Corporate Strategy in digital- and social media

Author(s): William Jarhult
The marketing program
Tobias Köhler
The marketing program

Tutor: Hooshang Beheshti
Examiner: Pejvak Oghazi
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William Jarhult
Tobias Köhler

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Abstract
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The purpose of this study was to investigate how companies have linked their corporate strategy with their digital- and social media strategy. The authors believed that these strategies had to be connected somehow and wanted to research it further.

Qualitative research methodology was utilized in this study. The research data consisted of two semi-structured interviews with one employee at Hestra Gloves and one at Kronfönster. The interviews were made after the same protocol in form of questions and documentation.

The result of the interviews revealed that both Hestra Gloves and Kronfönster had overall business core values which were reflected in their strategies. Hestra Gloves had a general business idea which was used as a corporate strategy, they also had a social media strategy and they had working guidelines for their digital channels. Kronfönster followed their core values which permeate the whole organization and they had guidelines for both corporate level, digital level and social media level.

The findings show that the companies which were investigated have linked their corporate strategy with their digital strategy in a medium way. The findings also show that the investigated companies have linked their corporate strategy with their social media strategy in a medium way. The authors conclude that some strategy components are linked in a strong way and that some components are linked in a weak way.

Keywords; Corporate strategy, digital strategy, social media strategy, marketing, business-to-business, business-to-consumer

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1. Introduction
In this chapter there will be a brief presentation about the research field which will be followed by a problem discussion that will lead down to a purpose and research questions. Delimitations and outlines of the thesis will also be stated in the chapter.

1.1 Background
Captain Horatio Nelson was faced with a dilemma. The British fleet was outnumbered at Trafalgar by a fleet of Spanish and French ships which had orders to disrupt Britain’s trade and prepare for an invasion. The usual tactics during 1805 were for the two opposing ships to firing broadsides at each other. However, Captain Nelson had a strategic plan regarding how to deal with being outnumbered by an enemy fleet. Nelson broke the British fleet into two columns and drove them at the French-Spanish fleet, hitting its line vertically. The lead British ships exposed themselves with a great risk, but Captain Nelson judged that the less-trained French-Spanish gunners would not be able to compensate for the heavy cannon fire that day and that the enemy fleet, with its advantage lost, would not stand a chance against the more experienced British captains and gunners. And he was right, the French-Spanish lost two thirds of their fleet, and the British lost none. Nelson’s victory is a classic and historical example of a good strategy (Konstam and Dennis, 2011; Rumelt, 2011).

Today strategy is not only used on the battlefield, it’s also a vital part of organizations means towards winning and gaining competitive advantages. A strategy regards the activity of creating a fit among a company’s different activities. The success rate of a strategy is about doing many things well, not just a few and having integration among them. If there is no fit among activities, there is no distinctive strategy and less sustainability for the company (Porter, 1996).

In business, strategy is generally divided into three different levels of strategy. First and the highest level of strategy is called corporate strategy, it’s concerned with assessing which business your company should compete in, and includes the development and coordination of the portfolio of businesses. The second level is business strategy which concerns with how the different business that’s a part from the corporate strategy should compete in the specific markets. The third and last level of strategy in business is operational level, which focuses on the operating divisions in the company (Johnson et al, 2011).

Over the past twenty years, technology has evolved in ways few advertising scholars or practitioners could have anticipated. Technological advancement has profoundly changed the
ways individuals conduct business, make buying decisions, and communicate personally and professionally and how they spend their free time (Wertime and Fenwick, 2008).

Organizations worldwide are increasing their use of online communities to be able to interact with customers on a regular basis. The increasing popularity of social network tools such as Facebook, twitter, blogs, public social networks etc. makes the connection between companies and their customers more effective (Moran and Gossieaux, 2010). Facebook which is one of the most successful social media tool has around 845 million active members which post up to 30 billion updates every month. This gives a good view about how big the digital- and social media scenes actually are (newsroom.fb.com, 2012-04-17; Onlineschools.org, 2012-04-17).

The increased usage of digital and social media has contributed to the development of empowering consumers, allowing them to participate and evaluate content, share it with other consumers, and share opinions, attitudes and beliefs with one another in relation to that content, including company messages. Customers are becoming broadcasters who are no longer satisfied with just listening to marketing messages from companies but rather want to engage into and alter the information flow and conversations to suit their individual needs through the digital and social marketing channels (Diffley et al, 2011).

