping the negative opinions to its minimum on the different social media channels and creating delighted and interested customers the word-of-mouth is more likely to be positive (Carlsson, 2010).

If a firm wants to be successful in social media marketing they cannot neglect the vital importance relationships have when it comes to interaction between the firm and the customer, where it facilitates the two-way exchange of information between the two parties involved (Grönroos, 2007). The technological growth has facilitated the process of interaction between the firm and the customer and it is increasingly important for firms to become more adaptable and flexible in the modern society that is constantly changing. For the company to manage all this, the company needs to enhance learning skills from their consumers, and this can be done through interaction with their target audience (Castells, 2000). Swedowsky (2009) mentions that the value that is existing on social media networks cannot be ignored, particularly since the scope of social media is incrementally increasing (Stephen & Toubia, 2010) and in this new era, the era of social media, it is the customers that have the control and more access to information which has enabled them to have greater control than ever before (Mangold & Faulds, 2009).

1.2 Problem discussion
Social media marketing has emerged as the new way of doing marketing where the customers are no longer passive consumers as they were in the previous marketing forms, but rather here they are active participants; this is mainly due to the interaction possibilities that exist on Internet (Miller & Lammas, 2010). The resources firms are investing on social media are incrementally increasing and firms are slowly shifting from a traditional way of doing marketing towards a more interactive way (Thackeray, et al., 2008). When it comes to social media firms should focus more on creating long-term relations with their customers and be active online, rather than on delivering messages and marketing different content (Grönroos, 2007). Swedowsky (2009) mentions that if the firms manage to create strong brand awareness among their customers they will improve the likelihood of them do positive word-of-mouth promotion for the firm among their friends and family. This was the way before the start of social media and the way has developed further (Swedowsky, 2009). Grönroos (2007) mentions that Word-of-mouth promotion is the objective of social media marketing and the result of a successfully maintained relationship between the firm and their customers. Positive word-of-mouth results in improved brand awareness among current and potential customers, with an increased likelihood of them purchasing the firm's products (Grönroos, 2007). Carlsson (2010) mentions that the main obstacle for firms is that they cannot control word-of-mouth marketing, but rather it is the customers that have the control. Hence it is important that firms are successful in their interactions with their customers in order to keep the negative opinions to a minimum (Carlsson, 2010).

If firms are successful in their social media marketing they will gain a competitive advantage over their market competitors, but firms have to be cautious due to they do not have a monopoly on the marketing tools, instead it is being shared with the customers whom has the majority of the control and can choose on their own accord where and how to reach out to the firm (Qualman, 2010). Carlsson (2010) mentions that there is a difference between what the firms tell their customers and what other people are saying about the firm, therefore people usually tend to trust what is recommended by their friends and not the marketers. Swedowsky (2009) mentions that no matter how and why the firms tend to approach the customers to buy their products the purchasing decision has always been distinctive, mainly due to it is a social endeavor. Therefore it is necessary that retailers get involved and pay attention because people tend before making a purchase to consult somebody that they have trust in, mainly family members and friends (Swedowsky, 2009). Thus, if a firm has been successful in their interactions with their customers it can result in stronger brand awareness which has an impact on the customers' willingness to purchase the firm's products (Grönroos, 2007). The stronger the customer's brand awareness is, the more dominant will the firm's brand be because the customer will not look for other alternatives on the market, thus improving the customer's loyalty to the firm (Kotler & Armstrong, 2004).

In order for a firm to gain long-term benefits from using social media they should use social media and relationship marketing concurrently due to here the customer is seen as a “co-creator”, compared to the old and traditional view where the customer is only a target to sell to (Miller & Lamas 2010). When firms use social media they should have proper branding and customer service strategies that are needed for their overall social marketing strategy where participating in online conversation about the brand are vital for the firms' success online (Williams, 2009). Hence, if firms want to be successful in
their marketing activities they should listen to their customers, share information with them and build relationships in order to gain mutual trust so that they can influence their customers' behavior (Miller & Lamas 2010). Thus, social media facilitates the processes of interaction, relationship and value (Harridge-March & Quinton, 2009).

1.3 Purpose
The purpose of our thesis is to understand how brand awareness among customers is created and maintained through the use of social media as a marketing tool.

In order for us to fulfill our purpose we will base our research on following questions:

**Research question 1**: How should social media is used when firms do marketing in order to increase the customers' loyalty and willingness to do word-of-mouth for the firm? We will look into what the respondents’ think, what the theory is suggesting about this topic and lastly, we will look into how Husqvarna are using social media marketing in their daily operations.

**Research question 2**: What influence has social media on the customer's perception of the brand and how does it affect the customer's behavior? In order for us to answer this question we will look how Husqvarna's uses their social media strategy, what the respondents think about the brand and we will also look into what the theory says about how social media marketing should be used in order to improve the customer's perception of the brand.

1.4 Perspective
In order to answer our purpose we will look at it from two perspectives: 1) Consumer perspective, which is our primary focus. Here the respondent's will give their perception on the Husqvarna brand, their own use of social media and their attitudes towards Husqvarna's usage of social media activities. 2) Company perspective, due to it is an exploratory case study we will also focus on Husqvarna’s thoughts on their own usage of social media channels and how they want social media marketing to affect the customer's perception of the brand.

We will conduct our research focusing on the theoretical aspect where we will use Husqvarna Sverige as an exploratory case. The objective with our thesis is to investigate what and how Husqvarna Sverige is doing to create and increase the brand awareness among their customers using social media marketing. Worth emphasizing is that the focus lies primarily on the customer perspective and what impact social media marketing has on the customer brand awareness. We find the social media marketing topic interesting to investigate due to it is not so illuminated, especially for Swedish firms that are relatively new in this type of area. It is an area that is actual and popular in today's information society, but with the future still unclear and with a lot of room for further improvement.
1.5 Delimitations

The project group will focus their project on social media marketing and only look at the major social media channels in form of Facebook, Twitter and YouTube. Hence we will not emphasize our research on traditional media marketing where there already has been conducted a lot of research throughout the years.

We will focus our project only on Husqvarna Sverige and not on the other countries that are a part of the Husqvarna Group which are active on the different social media channels. In this paper we will only use the term “Husqvarna”, “Husqvarna Sweden” and “Husqvarna AB”. AB is a Swedish abbreviation for the English term limited company. These words we will use instead of the actual name “Husqvarna Sverige” in order to facilitate for our international readers.

To collect our empirical data we will interview employees that work in Husqvarna Sweden and upload a questionnaire enabling the customers that like Husqvarna Sweden's page on Facebook to answer in order for us see their thoughts Husqvarna AB's brand and social media activities. In the questionnaire we will focus primarily on the customers' and employees' at Husqvarna AB their perception of the Husqvarna brand.

The project group will not give any suggestions concerning Husqvarna Sweden’s layout on the different social media communities, or give advices on how to make online commercials, and we will not give any marketing suggestions concerning the activities on their different marketing channels.

1.6 Disposition

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<td>6. Discussion and conclusions</td>
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<td>In this chapter the group describes which methodology has been used and how the collection of the empirical work has been undertaken to realize the project.</td>
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<td>Here we will bring the respondent's view on the Husqvarna brand, their social media activities and field of improvement that we received from the online questionnaire.</td>
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<td>Here we will analyze the results of our empirical findings, linking it to the theory.</td>
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<td>In this part the group gives their view on the information gathered and suggestions for further improvement that have been identified will be brought up.</td>
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1.7 Definitions

**Traditional media:**

Traditional media is type of media such as newspapers, television, radio, magazines, newsletters and other print publications (Hadenius, Lennart & Wadbring, 2008).

**Social media:**

“Social media is any kind of information we share with our social network using social networking websites or services”. (Eley & Tilley, 2009, p. 78).

**Relationship Marketing:**

Relationship marketing can be described as a information-driven, interactive and more consumer-focused marketing if compared to other types of marketing (Falkheimer & Heide, 2007).

**Viral marketing:**

Viral marketing is a type of marketing based on online word-of-mouth where the firms are trying to spread a message through a photo or video clip, where the strategy is shaped that the person will forward it to their friends (Haenlein & Michael, 2009).

**Word-of-mouth:**

Word-of-mouth occurs when the customer has positively been commended by the company. This means that, it leads to the formation of closer ties to the company. This means that the client is spreading its experience and would recommend it to others, which in turn helps in growth of the company (Grönroos, 2007).

**YouTube:**

YouTube was founded in 2005 and is a famous website for entertainment where one can, in effective way spread information through the use of video, audio and text to world (www.youtube.com).

**Facebook:**

Facebook is a social website where different users with different backgrounds of different ages can communicate with their friends (www.facebook.com).

**Twitter:**

Twitter is an online social communication website that allows its users to be able to write what they want to whomever they want with max 140 characters (www.twitter.com).
2 Frame of reference

In this chapter we will bring up the theoretical concepts from previous research in social media marketing and also bring up relevant theoretical aspects that we find is appropriate in this field in order for us to conduct our research.

2.1 Investigating the literature

We chose to do an analysis on the literature that has been conducted in the chosen field of interest. This due to we wanted to complement the previous research about how firms can use social media marketing in order to increase the brand awareness among their customers and thus have theories that can help us fulfill the purpose with our research.

Besides social media marketing and brand awareness we decided to write about relationship marketing that is interrelated with social media marketing. Word-of-mouth is another phenomenon that is brought up in our theoretical investigation due to word-of-mouth is the outcome of a successful managed relationship. Having a relationship based approach in firms’ social media activities is important because without a relationship approach the likelihood of the customer doing word-of-mouth marketing is less, compared to having a relationship based approach (Grönroos, 2007). Thus we see how relationship marketing is important when firms do social media marketing and for the future outcome of the relationship which affects the word-of-mouth promotion.

Another phenomenon we will bring up shortly that is relevant within this field is viral marketing that is closely interrelated to social media marketing and word-of-mouth promotion.

We wanted to find out how firms should use social media marketing as a marketing tool in their daily operations and that is why we found these different areas that we mentioned above to be vital for our theoretical findings. We think that if a firm is successful to combine all these parts in their social media marketing they will be able to increase the brand awareness among their customers. We will mention these different concepts more in the theoretical parts, but this was a short introduction why we chose to bring them up in our theoretical findings. Figure 2.1, which is presented below, shows the correlation between the theories and the purpose, we will present the summary of the theories we have found within this area. We have made this figure in order to illustrate how the different theories will help us to fulfill our purpose. The figure shows that if firms are successful in their different marketing activities they can get marketing free of charge from their customers in form of word-of-mouth which is the result of a strong brand awareness among the firm’s customer that has evolved over time as a result of a successful relationship between the two parties involved.
2.2 Brand awareness

Aaker (1991) mention that when customers recognize a brand in a specific product category and the brand is characterized by the customers' attitudes that they are familiar with it is called brand awareness. Aaker (1991) further explains that brand awareness has three different levels: Brand recognition, brand recall and top-of-mind. Brand awareness is unique due to it something that the firm creates and promotes in form of marketing messages, but it is the customer's brand recognition that is the objective of the firm's marketing activities. Without brand recognition it would be difficult for the firm to create awareness and good perception of their brand among its customers. Brand awareness gets its full use when the firm's brand is being shown in different social communities in order to be able to attract a large number customer's to the firm (Aaker, 1991). According to Aaker (1996) the purpose of brand awareness is to create and improve the presence of the brand in the customer's memory. The stronger presence the brand has in the customer's memory the stronger brand awareness will the customer have and the firm can through different marketing activities like for instance repetitive advertising and active advertisement reach the mind of the customers (Aaker, 1996).

According to Weinberg (2009) the usage of social media will increase the firm's sales in the short term and in the long-term due to social media will create brand awareness among the customers, resulting in increased sales. This implies that the company can use Internet to support their marketing activities; due to when firms are being present online it will strengthen the firm's marketing strategy which is facilitated by todays technology. By being online a firm can interact with current and potential customers in order to improve their brand awareness (Weinberg, 2009). Aaker (1991) suggest that when a firm is present online and in their marketing activities they can share something
that is appealing for the customers, which can lead to commitment among the customers, resulting in an improved relationship between the customer and the firm. By being present online the firm can communicate with anyone, anywhere which makes it possible for the firm to improve the brand awareness among their current customers and also to create relationships with new customers and improve current relationships (Gunawardena, Hermans, Sanchez, Richmond, Bohley & Tuttle, 2009). Having strong brand awareness among the firm's customers will improve the customer's perception of the firm's products and create a familiarity with the firm's products which has a vital importance in the customer's purchasing decision due to the customer will choose the product or service s/he is familiar with if compared to an unknown brand (Aaker, 1991). If the firm is able to satisfy the customer's demand it will increase the possibility that the customer will chose that brand in the purchasing decision (Keller, 2008). Keller (2008) further suggests that the more complex and technological the products become the more likely is it that the customer will choose a product s/he is familiar with. It is the same principle in markets where the competitiveness is high and less differentiation between similar products, thus firm should invest a lot in having as good brand awareness as possible in order to attain new customers that are present in these kind of markets and keep the old ones (Keller, 2008).

Brand awareness is divided into two parts, brand recognition which indicates the ability the customer has to remember and consider the brand in the purchasing decision, and secondly brand recall which is the customer's ability to advice another person if the person asks the customer about a product in a specified product category (Keller, 2008). Keller (2008) further emphasizes that is vital that the customer is able to share his knowledge about the product or brand by linking his knowledge and the other person's interest in the product. This indicates the importance of brand awareness where the customer should be able to register the brand in his mind. (Keller, 2008). In order to see the role brand awareness has one in a customer's memory one should see the “Awareness pyramid” by Aaker (1991), the figure is shown below (figure 2.2).

![Figure 2.2 The awareness pyramid (Aaker, 1991)](image)

Figure 2.2 shows us the different steps in a customer's memory a brand can have where brand awareness has a certain impact on the perception of the brand. According to
Aaker (1991) brand recognition is the lowest form in the pyramid where the customer confirms the relationship with the brand s/he has heard of. Aaker (1991) further mentions that the next step in the pyramid is brand recall which shows if the customer is able to remember the brand in his memory and mention the brand by name without seeing the brand, for instance if s/he is asked about the brand from another person. The last step is top-of-mind awareness which is the objective with brand awareness. Here the brand is furthest up in the customer's memory when asked about a brand or a product category which affects the customer's purchasing decision. If a brand is located here in the customer's memory it shows that the brand is one step closer to the customer and is number one priority in a specific product category (Aaker, 1991).