1.2 Problem discussion
In order for companies to have a sustainable business that adapts to changing market conditions a developed strategy is essential. A lot of literature has touched the subject of strategies and the importance of creating one for the company in order to ease business decisions and to compete successfully on the market (Porter, 1996). Furthermore it’s important for companies to asses all the different strategy levels (corporate, business and operational) in a company to have a simple and clear strategy on how to succeed on their goals and objectives. The highest level of strategy is corporate strategy which should act as a backbone for the other strategy levels (business and operational) if companies don’t have a stated corporate strategy then they are most likely to fail in business because of the fact that neither employees nor executives know the clear strategy of the company or its line of business, The corporate strategy works as the long-term direction of a firm and it affects every part of the company (Collis and Rukstad, 2008; Johnson et al, 2009).
Emerging markets have always been constant throughout economical market history. Marketing is a relative discipline and historically the discipline has adapted well in generating new constructs and concepts (Sheth, 2011). However the new digital market that has emerged the last decade has left companies questioning how they should operate and create strategies to maintain and develop competitive advantages. Companies often fail on the digital market because they either start operating on these channels without any clear objective or they use their marketing strategy. The digital market is different in comparison to the traditional market mainly because customers are becoming broadcasters who are no longer satisfied with just listening to marketing messages from companies but rather want to engage into and alter the information flow and conversations to suit their individual needs through the digital and social marketing channels (Diffley et al, 2011). This makes the need of a specific digital strategy greater. Evidently many companies have failed in the transition into marketing on digital channels because they haven’t assessed the difference between traditional marketing and digital marketing (Truong and McColl 2010).

The last decade new channels have emerged within the digital market place. This channel is more commonly known as social Medias or social networks. A Social media is a type of digital channel but is more community oriented where people are talking, sharing, participating networking, and bookmarking online. Companies venture more and more into the digital world, many companies feels that it’s a necessity to be present on social media network sites like Facebook, twitter and you-tube (Qualman, 2010). The customer that’s connected to these platforms wields a power over brands and also over organizations. In today’s world customer can both support and break a brand by using word-of-mouth. With their reputation at stake organizations needs to focus more on their interaction with customers in order to have control over their brand (Ramsay, 2010). The reason that companies often fail on the social market is that the strategy that the company use isn’t focused on an interactive customer relationship, instead it is in the same extent as it is with the digital market or the traditional market. Which has become a big challenge for companies that are present at social media sites, the need for a specific strategy has shown to be vital because the social media activity must reflect the company’s values (Ivey, 2011).

Although these strategies should be designed for its specific purpose and channel, it is important for companies to have all strategies within the company to be communicating the same corporate message and value. All strategies within a company should be transformable
into each other and state same underlying message which has become a vital factor when it comes to designing strategies (Zeleny, 2008).

1.3 Purpose
Following the problem discussion the following purpose have been conducted:

- To investigate how companies have linked the corporate strategy with their digital- and social media strategy

1.4 Research questions
To meet the purpose above, the following research questions have been formulated.

RQ: 1 How is the corporate strategy reflected in the digital strategy?

RQ: 2 How is the corporate strategy reflected in the social media strategy?

1.5 Delimitations
This study will focus on companies that are active on digital channels. The reason for this is that the authors sense that there are greater chances of companies that are active in digital channels to have more specified strategies when it comes to digital- and social media (Chaffey, 2007). Another delimitations of this study is that it will only focus on companies which are based on both business-to-consumer and business-to-business, this is because of the use of digital- and social media tends be more evolved when it comes to markets where consumers interact with companies (Chaffey, 2007). The final delimitation of this thesis is that the authors have chosen to work with companies that are from Småland, Sweden the reason for that is because the authors have restricted time and funds which make travelling outside the Småland boarders less prioritized.
1.5 Outline of thesis
To illustrate the study's outline and make the work more transparent for the readers, here's a description of the thesis sections. The whole outline of the thesis is shown in figure 1.1 below.
2. Literature review

In this chapter litterateur regarding strategy and its concepts will be reviewed. The literature regarding strategy in general have been reviewed in a funnel, meaning that we have started broad and reviewed different views on strategy, starting with strategy statement which defines the basic components of what a strategy should contain. The different strategies within an organization is also stated and its connected to the theories of corporate strategy, digital strategy, mix promotion strategies, social media strategy and social marketing.

![Outline of theories](image)

Figure 2.1 Outline of theories, adapted from Johnson et al, (2011)
2.1 Strategy statement
There are five critical components when it comes to designing a good strategy statement and these are mission, vision, objective, scope and advantage. These five elements are valid for any type of strategy either if it’s for a company or a single department. It’s fundamental for a strategy to be based on these components and all strategies should begin with a definition of what it’s designed to achieve (Collis and Rukstad, 2008; Johnson et al, 2011). Some organizations have their strategies conducted in a very formally way and some have more detailed definitions of their strategy components. Therefore the strategy has to be deduced on what an organization is doing (Johnson et al, 2010).

The first component is mission. Developing a mission statement is the first vital step in a strategic planning process and that an organization mission defines the fundamental and overall unique purpose that sets the business apart from competitors. The mission component helps managers to know what’s central to the strategy; it specifies the reason why an organization exists and what business the organization is active in (Pearce and David, 1987; Cochran et al, 2008; Johnson et al, 2011).