From a customer point of view brand awareness is a process that is built on the familiarity of the brand (Keller, 1998). Having strong brand awareness among the firm's customer will result to other benefits in form of higher margins and an easier acceptance of new products among current customers (Le Pla & Parker, 2002). In order to be successful in creating strong brand awareness the firm should look at the situation from a relationship perspective where the firm meets the customer's personal demand with the firm's interest. Randall (2000) explains that is not only the firm that is creating the brand, but that the brand is depending on loyal customers that are making sure that the brand is still alive in the market. Information about a brand is being spread via word-of-mouth promotion from the loyal customers (Ind, 2007).

2.3 Relationship marketing

In 1994 Grönroos defined the purpose of relationship marketing as: “Identify and establish, maintain and enhance and, when necessary, terminate relationships with customers at a profit so that the objectives of all parties involved are met; and this is done by mutual exchange and fulfillment of promises” (Grönroos, 1994, p. 275).

Håkansson and Snehota (1995) discussed that a relationships creates something priceless that neither the firm nor the customer can buy nor develop alone and the result of the creation cannot be easily copied. Håkansson and Johansson (2001) further described that a relationship is built on collecting and sharing knowledge between the two parties involved that cooperate with each other by making the most in order to employ the knowledge they share between them and in that way make a satisfying exchange that both parties are content with. The more the two parties involved have a mutual relationship and share their information to each other, the more valuable does the information get, leading to companies working harder to fulfill the other party's needs (Palmatier 2006). The firm should have a long-term relationship approach towards the customer, thinking long-term in order to create a dialogue with the customer that both parties will benefit from and not only look for a “share of the customer's wallet, but also a share of his heart and mind” (Grönroos, 2007, p. 321). The Trimodal model by Grönroos (2007) best illustrates this (figure 2.3).
Figure 2.3 A trimodal relationship communication model (Grönroos, 2007)

Figure 2.3 shows us that a relationship evolves over time, in the beginning the firm is drawing the customer's attention via planned messages in form of traditional media, for instance via the firm's web page, which have a low level of interaction and is a one way communication. As times goes on and the interaction evolves it will result in contact between the customer and the firm being made. Grönroos (2007) mentions that in this phase the customer is not just a receiver of commercials, rather the customer is seen as a vital asset where s/he is a part of the information that is being shared in the two-way interaction between the firm and the customer. As communication increases and becomes more enhanced the knowledge that is being shared between the firm and the customer in the interactions will lead to the emerging of a connectedness which indicates that a relationship has been established (Grönroos, 2007).

It is vital that the firms know that not all interactions with their customer will lead to relationships, thus a firm must have a clear strategy how to communicate with their customers in order to create relationship marketing: “Only the planned integration of distinct communication and interaction processes into one systematically implemented strategy creates relationship marketing” (Grönroos 2007, p. 320). If communications is ongoing and the relationship has been established where the both parties view the relationship as profitable then it has a high possibility to further continue (Grönroos, 2007). Relationship marketing emphasizes that profitability can be achieved through mutual cooperation and in that way deliver value to both the customer and the firm (Sheth & Parvatiyar, 1995). In a relationship it is vital to have trust and commitment to each other due it encourages the parties to invest in the relationship and not to look for other alternatives, but rather focus on long-term advantages (Morgan & Hunt, 1994).

### 2.3.1 Lifetime value of a customer relationship

In 2006 Ford, Gadde, Häkansson and Snehota explained that a relationship has value for both the firm and the customer in two different ways; a current and a potential value. The current value is obtained when the firm and customer have interacted for a while and learned about each other, which facilitates the future interaction between them. The information that is shared through interaction will lead to a more effective implementation of the problem that is discussed. The interaction can lead to creating
and adapting new solutions which can improve the relationship so that future problems
will be reduced and future, potential value will evolve (Ford, et al., 2006). Murphy (1997) mentioned that the only way for companies to create value is by investing in long-term relationship which will hopefully lead to long-term advantages. Egan (2008) emphasizes that a firm should distinguish the relationship marketing from other marketing activities due to relationship marketing has long-term focus on customer retention and customer satisfaction which is attained through interaction and customer service, compared to traditional marketing where companies focus mainly on short-term profit. If the customer is satisfied it is a higher possibility that the firm will attain customer for their whole life and gain the lifetime value of the customer. Anderson, Narus and Narayandas (2009) mention that firms should look here for cross sales due to loyal customers are likely to buy other products and services from the firm, and the firm is willing to expand the scope of their mutual relationship. Anderson et al. (2009) mention that loyal customers are less likely to search for other alternatives and to switch to other companies even if the alternative is more optimal due to they expect their relationship partner to improve. This is something that is difficult to measure, but vital for the firm's success. Another part that is essential for the firm is the willingness among the loyal customers to pay sometimes a higher price – a price premium. There is a possibility that the loyal customers will give the firm important feedback about areas that they think that the firm can improve in, and in that way create new, improved products and services that the customer is more willing to buy (Anderson, et al., 2009). Anderson et al. (2009) goes on and argue that in order for a firm to know how to manage their customer relationships and to know how much to invest of their resources in each customer relationship the firm should make a loyalty ladder where they categorize their customers according to their loyalty. Each loyalty ladder is specific for the actual industry, but one can use Anderson et al. (2009) “Loyalty ladder” as a template (figure 2.3.1). Different level of loyalty means that there will be different type of behaviors among the firm's customers. When customers become more loyal they will move up in the loyalty ladder (Anderson, et al., 2009).

![Figure 2.3.1 The loyalty ladder (Anderson, Narus & Narayandas, 2009)](image-url)
For a firm to be successful in relationship marketing they should recognize that a relationship is an essential asset of any business and that a relationship has an impact on the firm in the short-term and has possibilities to affect even in the long-term (Anderson, et al., 2009). Something a firm cannot control but which has huge marketing possibilities for the firm is the word-of-mouth effect (Ford, et al., 2006). Ford et al. (2006) mention that loyal customers tend to do positive word of mouth promotion for the firm, where they convince other people to buy from the firm, and in this way the firm generates higher revenues, lower their marketing costs and improve their profitability. By using these types of processes the firm either will increase their revenues or reduce their cost, or in the most optimal scenario do both (Anderson, et al., 2009). Thus a successful relationship will result in higher willingness among the loyal customers to do word-of-mouth promotion for the firm (Ford, et al., 2006).

2.4. Word-of-mouth

Kirby and Marsden (2006) explain that through the years traditional marketing has become less effective and it has become more difficult for firms to reach the customers, therefore the concept of word-of-mouth has been an important role in attracting attention to the firm and its products and services in a natural way. Kirby and Marsden (2006) further mention that word-of-mouth is a non-commercial concept that has a commercial purpose, where the impact of consumers themselves spreading the information is higher and more reliable than if the firms would intentionally do it because here it is the customer themselves that recommend a company to someone else. Word-of-mouth is the collective name for the marketing that is designed in a non-commercial way to make the customers to start spreading information about the firm (Kirby & Marsden, 2006).

Sen and Lerman (2007) mention that word-of-mouth has its initial phase when two people exchange information between each other about a firm and their product or services. Today's technology creates a great opportunity to share information and knowledge among two parties that want to get advices from others prior to the purchasing decision (Mangold & Faulds, 2009). Amichai-Hamburger (2005) explain that word-of-mouth is a part of human behavior where people constantly recommend their previous experiences to other people and the whole concept depends upon the users' willingness to continue to help each other. Senecal and Nantel (2004) mentioned that the information online that users recommend to other people will have a clear impact on people's choice of product. More and more people are frequently online and they are looking for information regarding their specific needs. Thus it is according to Dwyer (2007) of great importance for the firm to create a good word-of-mouth online not only among their customers, but among people in general. To see the role word-of-mouth has and how it is initiated a person should look at the communications circle (figure 2.4).
Grönroos (2007) argues that word-of-mouth sends unplanned messages which influence the dialogue between the customers and the firm. Grönroos (2007) further explains that both firms and customers should be willing to develop and maintain a dialogue where they interact and share knowledge, if not a dialogue is developed it will then only be a monologue without a listener. If the two parties involved maintain and develop a dialogue the customers' perceived value of the relationship will be incrementally increased as times goes on and if the firm's marketing activities are supported by the product and service messages that the firm sends out to their customers in the interaction process we will see how unplanned, but positive word-of-mouth communication will occur due to the customer's expectations of the firm are fulfilled. Grönroos (2007) goes on and argues that when a customer has good experiences from the firm and its products the likelihood of them doing word-of-mouth marketing for the firm will increase. This clearly indicates the importance of a dialogue as a part of the value co-creation in the relationship between the customer and firm when interacting online on the different social media channels (Grönroos, 2007).

2.5 Social media marketing

Drury (2007) describes social media as an online resource that people use to share different types of contents, for instance photos, videos, text, images, opinion, gossip, humor and ideas by using resources in form of blogs, social networks, wikis and others. As a user, social media marketing is based to give the opportunity to connect with friends and through linking sites, share their experiences. One may believe that it is just about giving and receiving a message, but that is not the case due to interactions within social media is about receiving and exchanging perceptions and ideas (Drury, 2007). Drury (2007) further explains that traditional marketing via television and newspapers is about delivering a message to the audience, whereas social media marketing is about building a conversation and relationship with the audience. Traditional marketing is a passive way of marketing compared to the fast and interactive social media marketing (Qiao, 2008). Social media marketing is a two-way process that engages an audience and a brand, and marketing has developed from one dimensional to a two-way process (Eley & Tilley, 2009).

There are multiple reasons why firms use social media, if for instance the firm share
upcoming happenings on the firm’s web page and links it to the firm’s blog or if they share other activities that are happening within the firm it could increase the customers brand awareness (Evans, 2008). Other reasons why firms use social media marketing is due to it is a powerful tool that enables the firm to reach out to many specific groups of people to a relative low cost, and another upside with social media from a customer perspective is that users do not need to pay for using it (Qiao, 2008). A company can gain a competitive advantage over their competitors using social media via the effective interaction between the company and the customer (Rajagopal, 2012).

There are several disadvantages with social media marketing; mainly that it is time consuming (Ward, 2010). Other problems are that social media marketing requires a good systematic thinking that can help the firm finding out the customers' demands but firms should be cautious here due to conversations on social media websites are often visible and remaining in the domain for perpetuity (Brown, 2009). This requires that companies are showing respect to their online interactions with their target audience and try to prevent negative outcomes on the online interactions that will be visible even for other users (Brown, 2009). Hence, firms are trying to find new and improved ways to communicate with their target audience, especially through online interactions that are more of a relationship based approach compared to traditional ways of doing marketing (Coon, 2010).

Coon (2010) mentions further that firms that want to be successful online must have knowledge of what content will be perceived positively among their customers and which content will not. If firms are successful in acquiring a lot of customers online the next rational step should be to strive to make them active participants online due to one's social network is based on the amount of friends, subscribers or followers on the different social media channels (Coon, 2010). When the amount of active participants on the social media channels are high and the firms are being continuously present online and participating in online activities and conversations with their customers, they can gain loyal and satisfied customers who do word-of-mouth marketing for the firm (Grönroos, 2007). Customers that do word-of-mouth promotion for the firm are influential. Thus firms that show up, listen and interact on social media channel can gain something unique and in this way win over their competitors (Williams, 2009).

### 2.6 Viral marketing

Kirsby and Marsden (2006) implied that viral marketing is when a firm tries to market themselves or their products and services through a message that is compelling for the customer. Meerman Scott (2007) mention that viral marketing makes the word-of-mouth process easier and are usually more acceptable by the consumer because they are not forced into promoting something, compared to other types of marketing that are more mandatory, or pushy. Meerman Scott (2007) further mentions that the customers are attracted to participate in doing viral marketing, and that firms should take advantage of this due to technology has facilitated the process of sharing, and thus information can be easily spread digitally from one person to another person. Firms should have in mind that creating an efficient and effective online marketing will not guarantee a 100 percent accurate viral result of the firm’s marketing. One key element for success is that the firms should be careful about viral marketing that
surrounds their products and services, due to it can happen quite complex and unpredictable negative outcomes if the firm is not present online. Therefore should the firm pay attention to what their customers are writing about the firm and their products and services on the online forums (Meerman Scott, 2007).

2.7 Summary of the theoretical framework

In the society usage of technology is high and firms offer their customers similar products to similar prices, thus having a relationship approach is crucial when firms do their social media marketing due to it offers something unique that no firm can buy; a relationship (Håkansson & Snehota, 1995). Having strong brand awareness among a firm's customers will improve the relationship and improve the possibility of customer becoming brand advocates and doing free marketing for the firm in form of word-of-mouth promotion (Grönroos, 2007). Here the current customers can reach new customers that perhaps could not be reached by the firm or where the customers would ignore the firms initiatives due to they do not like to be “forced into something” and therefore prefer the word-of-mouth marketing which is a more unintentional and natural way of doing marketing (Kirby & Marsden, 2006). By having current customers promoting the firm's products and services they do not only attract new customer, but they also improve the firm's relationship with current customers (Swedowsky, 2009).

Improved brand awareness among the firm's customers will result in a better relationship between the customers and the firm, thus improving the loyalty of the customer and also increasing the likelihood that the customer will continue purchasing the firm's products and services (Anderson, et al., 2009). Having customer's doing free word-of-mouth promotion for the firm is not only an objective with successful marketing, it is the outcome of a successful relationship and therefore relationship marketing and social media marketing are interrelated (Grönroos, 2007).

When we did the analysis of the literature we saw that social media and relationship marketing were interrelated due to both have interactions as an initial and essential part of their strategy to create or improve the relationship with the other party (Grönroos, 2007). Grönroos (2007) further mentions that other aspects they have in common are that both have an increased customer loyalty and word-of-mouth as objectives. Hence we wanted to investigate more on this specific portion and see how it is related to brand awareness among a firm's customers.