The second component is vision, it also relates to the goals of the organization but it refers to the desired future to. The vision component of a strategy works as inspiration to the members of the organization and should define what the company wants to achieve and how they want to be perceived by the world. A vision statement should provide a clear focus on directions and expectations for the organizations future (Morris, 1987; Kaplan et al, 2008: Johnson et al, 2011).

The third component of the strategy statement is objectives. The primary objective is to support and develop competitive advantages and it’s the most precise one of the components which refers to goals over a period of time (Friedman, 1956; Wheel Wright, 1984; Johnson et al, 2011). The objectives measures the performance from four perspectives; financial, customer, internal business process and learning and growth. The objective should contribute with the formation of what a company wants to achieve in the coming period (Wheel Wright, 1984; Kaplan and David, 1996; Johnson et al, 2011).

The fourth component is scope and it’s concerned with a company’s target group. The scope of an organization is generally divided into three dimensions; customers, geographical location and the extent of internal activities. A scope should define what customers to focus on, their characteristics, where to operate in order to reach the customers and what types of

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internal activities that should be used to connect with the customers (Shirley, 1982; Varadarajan and Yadav, 2008; Johnson et al, 2011).

The fifth and last strategy component is advantage. This component of the strategy statement describes how the company should achieve its objectives (Porter, 1996; Collis and Rukstad, 2008; Johnson et al, 2011). These advantages are often called competitive advantage or strategic capabilities. Companies that seek the same objectives must differentiate from each other through advantages (Porter, 1996; Johnson et al, 2011).

All strategies should be based on creating and maintaining competitive advantages, these advantages are often specific for each enterprise and this is value by consumers (Renko et al 2005). Many researches indicate that entrepreneurs which are new to the market should at least create on competitive advantage that differs from your competitors in order to gain competitive edge and by that make a high profit (Bennet and Smith, 2002; Renko et al, 2005; Krolo Crvelin and Šustić, 2007).

Companies that are successful in marketing often have competitive advantages as a main factor in their distinguished marketing strategies that outlines how, when and where the firm will compete and their ability to execute that strategy (Day and Wensley, 1988; Varadarajan, 2010; Morgan, 2011). An effective executed marketing strategy is responsible for guiding the deployment of resources used to pursuit the desired goals which been established before (Black and Boal, 1994; Morgan, 2011).

The strategy statement should also include trade-offs which is fundamental to strategy. Even after choosing a unique position you cannot be certain that the choice will guarantee a sustainable advantage because a strategic position is not sustainable unless there are trade-offs with the other position, which occurs when activities are incompatible (Porter 1996; Collis and Rukstad, 2008). An example of a trade-off that distinguishes individual companies strategically can be; if a company chooses to pursue growth/size, then it must accept that profitability will take a setback (Collis and Rukstad, 2008). The principle that trade off means that “more of one thing necessitates less of another” (Porter, 1996, p. 68) which basically means that you exchange one thing in return for another (Collis and Rukstad, 2008). Trade-offs mainly arises for three reasons: inconsistencies in image or reputation, from activities themselves or from limits on internal coordination and control (Porter, 1996).
It’s important that both executives and employees knows the particular firm’s strategy. The researcher states that by having a clear definition two things happens: First of the formulation becomes easier because the companies executives know what they are trying to create and secondly, the implementation of the strategy becomes much simpler because the strategy’s essence can be easily communicated and internalized by the organization, employees and markets (Kaplan and Norton, 2005; Collis and Rukstad, 2008; Johnson et al, 2011).

The five components of a strategy statement are used in all levels of strategy and it’s vital that all companies are able to summarize their organizations strategies into strategy statements components (Porter, 1996; Collis and Rukstad, 2008; Johnson et al, 2011). Although many strategies in a company emerge over time rather than from a process of deliberate formulation which often consist of the usual five components even though they are not written down precisely (Johnson et al, 2010; Chris et al, 2011).

2.2 Levels of Strategy
Strategies can be divided into three main levels in an organization: It's the corporate-level strategy, business-level strategy and operational strategies (Chaffey, 2007; Johnson et al, 2011). Strategy is focused on what a company does and all companies have strategies even if they know it or not. The modern view of strategy is based on transforming one strategy into another, which means that the corporate strategy should be transformed into other strategies such as operational strategies in form of marketing strategies etc (Zeleny, 2008; Johnson et al, 2010).

The corporate level is concerned with selection of scope and how value is added to the organization. It also includes in which businesses a company should compete and it should also include the development and coordination of that portfolio of businesses. It’s important to be clear about the corporate strategy because it determines the range of business and is basis for strategic decisions (Beard and Dess, 1981; Foss, 1997; Johnson et al, 2011).