A firm must cherish their customer's brand awareness and continuously improve in order to be successful in their marketing (Anderson, et al., 2009). This improvement can be done by using different types of marketing activities, for instance use social media marketing and relationship marketing in conjunction to improve the customer's brand awareness by having continuous interactions with their customers (Grönroos, 2007). As the interaction becomes more regular it will become a dialogue where the firm is listening to the customer's thoughts and feedback. If the customer is satisfied with the dialogue and the relationship it will result in the customer doing free word-of-mouth marketing to his friends and family (Grönroos, 2007). This can result in reduced marketing costs for the firm and in an increased possibility of the firm attaining new customers and thus generating higher revenues and improving the firm's profitability (Ford, et al., 2006). With this in mind we saw that word-of-mouth is a powerful tool, but with a huge drawback from a firm point of view due to it cannot be controlled by them.
On the other hand a bad relationship where the customer is not satisfied with the interaction with the firm and the actions that the firm has made can result in the customer doing bad word-of-mouth promotion for the firm among his friends and family (Carlsson, 2010). Thus we see how important it is to cherish the relationship with the customer by using different marketing tools in order to strengthen the customers’ brand awareness, especially since the outcome of the relationship is either stronger or worse brand awareness, respectively good or bad word-of-mouth promotion from the customer (Gunawardena, et al., 2009). This shows how careful firms have to be in their marketing activities and take the relationship perspective due to having a satisfied customer will improve the likelihood of the customer doing good word-of-mouth promotion for the firm, and likewise having a dissatisfied customer will more likely do bad word-of-mouth against the firm (Carlsson, 2010).

We have summarized the theory in the figure below (figure 2.7), which we have illustrated on our own. Here we have tried to show the interrelation between the theories. Figure 2.7 show that if a firm wants to create strong brand awareness among their customers they have to use different marketing tools which we have mentioned throughout our theoretical part. There are marketing tools that the firm can control in form of social media, relationship and viral marketing that is initiated by the firm, and if the firm uses their marketing tools in the right way it will result in a stronger brand awareness among their customers (Aaker, 1991). This in turn will improve the likelihood of the customer promoting the firm and its products and services to new and current customers free of charge in form of word-of-mouth (Grööroos, 2007). Word-of-mouth promotion is the outcome of a successful relationship and strong brand awareness (Gunawardena, et al., 2009). It has both its main advantage, from a customer point of view, and disadvantage, from a company perspective, in not being able to be controlled by the firms (Carlsson, 2010). The theoretical framework can be seen in the illustrated below (figure 2.7).

![Figure 2.7 Summary of the theoretical framework](image-url)
3 Method

In this chapter we will bring forward how we have proceeded when conducting our research. We will initially explain our research approach and secondly why we chose to collect the data for our research in this specific way and lastly, how it will help us to analyze our empirical findings.

3.1 Research approach

According to Trost (2007) the two most common research approaches when conducting a research is qualitative and quantitative research approach. A qualitative study is about words, while a quantitative is about numbers (Jacobsen, 2002). If comparing qualitative and quantitative approach we see that both are subjective in character, but the difference is that a qualitative approach is the researcher's own perception or interpretation of the information that is essential for the conducting of the research, while in a quantitative approach it is the statistical analysis that is most important (Holme & Solvang, 1991).

For this study we are going to use a mixed method approach, which combines the strengths of a qualitative and quantitative approach (Creswell, 2003). For our quantitative part, we sent out an online questionnaire to the users whom like the groups of Husqvarna Sverige on Facebook. For our qualitative part we did an in-depth interview with a company representative, Anna Lindman, but more about this will be brought up further in the methodological part, but firstly we will describe the strengths and weaknesses with using the different methods in terms of qualitative and quantitative approach and then we will emphasize why we decided to use a mixed method approach.

3.1.1 Qualitative approach

Esiasson, Gilljam, Oscarsson and Wängnerud (2007) mention that qualitative method is interesting due to it gives a holistic view of the subject. The purpose of the qualitative method is to get a deeper understanding of a phenomenon instead of focus on its emergence (Andersen, 1998). Repstad (2003) explains that a qualitative method attempts to delve into the depths and bring out the implicit that cannot be examined by a quantitative approach. The gathered data from a qualitative method is more influenced by the researchers own thoughts and thus the researcher has to be careful and precise when collecting the data and interpreting the words due to the words can be interpreted differently by different researchers in different contexts (Holme & Solvang, 1996). Holme and Solvang (1991) mention that by using a qualitative approach the researcher will focus primarily on the problems from within in order to get a detailed understanding of the subject, as opposed to quantitative method where the researcher focuses on the problems from the outside. When using a qualitative method the researcher should make sure not to be too subjective in his conclusions, but instead he should make sure to bring up the different aspects in the research which can be a little bit confusing and difficult (Johansson & Svedner, 2006). Thus, the main disadvantage with a qualitative method is that is specific and focuses on individuals and specific situations, therefore the collected data cannot be generalized, especially if done in small
numbers (Björklund & Paulsson, 2003). Due to all these factors, especially the aspect of objectiveness, it is preferable to complement the research with a quantitative approach (Johansson & Svedner, 2006).

3.1.3 Quantitative approach

Holme and Solvang (1991) describes a quantitative approach as a way of using statistics and numbers, while a qualitative approach employs non-statistical techniques (Strauss, 1987). A quantitative approach is characterized mainly by statistical measurements where the researcher will collect data primarily through questionnaires and surveys (Backman, 2008). Bryman and Bell (2003) suggest that quantitative method is a method that converts the collected data into numbers and it is these series of numbers that later form the basis of the empirical findings so that the results can be analyzed. Johannessen and Tufte (2003) mention that the quantitative method is suitable for studies where you want to achieve a broad understanding of the subject and where the conclusion of the analysis must be presented in the form of numbers or statistics.

The quantitative method has a couple drawbacks mainly that the data collected has low flexibility. This refers to the questions on the questionnaire that are chosen before the data collection, where the researcher has not the possibility to change the information afterwards (Bryman & Bell, 2011). Denscombe (2000) mentions that a quantitative method can lead to negative results and inability to answer the purpose of the project. This is due to if the wrong questions are asked the collected data will not be as good as it could have been, thus the researcher should use a secure technique when analyzing the data in order to be able to fulfill the purpose with the research (Denscombe, 2000). Cooper and Schinder (2011) mention that a disadvantage with a quantitative approach is that it does not capture the hidden side of the study, for instance the interpretations of people and their understanding and incentive when answering the questions. Thus this method only gives an overall picture, compared to qualitative method which gives a holistic view of the subject (Bryman & Bell, 2011). Jacobsen (2002) mentions that the most noticeable difference between these two methods is if the researcher uses a quantitative approach s/he can get carried away, focusing on many different aspects, resulting in an extensive study without going in depth. Hence, the researcher should emphasize what is relevant to point out in the study (Jacobsen, 2002).

We will conduct a web-based questionnaire which will represent the primary data of our research, where the data collected will be examined through a quantitative method where conclusions will be drawn from the data collected. Jacobsen (2002) mentions that a questionnaire has a couple of disadvantages; mainly that the researcher is not able to ask the respondents follow-up questions, clarify the question or help them in any way. Another negative aspect is that the researcher cannot adapt the questions to a specific person, thus the researcher does not know which of the respondents has answered the questions, instead everybody has to answer the standardized questions (Jacobsen, 2002). Even though a quantitative method has many disadvantages it will help us to get an overall picture of the subject and thus improve our holistic view of the current situation (Davidson & Patel, 2003).
3.1.3 Mixed method approach

After dithering forth and back with all the advantages and disadvantages with both the qualitative and quantitative approach we decided that a mixed method approach would be most suitable for our data collection due to it allows us to combine the strengths from both approaches (Creswell, 2003). Hence we have decided to use both methods which will enable us to conduct both a questionnaire and interview in our research. By having both primary and secondary data it will facilitate the work for us and improve the credibility for our research, this will enable us to fulfill the purpose of our thesis.

The reason why we also chose to conduct an interview is due to the qualitative method will provide the researcher with the opportunity to make the inquiry more flexible and the researcher has the possibility to ask the respondents supplementary questions and more in-depth questions which cannot be asked using the quantitative method approach (Davidson & Patel, 2003). Interviews are less structural techniques compared to using high structural techniques where the answers are stricter and standardized (Wigblad, 1997). The high structural technique was used on the other hand when we collected our data from the online questionnaire. This gave us the possibility to collect data where the questions were standardized and thus we were able to reach out to more respondents in a time effective way compared to using interviews which are more time consuming (Davidsson & Patel, 2003). As mentioned above, we wanted to do both interviews with the firm and questionnaires, and thus base our thesis on both quantitative and qualitative research methods. Hence, a mixed method approach was most suitable for our thesis due to it utilizes both qualitative and quantitative data which will enable us to gain the best understanding of the problem (Creswell, 2003).

3.2 Data collection

In this section we will explain how we proceeded with our data collection process, which will be the base for our analysis. Data collection is “the finding and gathering -or generating of material that the researcher will then analyze” (Strauss, 1987, p. 20).

3.2.1 Interview

Interview means to collect information with help from questions that the interviewer asks to selected persons. Interviews can be conducted through a physical meeting, a face-to-face interview, or it can be through telephone or mail (Davidson & Patel, 2003). We did our interview with Anna Lindman, Project manager for web communication and social media at Husqvarna AB in 24th February 2012 and duration of the interview was approximately 90 minutes. The answers Anna provided us with was vital for our research due to it enabled us to get deeper understanding and insight about Husqvarna’s view, values and objectives with social media marketing. Her answers contributed with essential data that enabled us to answer our research questions. The questions we asked Anna Lindman during our face to face interview at Husqvarna AB can be found in appendix 1, while the answers we got from her and that we find relevant for our thesis we will present in the empirical data. The interview will be a part of our primary data.

Bryman and Bell (2003) explain that there are two types of interviews, a structured interview and an unstructured interview form, while semi-structured interview form is a combination of structured and unstructured interview form. Semi-structured means that
the researcher prepares the questions for the interview before the interview is conducted and during the interview the researcher can change the direction of the interview and ask more in-depth questions depending on the situation (Bryman & Bell, 2003). The questions for the interviews were sent to Anna Lindman in advance so that she could be well prepared and give us more detailed answers than she perhaps would be able to give us on the spot. The interview in our research has been of a semi-structured form, which enabled us to follow the structure of the interview and also to adapt to the changes that could appear (Bryman & Bell, 2003). For instance during our interview with Anna we had to adjust the sequence of the questions in order to maintain a flow in the interview. Bryman and Bell (2003) further explain that in an interview the language should be clear and understandable in order to facilitate for the respondent and minimize the risk of misunderstandings occurring; hence we used the Swedish language in our interview in order to facilitate for our respondent and keep the flow of the interview.

Svenning (2003) mentions that it can be difficult to understand what the respondent meant with a specific sentence, thus it is preferable to record the interview in order for the researcher to be able to go through the interview once again if any problems occur. During the interview we used an audio recorder to be sure we did not miss anything or wrote wrong answers. The recording made it easier for us to translate from Swedish to English and it helped us not to miss any answers or misinterpret the answers that Anna gave us. When we did our interview we made sure to ask the respondent for her permission to record the interview, which we were allowed. Having the respondent's complete answers and permission increases the credibility of the research (Davidsson & Patel, 2003). The interviews were of high value for us and the respondent was highly enthusiastic about our thesis and the future outcome of our research.

### 3.2.2 Questionnaire

The online questionnaire was sent out to members of the Facebook pages of Husqvarna Sweden and Husqvarna Group. We chose to do a questionnaire due to it gave us the possibility to collect data where the questions were standardized and thus we were able to reach out to more respondents in a time effective way compared to using face-to-face interviews which are more time-consuming (Davidsson & Patel, 2003). The questionnaire will help us to understand how Husqvarna's followers on Facebook think about Husqvarna Sweden, their brand and their social media activities. The questionnaire will be of great importance and value for this thesis and help us to answer our research questions and thus be able to fulfill the purpose with our research.

The language of our questionnaire was in both English and Swedish, this was due to we wanted to make sure that both Swedish and non-Swedish participants could understand and answer the questionnaire. Saunders (2005) points that the questionnaire layout shall be attractive, consistent and brief in order to ease for the participants to answer. Denscombe (2000) mentions that all variables that have been mentioned will not be able to be quantifiable, therefore it is important to choose a relevant scale when doing a questionnaire in order to avoid any influence on the result. We decided that the 1-to-5 scale would be most optimal for our questionnaire. In the 1-to-5 scale one is the lowest alternative and 5 is the optimal. The 1-to-5 scale will facilitate our analytical process due to the answers will not be too spread out, compared to having broader scales (Denscombe, 2000).
There are disadvantages with using questionnaires, mainly that the respondents can misinterpret the questions and give a wrong answer which can lead to low validity in the result (Bryman & Bell, 2003). To solve this problem, we chose to have fixed answers and understandable questions so the respondent would not misinterpret any question. The questions we used in the questionnaire were formed to help us with our research questions and purpose, in the best possible manner. Our questionnaire consisted of structured questions with multiple choice questions, scale questions, grid questions and with the last question being an open question where the participant could write their own thoughts about what they believe Husqvarna could improve in. The questionnaire was created to take as little time as possible to answer, but yet provide us with the wanted information. Our multiple choice questions with pre-answers made it easier for the participant to answer faster, but the negative side with pre-answers is that the respondents perhaps could not find the intermediate or desired answers, hence they could answer wrong unintentionally. This is a disadvantage with the method that we are aware of, hence we tried to make both the questions and the pre-answers brief and comprehensive in order to give us the response among the respondents that we wanted.

The questionnaire was made using Google Documents which enabled us to share the questionnaire with the people that liked Husqvarna’s company page on Facebook. The questionnaire was easy to access and it was also time-saving for us to link the page of the questionnaire to the different persons using Facebook. This facilitated the process of exporting the data that we collected from the respondents. Worth mentioning is that we had Cecilia’s Kaverén’s permission to upload the questionnaire on Husqvarna’s Facebook page. Cecilia works at the marketing department at Husqvarna Sweden and she is responsible for their Facebook page. This enabled us to reach out to more respondents than we perhaps could have done on our own.

Our objective with the questionnaire was to see what Husqvarna’s customers, employees and others thought about the brand and the firm’s social media marketing and also what could be improved in this area. The full form of the online questionnaire is presented in appendix 2 and 3, on English and Swedish country respectively. The bar charts that were excluded from the empiricism can be seen in appendix 4.

3.2.3 Secondary data collection

In addition to the primary data we collected in terms of the online questionnaire and the interview with Anna Lindman, we have also collected secondary data. Halvorsen (1992) explains that secondary data is information and material that already exists which has been collected and documented by others. Databases have been the primary source of our findings of academic articles and books. The databases used have been mainly Google Scholar and Springer Link, where the most common search words have been: “Brand awareness”, “Social Media Marketing”, “Word-Of-Mouth”, “Relationship Marketing” and “Viral Marketing”.

Articles and books have broadened our understandings around the research theme and helped us to write our theoretical chapter. Secondary data have disadvantages mainly in being old data which has originally been collected for another purpose that may not suit the actual research where the actual research questions had not been intended to enlighten around the topic (Kinnear & Taylor, 1996).
3.3 Reliability and validity of data

In a qualitative research, to gain reliability it is necessary that the research process will be implemented correctly, and the people that are being studied need to be matched with the result and the experience of the studied people (Ely, Anzul, Downing & Vinz, 1991). We had Cecilia Kaveren's permission to send our online questionnaire to the Facebook users which like Husqvarna's Facebook page. This facilitated the searching process for us due to we were able to concentrate on a broad, but specific group of respondents. We believe that her permission will give the study more reliability due to the larger population that was investigated and we believe that having Cecilia's permission will improve the project's trustworthiness. Another important aspect is the research's ecological validity, where the researchers should make sure that the respondents have enough knowledge about the subject (Cicourel, 1982). To reduce this problem, we have in our research delimited us within the segment we have chosen, namely on the Facebook users that like Husqvarna's company page on Facebook. The majority of the respondents that answered our questions in the online questionnaire are in one way or another connected with Husqvarna and their brand, hence the respondent have been well-aware of what they have answered in our questionnaire.

3.3.1 Generalizability

Generalizability means if the findings of the research can be equaled applicable to other research settings, such as other organizations (Robson, 2002). Sometimes, generalizability is also referred to as external validity. We found our study be plausible for other organizations whom uses social media marketing on different social media networks such as: Facebook, Twitter and YouTube. Our objective has been to focus on Husqvarna and their social media marketing, and this can be used as a general study for how to use social media to reach out to customers and other desired people, and thus be able to maintain a well-organized social media marketing within the firm.

3.3.2 Criticism of sources

In this thesis we have mainly collected our secondary data and information from reliable sources, such as databases and scholarly journals. In our way to find literature, we have tried to be as up-to-date as possible in our findings to show that our information is relevant in terms of time. We also tried to find articles which have been cited frequently. This will give the sources more reliability and trustworthiness for the study. Other information gathered comes from Husqvarna AB and information which is available on the company's web page; www.husqvarna.se.
4 Empirical data

Here we will present our primary data that we collected from our questionnaire, and also bring up our secondary data in form of an interview with the company representative. These two parts will be the basis for our analysis.

4.1 Overview of the empirical data

The empirical data we have collected consist of primary data in form of an online questionnaire that was sent to the Facebook users who like Husqvarna’s Facebook page. Our secondary data has been conducted in form of an interview with was carried out the 24th February 2012 at Husqvarna AB's facilities with the company representative, Anna Lindman. Anna Lindman works as Project Manager of Web Communication and Social Media at Husqvarna AB.

We will present our primary data in a progressive order, starting with our first question from the questionnaire till the last question. We got a total of 71 answers on our questionnaire. The objective was to get at least 60 responses in order to have a sufficient number of responses that will both make the questionnaire objective and give us a broad picture of the respondents' perception of the brand and Husqvarna's social media activities. We have chosen to present our collected data using graphs for an illustrative reason in order to facilitate for our readers so that they may get a grasp of the subject. Only the relevant graphs and diagrams that show a diversified and broad picture will be brought up and presented in the empiricism, other graphs that are rather obvious can be seen in appendix 4.

4.2 Structure of the answers

We will present our primary data following a structure of three different categories which we will also use in our analysis. The structure we will follow is that firstly we will bring up parts from the questionnaire that affects Husqvarna generally, for instance the respondents' different relationships with Husqvarna. Secondly, we will bring up parts from the questionnaire that is within the category of brand awareness. Lastly, we will focus on parts in the questionnaire that is within the social media marketing category. Thus we will not have a compilation of questions, but instead we will divide the questions from the questionnaire within these three different categories.

The results we got from the interview, represents our secondary data collection, and they will be presented after the results from the questionnaire.

4.2.1 Husqvarna

Question 1,5,6

The first question asked was regarding the respondents’ relation to Husqvarna. The respondents could choose between "Employee", "Customer", "Other" and "No relation". The majority were employees and customers, which the figure 4.1. Indicates where 42 percent of the respondents were employees, respectively 41 percent of the
respondents were customers at the firm. Others and no relationship were representing 8.5 percent of the respondents respectively. We are aware that the result from the first question will not give us much to analyze, but we chose to use this question in our questionnaire in order to be able to assess the disparity of the respondents' different backgrounds and to understand why there have been differences of opinion among the respondents.

![Figure 4.1: Q1 - Respondents' relation to Husqvarna](image)

The fifth question was regarding if the respondents had recommended Husqvarna's products to other people, almost 65 percent of the respondents answered that they had not. Question five answers research question number one which is concerning how social media marketing should be used in order to increase the customer's willingness to do word-of-mouth promotion for the firm. It is vital that one has in mind that not all of the customer's will do word-of-mouth promotions for the firm, only portions of the total customer base will feel motivated to do it. In Husqvarna's case we can see that there is still room for improvement. The diagram for this image can be found in appendix 4.

Question six was in regard to the respondent's purchasing behavior and if s/he had made a purchase using Husqvarna's official homepage. Over 91.5 percent of the respondents answered that they had not made a purchase using that channel, while less than 8.5 percent answered that they had purchased before. This question answers primarily our second research question which is regarding customer behavior and how social media affects further sales.

The low amount of respondents that have made a purchase using Husqvarna's official homepage indicates for us that probably most of the firm's Facebook users are not aware of this online shopping possibility and that Husqvarna are not marketing themselves and their online web page enough via using the firm's social media marketing channels. Therefore this question indirectly answers also our first research question where the focus is on how social media marketing should be used in order to increase the customer's loyalty and willingness to do word-of-mouth promotion for the firm. Husqvarna are not promoting this possibility on their social media channels and thus the customers are not aware of this possibility. Customers that know of the possibility to order online using Husqvarna's homepage and know how to order online using this channel could be of great importance to Husqvarna when doing word-of-mouth marketing about this subject among their friends and family. We think that the image related to the question is of little importance to mention here and hence we refer to appendix 4.
4.2.2. Brand awareness

*Question 2, 3, 4,*

In the second question we asked the respondents what they think when they hear the word Husqvarna. As we can see in the graph below (figure 4.2) the results from this question were spread out among the different answer alternatives. There were several options to choose among, but the answer the respondent chose was based on the respondent's perception of the brand and his or her familiarity with that product. Chainsaws was the alternative most preferred among the respondents where 31 percent of the respondents chose this alternative. Other alternatives were also chosen, for instance 25 percent of the respondents chose sewing machines and other outdoor products respectively.

This question was asked in order for us to be able to further analyze research question 2. Research question 2 was about the influence social media has on the customers' perception of the brand. This question will further be analyzed in the analytical part.

![Figure 4.2: Q2 - Respondents first thoughts when hearing the word Husqvarna](image)

In regard to brand awareness, this was brought up in the third question in the online questionnaire, the question regarding the respondent’s view of Husqvarna as a brand on a 1-to-5 scale. The majority of the respondents, 42 percent, perceived Husqvarna mainly as a “4”, which is between 3, being neither good nor bad, and 5; a premium quality brand. Thus this clearly indicates that Husqvarna is perceived as relatively high quality brand among the respondents. 31 percent of the respondents perceived Husqvarna as a “3”, and 23 percent had the perception that Husqvarna is a high quality brand; a “5”. Worth mentioning that few of the respondents perceived Husqvarna as a low quality brand, only 3 percent recognized them as a “1” and merely 1 percent of the respondents was of the perception that Husqvarna was a “2” on a 1-to-5 scale. In order to see the full answers from question one should see figure 4.3 which is illustrated in the figure below.
Question four was regarding if the respondent find Husqvarna as a strong brand. The majority, 75 percent of the respondents, considered Husqvarna to be a strong brand. This question is characterized by a particular bias that we are aware of. We think that the unintended bias arose when we shaped the question. We had to point out name of the firm during the formulation of the question that would otherwise be at risk of being mistaken for another brand or it would lead to misunderstandings that could perhaps result in wrong types of answer from the respondents. It is interesting that even though we pointed out the firm name 15 percent of the respondents answered “Don't know”.

The 15 percent of respondents that answered “Don't know” we think probably answered that they have no relationship with Husqvarna or answered “Other” in question one. The illustration of the answers from the first question can be seen in figure 4.1. 10 percent of the respondents answered that they do not perceive Husqvarna as a strong brand. The definition of a strong brand can be seen in theoretical part about brand awareness by Aaker (1991). In order to see the result from this question one should see figure 4.4.

4.2.3 Social media

Question 7, 8, 9, 10, 11, 12, 13

The seventh question was regarding how often the respondents are online on Facebook. 49 percent of the respondents answered that they are active almost every day, 45 percent are active on Facebook several times daily and 6 percent are online once a week. “Never” and “1-2 times per month” bars are excluded from the graph due to none of the
respondents answered either of these two alternatives. This question shows that the respondents are active online and that Husqvarna's customers are online frequently on Facebook. Hence Husqvarna should realize that they have to be more active online and use their social media marketing more in order to acquire the Facebook users that are active online. Thus this question also touches upon research question one, how social media marketing should be used. Husqvarna has to be more present online in order to be on the same, intangible place where their current and potential customers are present. To see the respondents’ online presence on Facebook one should see figure 4.7.

Figure 4.7: Q7 - Respondents' online presence on Facebook

In question eight we asked the respondents how satisfied they are with Husqvarna's Facebook page on a 1-to-5 scale and 41 percent answered alternative number three which shows that they are neither satisfied nor dissatisfied. Alternative number one and two was chosen from 22,5 percent, respectively 20 percent of the respondents. This indicates that over 42,5 percent of the respondents are not satisfied with Husqvarna's Facebook page. Merely 5,5 percent perceived Husqvarna Facebook page as a “5”, thus indicating that they are very satisfied with the web page. 11 percent of the respondents answered that they perceive Husqvarna's Facebook-page to be a “4” on the 1-to-5 scale. By evaluating how satisfied the respondents are with Husqvarna's Facebook page we have tried to distinct how satisfied the respondents are with Husqvarna's use of social media marketing on the different social media channels, especially Facebook. The result can be seen below in figure 4.8. Question number eight is related to research question number two, but more about that will be brought up in the analysis.

Figure 4.8: Q8 - Respondents' satisfaction with Husqvarna's Facebook page
Question number nine was regarding the respondents' perception of Husqvarna being active enough on Facebook or not and “Don't know” was the most common answer, where 53.5 percent of the respondents answered that they did had no opinion in this matter. We think that the outcome was the following due to the structural setup of this question and the previous question, where those respondents that answered “3” on the 1-to-5 scale in the previous question, question eight, regarding their satisfaction with the Husqvarna Facebook page were “neutral” in that matter. However, in this question, question nine, there were not a middle ground between the alternatives “Yes” and “No” and thus we think that they answered “Don't know” due to this was the intermediate between the two alternatives. Nevertheless, 15.5 percent of the respondents answered that they feel that Husqvarna are active enough on Facebook, while 31 percent considered Husqvarna not to be active enough on this social media channel. This question answers research question one where we can verify that Husqvarna should be more active in social media, in this case using Facebook more. The respondents’ answers from this question can be seen in figure 4.9 which is illustrated below.

![Figure 4.9: Q9 - Respondents' perception of Husqvarna's presence on Facebook](image)

In question ten we asked the respondents if they like the material Husqvarna shares on Facebook and 11 percent of the respondents were not satisfied with the content of the Facebook page. Noticeable is that 23 percent of the respondents were satisfied with the content that Husqvarna posted on their Facebook page, while “Don't know” was the alternative mostly chosen among the respondents, representing 66 percent of the answers. The reason why we think that two-thirds answered “Don't know” is because the same as the reason in the last question, question 9, where there was not intermediate between “Yes” and “No”.

Those that were neutral in this question and were not content and neither dissatisfied with the firm's activities on Facebook could not choose an alternative in between “Yes” and “No” and thus we think that is the reason why they chose to answer “Don't know”. In this question we tried to evaluate how the respondents perceived Husqvarna's activities on Facebook and the material they share there among their customers. The question was structured in this way in order for us to be able to compare this question with the previous question, question 9, in order to find out if there is any interrelationship between being active online and people liking the material that the firm is sharing online. Hence this question is touching upon both our research questions due to it involves being active online and liking the firm's material which indicates that the customer is either aware of the brand or the firm, or that s/he is liking the firm's activities due to they find them interesting and relevant. If the situation is the latter than
the firm has managed to affect the customer's behavior and thus it answers research question number two. We will analyze these parts further in the analysis where we will look into why there is contradiction between those that answered in question 9 that they do not perceive Husqvarna to be active enough on Facebook, while in question 10 the respondents like the material that is being shared on Facebook. This indicates that the respondents are active online and present on Facebook, but that they want Husqvarna to be more active there. Secondly, it indicates that Husqvarna are posting relevant material and doing activities that are appreciated among the customers, but not frequently enough as the customers would like them to do. The results from this question can be seen in the figure 4.10.

![Figure 4.10: Q10 - Respondents' liking the material Husqvarna shares on Facebook’](image)

Question 11 was regarding if the respondents did share some of Husqvarna's material on their personal Facebook page and 95 percent said that they did not share, while merely 5 percent answered that they did share Husqvarna's material on their personal Facebook page. The results speaks for itself and thus we have not posted it here due to we find it not relevant. Theory explains that not all customers will do word-of-mouth promotion for the firm, only a friction of the customers will feel obligated to do this uncontrollable form of marketing for the firm. In the analysis we will look more deeply into how this question is interrelated with the previous questions, where the results from the question will help us to answer our research question. The illustration for this diagram can be seen in appendix 4.

The twelfth question was regarding if the respondents follow Husqvarna on Twitter and YouTube. Merely 3 percent answered that they follow Husqvarna only on Twitter; while the same amount of respondents answered that they follow them both on YouTube and Twitter. 28 percent of the respondents answered that they do not follow them at all, but that they know of their existence. The majority of the respondents, 66 percent, answered that they did not follow them at all on neither of Husqvarna's social media channels. Worth mentioning is that none of the respondents answered that s/he follows Husqvarna only on YouTube, thus this answer is excluded from the chart. Why the results is this spread out we will try to explain more in the analysis. The respondents different answers in this question can be seen in the figure below (figure 4.12).
The last obligated question to answer in the questionnaire, question number thirteenth, was if the respondents personally wanted Husqvarna to increase their activities on social media. 52 percent of the respondents answered that they want Husqvarna to increase their activities in social media while on the contrary 28 percent of the respondents answered that they did not want Husqvarna to increase their online activities. A total of 20 percent of the respondents answered that it was good as it was right now, indicating that they were content with how things were done at the moment. The reason why we think that we got this diversified and spread out answers was due to there were possibilities to choose both “Yes” and “No” in this question. If compared to the previous question, question eleven, that had a “Don't know” alternative we here instead had a “It is good as it is right now” alternative which enabled all the respondents that were “neutral” in this question and were content as things were right now to answer. Hence all the respondents that had a positive or negative perception of the subject were able to answer, as could those that were “neutral” in this matter.

This question will help us a lot in our analysis due to it indicates what type of opinion the respondents have in this subject and what they expect from Husqvarna, where the answers from this question together with the answers from previous questions will help us to answer our research questions, especially the first one that is concerning how social media marketing should be used. We believe by answering the first research question it will enable for us to consequently answer the second research question which will help us to fulfill our purpose with the research, which is to understand how brand awareness is created through the use of Husqvarna's social media marketing. To see the results from questionnaire regarding this question one should see the figure 4.13.
4.2.4 Open question

**Question 14**

Question 14 was the last question in the questionnaire, but it was not a mandatory question to answer. Those respondents that had any thoughts and ideas for improvements were free to comment, but it was not obligated to do so. Many respondents answered “Don't know”, while others gave several suggestions, especially that Husqvarna should focus more on the youth segment due to they are more active online if compared to the other segments, especially when it comes to online shopping. Other respondents wanted Husqvarna to improve their marketing because the customer should not just know that they are existing, but instead they should be creative and find new ways to reach out to the youth. This answer is interrelated with research question one where we wanted to see how social media should be used in order to increase the customers' loyalty and willingness to do word-of-mouth promotion for the firm. Other interesting answers that we received from the respondents was that they considered technical products like chainsaws not to be used frequently by the youth, however they still considered that Husqvarna should create new products in order to attract the youth.

By receiving the respondents opinion in this matter and know what they are demanding from the firm is of high value for both our research and Husqvarna as a firm. If Husqvarna manages to implement these changes it will be of high value also for the customer. The answers from the respondents clearly indicates the importance of doing social media marketing due to they wanted Husqvarna to be more active and find new, creative ways to reach out to the customers and here social media fits perfectly the description. Question 14 will not be analyzed further in the analytical part.

4.3 Interview with the company representative

The interview we conducted was with Anna Lindman, Project Manager of Web Communication and Social Media at Husqvarna AB. The interview is essential for our analytical part due to our thesis is based on an exploratory case study of Husqvarna and their social media marketing, thus the interview with Anna provides us with the company perspective that is vital for our thesis. Without Anna Lindman's willingness from the first beginning to help us with our research it would be difficult for us to provide a company perspective. Therefore we are content that we are able to bring up the information Anna told us about how Husqvarna uses their social media marketing in their daily operations. This interview is of huge value for us, because without it we would not be able to compare the company perspective with the theoretical framework and the customers' point of view, which are represented by the respondents view on Husqvarna and their brand. Thus the interview enables us to have all three parts in our analysis which will enhance the quality and credibility of the work.

We will only bring up the answers which we consider being relevant and which are contributing to our project. The interview will not be presented question by question, but instead in a compiled order, thus enabling us to keep a flow in the interview. In order to see all questions from the entire interview we refer the reader to see appendix 1.
4.3.1 Social media strategy

“Husqvarna’s main goal with social media marketing is to increase the firm's sales by using different marketing tools to increase the traffic to their official web page in order for the customer to make the purchasing decision there.” (Anna Lindman, personal communication, 2012-02-24)

Anna told us during the interview that the reason why Husqvarna started to use social media marketing was due to their customers are active on Internet no matter if Husqvarna are present there or not, so with this in mind they decided to start using social media channels approximately one year ago as a complement to their current marketing mix. Husqvarna is a firm with little experience from social media marketing and they lack a clear and comprehensive social media strategy that can be implemented throughout the firm, instead they have tried different approaches to see which ways can lead to success, and which are not worth implementing. The two social media channels Husqvarna focuses mainly on in their marketing is Facebook and YouTube where the two channels are interrelated and linked to respective Husqvarna page. Twitter is also being used, but mostly when releasing important information, for instance about new products that will be launched. Husqvarna is a premium brand that stands for professionalism and they are particularly famous for their high quality chainsaws and that is how they want the brand and the firm to be perceived. Therefore it is important that every country follows Husqvarna's brand guidelines, for instance having the same brand and colors on their social media channels, but local differences may occur.

Husqvarna's objective is to be best on the web among their competitors and therefore they invest a lot of resources in order to improve in this area. Husqvarna Sweden wants to secure their strategy so the other countries that are a part of Husqvarna Group can follow their strategy in order to achieve their mutually stated goals. Husqvarna's social media marketing strategy, which we received from Anna Lindman, can be seen in the figure below (figure 4.3.1).

The figure shows how Husqvarna uses the different social media channels in terms of Facebook, YouTube and Twitter as a part of their social media strategy in order to increase the traffic to their official web page. The increased traffic to Husqvarna's home page will hopefully result in increased sales and free marketing from their satisfied customer in form of word-of-mouth promotion (Personal communication, Anna Lindman, 2012-02-24).
The figure above illustrates that there is a variety in Husqvarna's use of social media channels and it also shows how they are used in order to improve the traffic to Husqvarna's official web page. There are owned media that Husqvarna controls and owns, like for instance Facebook, YouTube and Twitter. The second type of media is the earned media which is the result of successful use of Husqvarna's controlled media. The objective of the controlled media is to create a “viral effect” where the customers link the brand on their personal pages to Husqvarna's official homepage and thus do the marketing on their own. The brand awareness among the firm's customers is created by social media marketing which will hopefully improve the traffic to Husqvarna's official web page which is the objective with social media (Anna Lindman, personal communication, 2012-02-24).

4.3.2 Husqvarna’s use of social media creating brand awareness

“If Husqvarna are able to create strong brand awareness among their customers, which is created via the use of social media marketing, it will increase the willingness among current customers to do word-of-mouth promotion for the firm.” (Anna Lindman, personal communication, 2012-02-24)

The second part of the interview was about how Husqvarna uses social media in order to create brand awareness among their customers. This was briefly touched upon in the first part, but here we will explain it more in a detailed and comprehensible way. The use of social media activities on the different social media channels, which we mentioned in the previous part, has an impact on Husqvarna's customers brand awareness.
Husqvarna feel that social media can help them in three different ways to improve their customers' brand awareness. Firstly, it can facilitate the interactions with their customers and there Husqvarna are able to provide them with social support. Secondly, it can increase social commerce; if this is successful it will improve the likelihood of the customers doing word-of-mouth promotion for the firm. Lastly, it provides the customers with social inspiration where Husqvarna shares “how to” videos on their social media channels in order to inspire their customers. If Husqvarna is successful in combining all these three parts they will be able to create value for their customers and strengthen their brand awareness. These three parts mentioned above can be seen in the figure below (figure 4.3.2). Strong brand awareness is when the customer is aware of the brand and is satisfied with the firm's products and the firm's activities, thus feeling an increased willingness to spread the word about their brand to other customers (Personal communication, Anna Lindman, 2012-02-24).

Figure 2: 4.3.2 - Social media strategy, the different media channels (Anna Lindman)
5 Analysis

In this section we will analyze our primary data that we collected in form of a questionnaire and that we introduced in the previous section. We will also analyze the secondary data we collected in form of the interview with the company representative. We will link these parts to the theories we presented in the frame of reference.

5.1 Analyzing the empirical data

The purpose of our thesis is to understand how brand awareness among customers is created through the use of social media as a marketing tool. This will be conducted through understanding Husqvarna Sweden's usage of social media as a marketing tool within their daily operations. The structure of the analysis will be divided into three parts and will follow the systematic structure as in the empiricism. The three different parts we are going to analyze is firstly Husqvarna, secondly brand awareness and lastly social media. We will not go deeply into the first part regarding Husqvarna due to the questions are of a general character and are used primarily in order for us to know the relationship between the respondents and Husqvarna, rather than of an analytical character.

Thus, the analysis will be divided into two main parts, where in the first part we will look into the Husqvarna brand and how the respondents' perception of the firm and their brand is affecting the customer's willingness to promote the firm in form of word-of-mouth marketing. We will also look into if the respondents actually perceive Husqvarna as a strong brand does it automatically imply increased sales or perhaps other factors are more important. We will look how these aspects are connected to our theories in order to see what Husqvarna is doing correctly and where they can improve, and if so, how. This part is connected directly with our research questions.

The second part of the analysis will look into how Husqvarna's utilizes social media marketing and how the respondents' perceive their online presence. Here we will look if activities online can affect the customers perception of the firm and if the respondents are satisfied with Husqvarna and their social media marketing activities will it result in higher willingness to share information about Husqvarna, hence doing word-of-mouth promotion for the firm. This part is primarily connected with research question number one, but we will look into if there is a interrelation between the firm being active online and higher willingness among the customers do purchase their products due to the increased brand awareness. Hence, these two parts of our analysis will help us to answer our research questions and thus it will enable us to fulfill the purpose with our thesis.

5.1.1. Husqvarna

Question 1,5,6

We will not go to deep and analyze the respondent's relationship with Husqvarna, but worth mentioning that the variety of the majority in terms of employees and customers will be interesting for the analysis due they will give us both an internal and external perspective. 8,5 percent of the respondents answered respectively that they do not have
any relation to Husqvarna or “Other” which we think can be former employees that have been members since the time they worked at Husqvarna and are still following Husqvarna on Facebook. We cannot know exactly what other types of relationship there can be, there is a lot of room to speculate about this, but we believe this is not relevant for our thesis. A total of 83 percent of the respondents were either customers or employees, 42 percent and 41 percent respectively, thus the majority of the respondents mentioned above which answered our questionnaire, had a close relation to the firm. Question 5 was regarding if the respondents had recommended Husqvarna to others and the result was that a total of 65 percent of the respondents did not recommend Husqvarna to other people. This shows two things, depending on which perspective one looks at the matter, firstly; that Husqvarna have not been successful in their marketing activities and their interactions between them and their customers. Secondly, it can show that Husqvarna has been successful in their marketing activities and interactions with their customers on social media, but that customers are not feeling an urge or willingness to do word-of-mouth marketing for the firm.

A firm has to have in mind that not all customers will be willing to do word-of-mouth marketing for the firm, only a few ones will. Ford et al. (2006) mention that the loyal customers have a higher willingness to do word-of-mouth marketing for the firm. Thus, this indicates that if the first alternative was the case and Husqvarna are not successful in their marketing activities and interactions with their customers they should implement the “Trimodal relationship communication model” by Grönroos (2007). The model, illustrated in figure 2.3, shows that a relationship will emerge over time if the firm is successful in three parts. Firstly, they have to acquire the customer by planned communication, for instance via social media marketing and as times goes on interactions between the firm and the customer will emerge and thus contact between the customer and the firm has been established. If the customer and firm are sharing information and knowledge between each other in this phase it will improve their relationship and willingness to continue the relationship. Later on when the two-way communication has been enhanced and the knowledge that is being shared between the parties in their interactions is seen as vital, it will lead to the emerging of a connectedness which indicates that a relationship has been established (Grönroos, 2007). Thus, if the firm is failing in the first part they could implement the “Trimodal relationship communication circle” by Grönroos (2007) in order to establish a successful relationship with their customer. Having loyal customers will increase the willingness among their customers to do word-of-mouth marketing for the firm (Ford, et al., 2006).

On the other hand, if the firm is successful in their marketing activities, but the customers are not willing to do word-of-mouth marketing on their own accord then Husqvarna should implement “The communication circle”, figure 2.4, by Grönroos (2007). This model indicates that word-of-mouth marketing is the outcome of three elements. Firstly, the expectations that the customers have on the firm or the brand will affect their willingness to do word-of-mouth marketing for the firm. If a new customer has been informed by a current customer in form of word-of-mouth marketing that a product is of good quality the customer will have high expectations on the product. When and if the customer purchase the product and if s/he is not satisfied with the product the customer will not feel an urge to do positive word-of-mouth for the firm, but rather on the contrary, s/he will probably inform his friends and family about this bad
product so that they do not purchase it. This will affect the firm negatively due to the negative word-of-mouth marketing from the customers (Carlsson, 2010). The expectation a customer has on a product is high if s/he has been informed about the product by a friend or a person the customer has a relationship with. This is due to persons tending to trust other persons more than they trust the firm and their marketing activities (Swedowsky, 2009).

Another element brought up in the “Communication model” is the interactions between the customer and the firm. If the customers are content with the interactions they will become more loyal due to the relationship that has emerged, which we mentioned above, but on the other hand if the interactions are of a negative character the customers will not be satisfied with the customer service they have received from the firm (Grönroos, 2007). This could result in the customer instead of doing positive word-of-mouth marketing for the firm, if the interactions had been of a positive character, will instead feel an urge to spread negative information about the firm (Grönroos, 2007).

The third and last element in the “Communication model” is the experience the customer has experienced throughout the previous two processes. If the customer's experience is positive it can lead to the customer feeling satisfaction with their interactions, which are based on the customer's expectations, and thus there is a possibility of the relationship evolving. There is a high likelihood of a relationship continuing as long both parties are satisfied with it (Grönroos, 2007). Thus, the customers' willingness to do word-of-mouth marketing for the firm depends on his or her expectations, interactions and experiences with the firm. Positive or negative word-of-mouth marketing for the firm is the outcome, depending on how the three elements in the “Communication model” have been managed (Grönroos, 2007).

If this is the case then the negative part with this is that we do not know which of these parts the firm has not been successful in. It can be in one of these parts, or it can be all of them, which would certainly affect those customers that have not recommended the firm to others. If we look it from the second perspective and imagine that Husqvarna have been successful in their marketing activities and interactions with their customers then there is the possibility that the customers are not feeling an urge to recommend the firm to others. This could definitely be the situation due to Amichai-Hamburger (2005) mentions that word-of-mouth is a part of human behavior where the whole concept of doing marketing on an own accord depends upon the users’ willingness to do word-of-mouth marketing for the firm. This indicated that no matter how successful a firm has been in their marketing activities and interactions with their customers there will always be a possibility that the customer will not feel an urge to do word-of-mouth for the firm.

Thus the answer for this question has two alternative; firstly that the firm have been unsuccessful in their marketing activities or interactions with their customers which is mentioned in the “Communication model”. Alternative two is that the firm has been successful in all of the three elements in the “Communication model”, but that the customers are simply not feeling a willingness to do word-of-mouth for the firm.

Question 6 was about if the respondents had made a purchase using Husqvarna's official homepage and the majority, 91.5 percent of the respondents, answered that they had not made a purchase using this channel. Merely 8.5 percent of the respondents had used Husqvarna’s official website for purchase. The disadvantage with this result we got from the questionnaire is that it does not consider that social media is a relatively new
marketing tool for Husqvarna and thus has not affected the purchase decision on this short period of time.

The fact that so few of the respondents had made a purchase via Husqvarna's official web page indicates several things; firstly, that Husqvarna's objective with social media marketing, which Anna Lindman told us during the interview, is not successful. Anna Lindman told us that Husqvarna uses their social media channels as a part of their social media marketing strategy to improve the traffic to the firm's official web page where the customer should make their purchasing decision and hopefully buy the product. We see that this is clearly not working due to the majority of the respondents had not made a purchase using Husqvarna's official web page. We think that there are several reasons why the customers are not shopping online using Husqvarna's homepage. One reason that we find relevant but which we will not look further into is that chainsaws and other outdoor products which Husqvarna is famous for is not able to purchase via the Internet. There is a possibility to purchase small components, but not entire machines. This is something Anna Lindman told us during the interview, but which we found not relevant for our empirical data. We are aware that this is a way to look at the situation, but in order to strengthen the credibility of our analysis we will look into two reasons why the customers are not purchasing via Husqvarna's official web page.

The lack of purchases online indicates that Husqvarna's online strategy is not working and that they could improve their social media marketing to be used in a more optimal way. The results we got from these questions answers both our research questions. Due to the results were of a negative character we think that it is vital that Husqvarna uses the relationship marketing in conjunction with social media marketing as Egan (2008) indicates. Egan (2008) mentions that a firm cannot solely focus on gaining new customers, instead they should implement a more defensive approach where they focus on keeping current customers through customer retention. When the firm uses relationship marketing they focus on their current customers and striving to attain customers for the rest of their lives, instead of looking only for new customers to attain (Egan, 2008). If Husqvarna uses relationship marketing and social media marketing concurrently they can pursue to increase the sales from their current customers for instance via cross sales (Andersson, Narus & Narayandas, 2009). Therefore social media marketing and relationship marketing should be interrelated in order to utilize the most from each other (Grönroos, 2007).

This question is interrelated with the first previous question, question 5, due to the lack of word-of-mouth promotion among the customer indicates that if the firm has not been able in their social media marketing and probably failed in one of the three elements mentioned in the previous question regarding the “Communication circle”. If a firm is not successful in social media marketing and for instance in their activities on Facebook, how can a firm expect the customer to take the next step and visit their official home page in order to purchase their products there? Therefore we once again stress the importance of using social media marketing and relationship marketing concurrently in order to create a relationship with their customers. Andersson, et al. (2009) mention that when and if the firm attains loyal customers, as the result of their mutual relationship, they will gain customers that are less price sensitive. The loyal customers will share with the firm important input and knowledge that the firm can take advantage of in order to improve in this specific area and also to be able to meet the customer's wants and needs (Andersson, et al., 2009). Andersson, et al. (2009) further
mention that all these things will not only help the firm in the short-term in terms of less marketing costs and higher revenues, but also in the long term in terms of increased sales. Hence we see the importance of having a long-term relationship approach when using social media marketing which will strengthen the customer's brand awareness and improve sales both in the short and long run (Andersson, et al., 2009).

Weinberg (2009) is of the same thinking and mentions that the usage of social media will increase the firm's sales both in the short-and long term due to social media will create brand awareness among the firm's customers which will resulting in higher sales. When firms are being present online they are improving their marketing activities where the firm is able to interact with current and potential customers in order to improve their brand awareness (Weinberg, 2009). Le Pla and Parker (2002) mention that having strong brand awareness among the firm's customer will result in higher revenues for the firm. Aaker (1991) mentions that when a firm is present online and in their marketing activities they can share something that is appealing for the customers, which can lead to commitment among the customers, resulting in an improved relationship between the customer and the firm. Thus we see how vital it is to be active online and use the firm's marketing activities in order to strengthen the customer's brand awareness (Aaker, 1991), but firm's should not forget that all of their social media marketing activities should be used from a relationship perspective (Grönroos, 2007).

Another reason we think why the customers are not shopping via Husqvarna's homepage is due to the customers perhaps do not know of the possibility to purchase via their web page. Here it would be logical to use the loyal customers that have knowledge about the firm and their products to promote this possibility (Anderson, et al., 2009). In this way Husqvarna would generate higher revenues and lower their marketing costs, and thus we see once again the vital importance word-of-mouth marketing has for a firm's profitability (Ford, et al., 2006).

We think that Husqvarna have failed to implement two vital approaches which could improve their low sales via their homepage. These two approaches are firstly in form of activities to strengthen the customer's brand awareness, which Husqvarna lacks, and secondly in form of relationship marketing which Husqvarna are not using at the moment. We think that these two approaches which are controllable, but which Husqvarna lacks, are affecting an approach which they do not have much of and which is uncontrollable; word-of-mouth marketing (Ford, et al., 2006; Carlsson 2010).

These three parts mentioned above indicate why Husqvarna have been unsuccessful in their social media marketing and thus their objective with social media, which Anna mentioned during the interview, is not fulfilled. The theoretical answers from this question answers our first research question and the latter arguments provided from the theories answers indirectly our second research question.

5.1.2 Brand awareness

Question 2,3,4

As we saw from our empirical data, in figure 4.2., most of the respondents' first thoughts when hearing the word Husqvarna were chainsaws and that is something that the firm is famous for according to Anna Lindman. 25 percent of the respondents
thought about sewing machines, and another 25 percent thought about other outdoor products. This shows that Husqvarna as a brand is perceived to be active in many product categories. The respondents' answers indicate that they are familiar with Husqvarna, thus they have brand awareness according to Aaker (1991). The brand awareness shows that Husqvarna have been successful in their marketing where they have promoted a marketing message about them being good in outdoor products, especially chainsaws like Anna Lindman mentioned during the interview. The results indicated also that Husqvarna have been successful in creating brand recognition among the respondents of the firm being good in chainsaws.

During the interview with Anna Lindman, she showed us Husqvarna's Facebook page where the cover image is a lumberjack cutting wood with a Husqvarna chainsaw. This indicates that Husqvarna's repetitive advertising that Aaker (1996) mentioned have resulted in that the respondent's perceiving Husqvarna as a firm that is good in outdoor products, but especially competent in manufacturing high quality chainsaws. This is the outcome of the repetitive advertising Husqvarna have done via their use of social media channels and especially Facebook. The brand recognition, which Aaker (1991) mentioned, which Husqvarna has achieved to create among the respondents indicates that Husqvarna have been successful in their marketing. The majority of the respondents perceived Husqvarna as a firm that is specialized in outdoor products and especially in chainsaws. One can speculate about if it is good to be perceived as a firm that is specialized in only one area, thus having niche focus and competence, or if it's better to be perceived as a firm that is being diversified and good in many different fields.

Keller (2008) mentions that the more complex and technological the product is the more likely is it that the customer will choose a product in the purchasing decision that s/he is familiar with. The answers we got from this questions is indirectly interrelated with the previous question due to in a purchasing decision the customer will choose a product s/he is familiar since before. Using Keller (2008) theory we can see that is beneficial to be perceived as a firm that is specialized within one field, this will lead to increased likelihood of the customer recognizing the brand in the purchasing decision which is important due to the customer will choose the product or service s/he is familiar with (Aaker, 1991). Thus we think it is good for Husqvarna to be perceived as a company that is specialized in chainsaws, but also competent in other outdoor products. As we mentioned above this will have an key factor in the purchasing decision due to the customer's familiarity with the Husqvarna brand and their products (Aaker, 1991).

The third question was about the respondent's perception of the brand Husqvarna and merely 3 percent and 1 percent gave Husqvarna a “1” and “2” respectively on the 1-to-5 scale. This indicates that Husqvarna is perceived as a relatively strong brand, or at least not as a low quality brand. However, 23 percent perceived Husqvarna as a “5”, a premium quality brand, but the overall perception is a little lowers than premium quality brands due to 42 percent of the respondent's perceived the brand as a “4”. This indicates that they are close to their objective; being perceived as a premium quality brand which Anna Lindman told us during the interview that they are. If we look at the empirical data we see that 31 percent of the respondents chose the Husqvarna brand being a “3” on the 1-to-5 scale. The results that we received from the respondents indicated that Husqvarna are more towards being a “3” or “4”, which stands for average, respectively a well quality brand. In order to go from being an average or well quality brand towards being perceived as the high quality brand that Husqvarna want to perceive as, they must
create more awareness of the brand even outside their customer base (Aaker, 1996). This could be managed through being more active online and using other channels and by implementing these changes Husqvarna could approach the youth that are active on Twitter. Twitter is a channel that Husqvarna uses not so actively, mainly when releasing news about product launches, which Anna told us during the interview.

Here it is vital that Husqvarna abandons their current way of using Twitter and instead implement a more relationship based perspective Grönroos (2007). By having a relationship perspective Husqvarna would be able to interact with current and potential customers that are active on Twitter. If Husqvarna are able to interact with them on this micro blog they could create a relationship with them and gain long-term advantages in form of word-of-mouth. (Anderson, et al., 2009). We have already brought up in question five how a firm should approach their current and potential customers via interactions where they should use the “Trimodal relationship communication model“, seen in figure 2.3 and also use the “Communication circle”, illustrated in figure 2.4, by Grönroos (2007). We think that it is irrelevant that we once again explain the process, but we find it relevant that Husqvarna uses Twitter more frequently due to right now it is a resource that waits to be used. If this social media marketing tool is used in the right way by Husqvarna in terms of showing up there, listening to their customers, sharing information with them a relationship will be build and mutual trust will be the outcome which will enable firm to influence their customers' behavior (Miller & Lamas 2010). They can influence their customer via Twitter where they for instance sharing information that all customers who purchase using Husqvarna's official web page will get a discount. By using Twitter more frequently and updating their Twitter followers about current and future activities at Husqvarna will create “hype” among the followers that may lead to positive word-of-mouth for the firm and increased purchases when the product is actually being launched. In this way Husqvarna can focus both on short term sale increase (Weinberg, 2009), and also on long term relationships which will result in long term benefits (Andersson, et al., 2009). Hence, this question answers both our research questions.

A total of 75 percent of the respondents perceived Husqvarna as a strong brand in question 4 which indicates that they are aware of the brand and that is “stored” in their mind like Aaker (1991) mentioned. This could be further improved in order to create top-of-mind awareness of the brand among the consumers. By having top-of-mind awareness of the brand it will enhance the possibility of repeat purchase behavior (Brewer & Zhao, 2010). Aaker (1991) explains that having strong brand awareness among the firm's customers will improve the customer's perception of the firm's products and create a familiarity with the firm's products. This has a vital importance in the customer's purchasing decision due to the customer will choose the product or service s/he is familiar with, compared to an unknown brand (Aaker, 1991).

Those respondents that did not perceive Husqvarna as a strong brand Husqvarna should try to improve the relationship them by interacting and listening to them in order to satisfy their wants and needs (Palmatier, 2006). If Husqvarna are able to meet the customers’ needs and wants the likelihood that the customer will be satisfied with the firm and their products is enhanced and thus the firm can benefit from this in term of an improved relationship with the customer (Rajagopal, 2012). Hence the likelihood of the customer purchasing the firms products will increase if Husqvarna are able to continuously meet the customers’ needs (Anderson, et al., 2009). This will then result in
an increased possibility of the customer doing word-of-mouth promotion for the firm (Grönroos, 2007). Thus this question, regarding brand awareness of the Husqvarna brand, helps us to answer both our first and consequently also second research question.

5.1.3 Social media

Question 7, 8, 9, 10, 11, 12, 13

In question number seven we asked the respondents how active they are online, there were five alternatives to choose among and a total of 49 percent of the respondents' answered that they are active almost every day, while 45 percent of the respondents' are active on Internet several times daily. This confirms the statement which Anna Lindman made during the interview 24th February 2012 where she told us that Husqvarna's customers are active on the Internet, no matter if Husqvarna are present there or not. Knowing that the customers are out there on the Internet enables the firm to attract new customers through customer acquisition, which will hopefully result in increased sales (Egan, 2008). In social media marketing an offensive strategy is linked to successful use of the relationship marketing (Grönroos, 2007). If a firm wants to be profitable they must have both an offensive strategy and a defensive strategy and use them in conjunction due to if only focusing on one part is risky (Egan, 2008). Thus Husqvarna should implement a relationship approach that is defensive and focusing on long-term benefits and use it in conjunction with an offensive strategy which focuses on gaining new customers (Egan, 2008). A relationship approach is important to be implemented in Husqvarna's social media marketing due to it will improve the relationship with their customers that hopefully in return will help the firm in form of word-of-mouth (Grönroos, 2007). People are less negative towards this natural and non-commercial way of doing marketing compared to firms' marketing approach (Kirby & Marsden, 2006). Thus Husqvarna should invest more time on being active online and interact with their customers due to their customers are active online, and so should Husqvarna be. It is vital that Husqvarna has in mind that social media marketing is not just about being active online, it is about having a clear strategy how to interact with the customers due to not all interactions with the firm's customers will result in a relationship being evolved (Grönroos, 2007). In order for a firm to know how to interact with its customers they need to enhance learning skills, these skills could be learned by interacting with their current customers (Castells, 2000). Here we see the importance of a firm being active online and learn how to approach their customers. Thus the question answers research question one where we consider it important that Husqvarna are more active online and when they are doing their social media marketing they should be cautious how they are behaving online, because it is not about sharing a material on a web page, it is rather about successfully maintaining a relationship with its customer using relationship marketing (Grönroos, 1994).

In regard to the respondent’s satisfaction with Husqvarna’s Facebook page, which was brought up in question eight, figure 4.8 indicates that the majority (41 percent) of the respondents were content with the Facebook page; not satisfied nor dissatisfied. A total of 42.5 percent of the respondents answered 1 or 2 on the 1-to-5 scale. This indicates that they are not satisfied with Husqvarna's Facebook page, while merely 16.5 percent of the respondents gave a higher rating than 3 on the 1-to-5 scale which indicates that
few of the respondents' were satisfied with Husqvarna Sweden's Facebook page. This is a poor number and shows that Husqvarna is not successful on Facebook and can improve a lot. In order to improve these results Husqvarna make the most of social media marketing by being more active in form of being more participating with the Facebook users in conversations (Castells, 2000) and exchange information with them (Qiao, 2008). At the present moment Husqvarna are unaware of what content will be perceived positively and which will not, in order to be successful in social media they must attain knowledge of what the users will like and what they will dislike (Coon, 2010). This is attained by interactions with the customers (Castells, 2000), thus the firm is able to see the customer's needs and wants (Rajagopal, 2012). When a firms interacts with their customers the firm should make a “Loyalty ladder”, see Anderson et. al (2009) template in figure 2.3.1, in that way they are aware what position the customer has in the firm; if it is an important and old customer, or if it is a new and cynic customer. By knowing which position the customer has in the “ladder” the firm is able to know how to approach the customer and via interactions work on the customer becoming a loyal customer (Anderson, et al., 2009). Grönroos (1994) mentions that some relationships could be terminated if it is for the best of the both parties in order to reach their mutual goals. Therefore a loyalty ladder would be preferable for Husqvarna to use because it would enable them to know how many resources they must invest in the relationship (Anderson, et al., 2009). A loyalty ladder would enable Husqvarna to know which customers they could influence to do word-of-mouth for the firm and which customers are less prone to do word-of-mouth (Ford, et al., 2006). Ford et al. (2006) further mention that a relation is the outcome of the actions made by the firm, while the firm is the the outcome of the relationship, thus it is important that Husqvarna balances their social media marketing and relationship marketing and use them in conjunction in order to be successful. If a firm is successful here it will result in more loyal customers for the firm which will have an impact on their willingness to share information about the firm to others. This will result in higher revenues for the firm due to the loyal customers will be less willing to switch to other firms, no matter the price benefit (Andersson, et al., 2009). This question answers both our first and second research question. The first research question is regarding how social media should be used when firms do marketing in order to increase the customers’ loyalty and willingness to do word-of-mouth for the firm. We have discussed this and several suggestions have been mentioned, for instance Husqvarna should be more participating online (Castells, 2000), and exchange information with their customers (Qiao, 2008) in order to find out their customers' wants and needs (Rajagopal, 2012). We have also suggested that Husqvarna should implement a “Loyalty ladder” constructed by Anderson et. al, (2009) which would enable Husqvarna to approach their customers in different ways in order to improve their mutual relationship (Anderson, et al., 2009). In this question, question 8, we have brought up several suggestions based on our theoretical parts that could improve the results from the respondents and facilitate Husqvarna's marketing activities. Hence we have answered both of our research questions.

In question nine which was regarding the respondent's perception of Husqvarna's online presence on Facebook the majority answered “Don’t know” and this can be due to low activity where the respondents are not active on the page so they may not feel that they can answer properly. When a page is not active and used frequently, members will not
notice them and cannot give a good answer due to they are not aware if the firm is active or not. Thus we think that most of the respondents answered “Don’t know”. Merely 15.5 percent of the respondents answered that Husqvarna is active enough, where twice the number, 31 percent, answered that they are not active enough. It is clear by the respondents answers from the questionnaire that Husqvarna are not active enough on Facebook and therefore can improve a lot to satisfy their followers on Facebook by being more present and active (Brown, 2009). Coon (2010) explained that it is not just about being active, it is about having knowledge what the customer will like and which activities and content they will not like, thus it is as vital to be quick and active online, providing the right people with the right information. When the firm attains knowledge of this they should strive to become more active online and there focus on making their online followers active participants due to a firm's social network is based on the amount of subscribers, followers on the different social media channels (Coon, 2010). Social media has facilitated for firms the interaction with the customer and Husqvarna should improve in this area, but in order to be successful here it is important that they improve their current overall social marketing strategy (Williams, 2009).

If we look at Husqvarna's current social media marketing strategy, which we received from Anna Lindman, we see that they lack clear and comprehensive post-purchase behavior activities. Here we recommend that they implement a more relationship approach in form of relationship marketing that should be used in conjunction with social media marketing, instead of focusing only on short terms sales (Anderson, et al., 2009). Figure 2.3, “Trimodal relationship communication circle”, could be implemented in order for Husqvarna to gain knowledge how to approach their customers in their marketing activities (Grönroos, 2007). It is vital that Husqvarna knows, like we mentioned above, that it is not about just being active, rather the firm has to have knowledge how to interact with their customers online, and therefore this model could help them reach their social media objective (Williams, 2009). The process of planned communication, contact, and connectedness we have already mentioned before and therefore it is irrelevant to go through it once again, but vital to know is that Husqvarna should implement this model. If we look at Husqvarna's current activities that they have only the first part, where they promote Husqvarna for their customers, but they fail in the other two parts. Hence it is essential that Husqvarna implement this model in order to attain the latter parts which would increase the likelihood of them attaining loyal and satisfied customers that are more active online and promote the firm in terms of word-of-mouth among their friends and family (Grönroos, 2007; Swedowsky, 2009; Weinberg, 2009). Hence it is important that Husqvarna becomes more active online (Brown, 2009), but also that they interact more with their customers online (Coon, 2010) and this could be achieved by implementing the “Loyalty ladder” by Anderson et. al. (2009). Husqvarna cannot expect their customers to perceive them as active if they are not active online; therefore these three vital steps are important for Husqvarna's success online. Hence this question answers both our research questions.

In question ten, which was about the respondents liking Husqvarna's material on Facebook, we can see that there is a pattern between question nine and question ten. In the previous question, question nine, over 53.5 percent of the respondents answered that they do not know if Husqvarna are active enough, while in question ten 66 percent of the respondents answered that they “Don’t know” if they like the material Husqvarna...
shares on Facebook. This we think can be due to Husqvarna's low activity of Facebook where they are not being visible for their Facebook followers, so thus they perhaps feel not able to answer this question. The positive number we have here is that 23 percent of the respondents liked the material Husqvarna shares on Facebook and merely 11 percent of the respondents did not like the content.

There is a contradiction in question nine and ten due to the respondents do not perceive Husqvarna as active enough on Facebook, but yet they like the material Husqvarna shares on Facebook. Our reasoning why this contradiction has occurred is simple; Husqvarna are not active enough on Facebook, but the material they share, when they are active, they do it well. We can see that the customers are content with the material that is being shared online, but not content with the online activities in terms of frequency due to the customers want Husqvarna to be more active. Thus once more we emphasize the importance of being active online (Williams, 2009). Husqvarna should be more participating online (Castells, 2000), and exchange information with their customers (Qiao, 2008) in order to gain satisfied and loyal customers (Grönroos, 2007). Drury (2008) mention that a web page with high activity and interesting content will automatically spread to other people and grow. According to Anna Lindman, Husqvarna's goal with social media marketing is to increase traffic to their official website and hopefully increase the sales. Based on the low satisfaction among the customers when it comes to Husqvarna's online presence, it is doubtful that Husqvarna's followers on the different social media channels will take initiative on their own and visit Husqvarna's official web page in order to buy their products. Therefore it is vital that Husqvarna are more present online in order to reach their social media objective. This question touches upon our second research question, regarding how being active in social media will affect the customer's behavior.

Question eleven was asked in order for us to see how the respondents would perceive the material Husqvarna shares and if the respondents are sharing the content with their friends in form of word-of-mouth marketing. Merely 5 percent of the respondents answered that they were sharing Husqvarna's material with their own friends. Here it is vital to know that not all customers will feel obligated to share the firm's material, only a few, loyal customers will (Anderson, et al., 2009). The few ones are those that the firm has managed to establish a good relationship with and thus the outcome of the successful relationship is an enhanced willingness among the loyal customers to do word-of-mouth promotion for the firm (Grönroos, 2007). We can see from the fourth question in our empirical findings that Husqvarna have been successful in creating relatively strong brand awareness among the respondents. The problem is that Husqvarna have not used their social media marketing in an efficient way in order to further strengthen the brand awareness among their current customers (Aaker, 1991). This has an impact on the customers' willingness to do word-of-mouth (Ind, 2007). Therefore being active is vital for Husqvarna reaching their objective with social media marketing. What Husqvarna gain from being more present online is brand awareness among their current customers, and higher willingness among their loyal customers to do word-of-mouth for the firm (Ind, 2007). Videos, pictures, contents and information are some materials that easily can spread word-of-mouth promotion when satisfied customers share the content with others (Coon, 2010).

Further one has to ask himself what makes specific material to be further shared.
Husqvarna is a premium quality brand, as Anna Lindman mentioned, which stands for professionalism and quality. We think that the answers we got from the respondents could be of a different character if Husqvarna had been more active online due to more customers would be content with their page and thus a higher possibility of them doing word-of-mouth promotion for the firm (Grönnroos, 2007; Williams, 2009). This question answers research question one regarding how social media marketing should be used in order to increase the customer's loyalty and willingness to do word-of-mouth marketing for the firm.

Question twelve, brought up the relation between the respondents and Husqvarna's different social media channels in form of Facebook, Twitter and YouTube. Merely 6 percent of the respondents answered that they are following at least one of the other social media channels; Twitter or YouTube. The majority, 66 percent of the respondents, did not follow Husqvarna on neither Twitter nor YouTube, while 28 percent knew about their existence. We think that the low amount of followers on these different social media channels is due to several factors, mainly due to these social media channels have been used only for a short period of time, like Anna Lindman mentioned during the interview, and thus one has to have in mind that the amount of followers on these channels is low due to the “newness” of the social media channel.

In order for the amount of followers on the different social media channels to increase it will take time and thus we think that the rate of followers was so low when we asked the respondents of their relation to these channels due to this reason. Another factor is that Facebook and YouTube are interrelated like Anna Lindman mentioned and when Facebook is not perceived as a channel that is active enough, which can be seen in question nine, the likelihood that Twitter or YouTube will be followed by a high level of followers is low. Therefore we think that if Husqvarna are more active online (Coon, 2010) on Facebook and interact with their customers (Grönnroos, 2007) on that forum the probability that the customer will follow them on YouTube and Twitter will increase. This question touches upon our research question regarding how social media should be used and also indirectly on our second research question regarding the customer's behavior.

In question 13 we asked the respondents if they were willing that Husqvarna increases their online activities and 52 percent of the respondents answered that they want Husqvarna to increase their activities in social media, while on the contrary, 28 percent of the respondents answered that they did not want Husqvarna to increase their online activities. 20 percent of the respondents answered that it was good as it right now, showing that they were content with how things were currently. The answer that we got from the respondents in this question clearly indicates what we have emphasized throughout the whole of our analysis; that Husqvarna should be more active online.

We will not go to deep into this question due to this question clearly implies what we have brought up earlier, instead we will focus how the first research question and second research question will help us fulfill our purpose, this will be presented in the summary of the analysis where the main theories used in analysis will be presented.

5.2. Analyzing the interview with the company representative

Here we will present the main parts from the interview which we will analyze based on
the information Anna Lindman gave us during the interview with our frame of reference and the respondents’ answers. The structure in this part of the analysis will follow the same structure of the interview; first we will bring up Husqvarna's social media strategy and secondly we will bring up Husqvarna's use of social media and how it is used to create brand awareness among their customers.

5.2.1. Social media strategy

Anna Lindman told us during the interview we had with her the 24th February 2012 that Husqvarna have been using social media for approximately one year. Their lack of experience in social media and their newness in this field has certainly affected their marketing. The fact that they lack a comprehensive social media strategy we think is hampering them due to social media is not like other types of media, here it is vital firms show up online with a proper branding and customer service strategies which are based on their overall social marketing strategy in order for firms to gain success online (Williams, 2009). Today's technology has facilitated the use of Internet to support a firm's marketing activities and being present online will strengthen the firm's marketing strategy (Weinberg, 2009). If we look at Husqvarna's social media strategy we can see that they are using social media channels in form of YouTube, Facebook and Twitter. We are of the thinking that Twitter should be used more actively due to it is a channel which is not used to its full potential where both Anna and the respondents were of this thinking. The respondents’ answers regarding Twitter and other social media channels can be seen in question twelve in our empirical findings.

Anna further told us that they want to secure their social media strategy so that other countries can follow their brand guidelines. At the current moment the majority of the respondents want Husqvarna to increase their activities online, which we could see from the results from question thirteen in our empirical data. Our suggestion is that Husqvarna becomes more active online (Williams, 2009) where they should implement a relationship perspective in form of relationship marketing which should be used in conjunction with Husqvarna's current social media activities (Grönroos, 2007). This should be a part of Husqvarna's social media and brand strategy due to a relationship perspective in the interactions with the customer will improve their brand awareness (Anderson, et al., 2009) and thus the customer's willingness to do word-of-mouth for the firm (Grönroos, 2007). Having a relationship perspective in the firm's interactions with their customers’ will improve their brand awareness and loyalty to the firm (Ind, 2007). Thus by becoming more active online and implementing relationship marketing in their social media strategy would enable Husqvarna to gain loyal customers that would help the firm in terms of free word-of-mouth marketing (Grönroos, 2007), but also a higher ability to influence their loyal customers in terms of achieving higher sales (Anderson, et al., 2009). If Husqvarna are able to implement relationship marketing and thus gain word word-of-mouth among their customers, they would be able to lower their marketing costs, increase their revenues and improve the firm's profitability (Ford, et al., 2006).

5.2.2. Brand awareness created by social media

When it comes to creating brand awareness among customers we can see that Husqvarna are quite successful, this is indicated by the answers we received from our
empirical data. This is brought up in question three and four, which can be seen in part 4.2.2 regarding brand awareness.

The three different ways social media helps Husqvarna, which Anna told us during the interview and which can be seen in figure 4.3.1, we think can be further improved. Anna mentioned that the initial way social media can help them is by facilitating for the firm in its interactions with their customers, where they can provide the customer with social support. As we have emphasized throughout our analytical part, social media is not just up showing up online (Coon, 2010); it is about being active and participating online (Williams, 2009). Here it is vital that Husqvarna interact with their customers and share information and knowledge mutually between the customer and the firm (Grönroos, 2007). Even though Husqvarna's brand awareness among their customers is relatively good, which we mentioned above, there is still room for improvement. For instance Anna Lindman told us that brand awareness is created by social media, but the fact that the respondents perceived Husqvarna as not active online, which can be seen from the answers brought up in question nine, indicates that Husqvarna could improve further in social media by becoming more active there. When and if Husqvarna becomes more active online they have in mind that it is not just about showing online, but instead they should implement the changes mentioned above when they want to become more active. Anna told us that the second way social media can help them is by increasing social commerce; if this is successful it will improve the likelihood of the customers doing word-of-mouth promotion for the firm. We saw in our empirical findings, in question 11, that the customer's word-of-mouth marketing for Husqvarna is very low. Thus it is important that Husqvarna implements “Trimodal relationship communication model” by Grönroos (2007), which can be seen in 2.3, in order to know how to create a relationship with their current and potential customers.

Lastly, Anna told us that social media provides the customers with social inspiration. Husqvarna shares “how to” videos on their social media channels in order to inspire their customers. As we could see in question ten, regarding the customer's satisfaction with Husqvarna's Facebook-page, many liked the material that Husqvarna shares there, but in question nine the respondents answered that Husqvarna are not active online. Thus this tells us that Husqvarna have been successful in their activities in social media and these three things mentioned above regarding Husqvarna's way to use social media in order to create brand awareness could be one of the success factors. On the other hand the answers we got from the respondents regarding how concent they are with Husqvarna's social media channels is not as good as we think it could be. Therefore we suggest and once more emphasize the importance of Husqvarna becoming more active online, this is thoughts that the respondents share with us due to in question 13 they answered that Husqvarna should increase their activities.

5.3 Summary of the analysis

As we have seen throughout the analysis the respondents are of the thinking that Husqvarna should increase their social media marketing. Social media marketing is more than just posting a content on an online forum or sharing material with customers, it is rather about creating a relationship with the customers via interactions (Coon, 2010) and if the relationship is successful and both parties are content with it the likelihood of the relationship to continue and evolve is high (Grönroos, 2007). Therefore if a firm wants to be successful in social media marketing it is essential that they use relationship marketing in conjunction with social media marketing (Egan,
2008) or there is a chance that it will only be a monologue, instead of a dialogue that both parties are mutually benefiting from (Grönroos, 2007). When a successful relationship is established the outcome could be increased willingness among the customers to do word-of-mouth promotion for the firm and less price sensitivity among the loyal customers, compared to new customers that may be more cynical towards purchasing the firm's products (Anderson, et al., 2009). Thus the empirical findings have helped us to confirm the theories which imply that relationship marketing and social media marketing should be used in conjunction in order to be successful in online marketing (Egan, 2008) and thus be able to influence the customer's purchasing behavior (Miller & Lamas 2010).

The theories and empirical findings have helped us to answer our research questions which were about how social media marketing should be used in order to increase the customers' loyalty and willingness to do word-of-mouth promotion for the firm. Our second research question was regarding how social media marketing affects customer's behavior. Thus they have helped us to fulfill the purpose with our research which was to understand how brand awareness among customers is created through the use of social media as a marketing tool.
Conclusion

Here we will present the conclusion of our work and how it is connected to purpose of the research.

In our analysis we found that successful social media marketing is created with help from relationship marketing. The success in social media depends upon relationship marketing which should be used in conjunction with the social media marketing. The users are online and the companies are visible for the audience there, and through our findings from our questionnaire we found that the audience wants activity and a dialogue between the customer and the firm. This will create a relation between the customer and the firm, and a successful relationship will result in a higher word-of-mouth. Word-of-mouth marketing results in higher brand awareness among the firm's customers. This will influence the customer’s purchasing behavior and hence it will increase the firm's sales.

Strong brand awareness among the company's customers will improve the customer’s perception of the firm’s products and this will create familiarity with the products. Strong brand awareness will have an effect on the customers’ purchasing decision due to the customer will choose the product or service they are familiar with; compared to a product s/he is not familiar with. This is connected to relationship marketing where successful relationship marketing will influence the customer’s purchasing behavior. Among those whom answered our questionnaire we found that Husqvarna has a relatively high quality brand and high thoughts about Husqvarna in their minds. Husqvarna lack in in their use of social media marketing to attract the customer to purchase their products and to word-of-mouth for the firm. In order to solve these problems a firm should, in order to satisfy the customers' wants and needs, improve their relationship with their customers by interacting and listening to them. This is what social media is about; to show up online and be present, interact with the customers via interactions which enable the two parties involved to create dialogues and relationships where they are able share content with desired audience. To increase the activity on social media, Husqvarna can have some contests with prices, for example, let the fans send in their personal photos with Husqvarna products and the best photos will be in a calendar. There are a lot of examples and it can be as simple as the person with most likes on their statues where Husqvarna is mentioned will win. In social media one has to be creative and find solutions that will attract people to comment, share and talk about. The results from the analysis showed us that social media marketing and relationship marketing should be used in conjunction due to it has an impact on the brand awareness among the firm's customers. In order to be successful online the respondents indicated that a firm should be more active online with their customers due to people on social media networks wants activity, a lot of interesting material to be shared, interactions with a dialogue between companies and private users. This will increase the customer's willingness to do word-of-mouth marketing for the firm, and hence the spiral of good social media marketing is accomplished.
7 Discussion

Here we will bring up thoughts regarding how we have approached this thesis and what could be further improved. We will also suggest suggestions for further research.

Our study has been done with a mixed method approach, combining quantitative and qualitative approach. A questionnaire formed with help of Google Documents, where over 70 people were participative in providing us with answers. We did an interview with Project Manager at Husqvarna, Anna Lindman. She gave us plenty of information that was valuable for our research, the information she gave us we combined with our theory to fulfill the purpose of our research. We wanted to do more interviews with employees at Husqvarna connected to their social media, but restricted time from both us and the employees at Husqvarna made it difficult.

The phenomena, social media marketing is a fairly new area within marketing and many companies has not yet found the right strategies and knowledge of using it in a proper way. This we wanted to investigate by looking at Husqvarna. Husqvarna is a brand that is of high quality and the global leader in outdoor power products. There were thoughts about doing an ANOVA-test, but time and resources were scarce which made us not able to go really in-depth and analyze which we intended to do. This made us to choose a mixed method approach as mentioned above and exclude an ANOVA-test which would help us go further with our findings in our analysis to really grasp this subject and receive better results.

We got a desired number of respondents answering our questionnaire, this made our results trustworthy. If the time and resources was not scarce we would prefer more questions for our questionnaire to go more in-depth with the subject and receive more respondents to make the sample larger to get as best results as possible. Our questions were well-formed to suit our research in a way which respondents would find easy and quick to answer. We think that there is room for improvement, especially when it comes to those questions were there were no alternatives to choose between “Yes” and “No”, thus the customers answered often “Don't know”, this made the results a little bit one-sided. We also would like to have a personal administrated method of questionnaire to receive a higher response rate and be face-to-face with the respondents. We believe this method will give better results, but it is very time consuming which made us to send out our questionnaire over Internet instead.

To truly see how Husqvarna works with their social media marketing we had a wish to be present at Husqvarna’s marketing department in Huskvarna, but this made it hard for us and to our contacts at Husqvarna to arrange. Different schedules and a lot of busy employees with some of them being on vacation, made our face-to-face contact with Husqvarna limited.

Overall, we found this research interesting and giving, increasing our knowledge within this subject and it has been a journey with ups and downs. The theories we have found helped us a lot with our analysis and we can see that much of the material found has been of great importance to finish this research.
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Appendices

Appendix 1 - Interview

Questions for the interview, 2012-02-24 with Anna Lindman, Husqvarna Sweden

1) How long have Husqvarna Sweden been using social media and what was the reason that you started to use social media?

2) What social media channels does Husqvarna Sweden use and how does the firm apply them as a marketing tool in the firm's daily work?

3) How does Husqvarna prioritize social media as a marketing tool? Is it a primary focus on the social media channels, or are they used as a complement to other marketing forms?

4) What is your primary audience that you target and how do you reach out to them? Do you have broad audience or is it niche?

5) How do you work to diversify you against your other competitors and in what ways are you unique social media?

6) Do you notice that you have gained any competitive advantage over your competitors in the market through the use of social media? How has it happened in such cases and how have you noticed that?

7) Have you noticed any difference in customer response since Husqvarna Sweden began to make use of social media and how has the response in such cases been?

8) What is Husqvarna Sweden's strategy, method and goal with the use of social media?

9) How much resources (money, time, personnel) does Husqvarna Sweden use on social media compared to traditional media?

10) If you could change something to improve Husqvarna's use of social media, what would it be in such case?

11) What does your future hold for social media? What is your vision with the use of social media?
Appendix 2 – Questionnaire (English)

Questionnaire about Husqvarna Sweden -
takes approximately 2-3 minutes to answer.

We are three students from Jönköping International Business School and we are writing our Bachelor thesis about Husqvarna and social media. Please help us with this survey.

1) What is your relation to Husqvarna?
   • Employee
   • Customer
   • Other
   • No relation

2) What do you think on when you hear Husqvarna?
   • Chainsaws
   • Sewing machines
   • Lawn mowers
   • Motorcycles
   • Other outdoor equipment’s

3) How do you perceive Husqvarna as a brand?
   1 2 3 4 5
   Low quality brand Premium quality brand

4) Do you find Husqvarna as a strong brand?
   • No
   • Yes
   • Don't know

5) Have you recommended Husqvarna's products to other people?
   • No
   • Yes

6) Have you ever made a purchase using Husqvarna's official homepage?
   • No
   • Yes

7) How often are you online on Facebook?
8) How satisfied are you with Husqvarna's Facebook page?

1 2 3 4 5

Not satisfied Very satisfied

9) Do you believe Husqvarna is active enough on Facebook?

• No
• Yes
• Don't know

10) Do you like the material Husqvarna shares on Facebook?

• No
• Yes
• Don't know

11) Do you share some of Husqvarna's material on Facebook?

• No
• Yes

12) Do you follow Husqvarna on Twitter or YouTube?

• No, I don't follow any of them
• No, but I know of their existence
• Yes, I follow only Twitter
• Yes, I follow only YouTube
• Yes, I follow them both on Twitter and YouTube

13) Do you want Husqvarna to increase their activities on social media?

• No
• Yes
• It is good as it is now

14) What do you believe can be better?
Appendix 3 - Questionnaire (Swedish)

Frågeformulär om Husqvarna Sverige - tar ungefär 2-3 minuter att svara.

Vi är tre studenter från Internationella Handelshögskolan i Jönköping och vi skriver vårt examensarbete kring varumärket Husqvarna och sociala medier. Er hjälp uppskattas!

1) Vad är din relation till Husqvarna?
   - Anställd
   - Kund
   - Annat
   - Ingen relation

2) Vad tänker du på när du hör Husqvarna?
   - Motorsågar
   - Symaskiner
   - Gräsklippare
   - Motorcyklar
   - Andra utomhusprodukter

3) Hur uppfattar du Husqvarna som varumärke?
   1 2 3 4 5
   Låg kvalitets märke Premium kvalitets märke

4) Tycker du att Husqvarna är ett starkt varumärke?
   - Nej
   - Ja
   - Vet ej

5) Har du rekomenderat Husqvarnas produkter till andra?
   - Nej
   - Ja

6) Har du någonsin handlat via Husqvarnas officiella hemsida?
   - Nej
   - Ja

7) Hur ofta är du online på Facebook?

63
8) Hur pass nöjd är du med Husqvarnas Facebook-sida?

1 2 3 4 5
Not satisfied Very satisfied

9) Anser du att Husqvarna är tillräckligt aktiva på Facebook?

• Nej
• Ja
• Vet ej

10) Gillar du materialet som Husqvarna lägger upp på Facebook?

• Nej
• Ja
• Vet ej

11) Delar du något av Husqvarnas material på Facebook?

• Nej
• Ja

12) Följer du Husqvarna på Twitter eller Youtube?

• Nej, jag följer ingen av dem
• Nej, men jag känner till deras existens
• Ja, jag följer endast via Twitter
• Ja, jag följer endast via YouTube
• Ja, jag följer dem både på Twitter and YouTube

13) Vill du att Husqvarna ska öka deras aktiviteter på sociala medier?

• Nej
• Ja
• Det är bra som det är nu

14) Vad tror du kan bli bättre?
Appendix 4 - Irrelevant graphs that were removed from the questionnaire

Question 5 was regarding whether the respondents were willing to recommend Husqvarna to other people. The ratio of responses can be seen below in Figure 4.5.

Figure 4.5: Q5 - Recommending Husqvarna's products to others

Question 6, this question was about if the respondents had purchased from the Husqvarna's official website or not.

Figure 4.6: Q6 purchasing using Husqvarna's official homepage

Question 11, this question is about if the respondents were willing to share Husqvarna's material on their personal social network pages. The picture shows us what they have answered.

Figure 4.11: Q11 - Sharing Husqvarna's material