The business level strategy focuses on how different business within the corporation should compete in the specific market or business. Strategies on this level often concerns issues as innovations, response to competitor’s moves and appropriate scale (Beard and Dess, 1981; Foss, 1997; Johnson et al, 2011). If a business is owned and a part of a larger corporation should that business strategy clearly fit with the corporate level strategy (Johnson et al, 2011).
The last one is operational level strategy, which is concerned with how components such divisions and departments for e.g. accounting, marketing and technology etc. provides input to the business unit level and corporate level strategy in form of resources, processes and people. The operational levels strategies need to be closely linked to business level strategy (Steyn, 2004; Johnson et al, 2011). These levels are put into a pyramid;

![Figure 2.2 Outline of strategy Level, adapted from Johnson, et al (2011)](image)

2.3 Corporate Strategy
The corporate strategy is the highest level of strategies within an organization and it is concerned with the long-term direction and overall scope of an organization the strategy also include how that organization adds value to the business of the organization as a whole. A corporate strategy statement should be built on the five components of mission, vision, objective, scope and advantage (Porter, 1996; Foss, 1997; Collis and Rukstad, 2008; Johnson et al, 2009).

Companies today must be very flexible in their way of working, they must respond rapidly to the challenges of competition and market changes in order to reach their goals and objectives (Knights and Morgan, 1991; Foss, 1997; Johnson et al, 2011). If a company doesn’t have a simple and clear corporate strategy on how to succeed with their goals and objectives then they are most likely to fail because of the fact that neither employees nor executives know the clear strategy of the company or its line of business (Knights and Morgan, 1991; Kaplan and Norton, 2005; Collis and Rukstad, 2008).
Corporate Strategy has its own view of managing companies, instead of being as efficient as possible through activities, strategy should focus on being different, which means choosing different set of activities deliberately to deliver a unique value and that the essence of strategy is choosing to perform activities differently than rivals do (Porter, 1996; Changa et al, 2003; Collis and Rukstad, 2008).

2.4 Digital strategy

Digital advertising and strategy is bound to become more important within the rapidly changing media landscape. Today more marketers realizes that there are many concerns that marketing strategies based on models and experiences developed with traditional media may not be relevant in the digital market environment (Chaffey, 2007; Truong and McColl 2010). Digital strategy is placed on the lowest level of strategy which is an operational-level strategy and it should fulfill and can be defined as; “broadcast commercial messages and seek customer feedback in order to facilitate marketing and sell goods and services” (Piskorski, 2011, p. 120).

The capacity of an organization to develop a digital strategy is comparable to the process of traditional strategy development, meaning that the digital strategy development is based on the basic five components of a strategy statement (Zeleny, 2008; Chaffey, 2010; Johnson et al, 2011). The digital strategy is more focused on managing the specific problematic of digital channels. In order to develop a digital strategy there is some components and elements that needs to be taken into consideration which isn’t used in regular strategies, which is presented in table 1.1.(Chaffey, 2010; Truong and McColl 2010)

**Figure 2.3 the digital strategy components adapted from Chaffey, 2010, p. 3**

- Future guidelines towards Internet marketing activities that should result in a long-term roadmap of web services
- Analysis of the external environment (an investigation of the online marketplace that should focus on customer characteristics, preferences, and needs against competitor and intermediary offerings) and the internal resources and capabilities to implement the strategy
- Goals for digital channels that are in line with marketing objectives.
- Selection of strategic options to achieve goals for digital channels and create sustainable competitive advantage.
- Construct a strategy formulation to include typical marketing strategy options such as target markets, positioning, and specification of the marketing mix.
- Strategies that shouldn’t be pursued and which functionality is not suitable to implement.
- Resources and how they will be deployed, as well as how the company should be structured to achieve the strategy.
A lot of research about digital marketing has focused on identifying variations in customer characteristics and behavior, which then could be used as the basis for communications strategy. Five different forms of research were grouped under these five key types of online customer-buyer behavior models, which have been developed by researchers (Chaffey, 2010):

![Five Key Types of Online Customer-Buyer Behavior Models](image)

Figure 2.4 Types of digital model adapted from Chaffey, 2010, p. 4

The literature shows that there have not been many research projects on customer searching behavior through time using the search engines, given the dominance of search when audiences seek to find a product, supplier, or experience. There is also much primary information available in the form of different research tools such as the Google Keyword Tool, which Google freely makes available for agencies managing customer-search programs (adwords.google.se 2012-05-20). Destination sites also use web analytics software that can be used to assess the sequence of search terms involved in multiple visits before purchase, so could be used as a research tool (Chen, et al, 2009; Chaffey, 2010).

The literature shows that there have not been many research projects on customer searching behavior using search engines, given the dominance of search when people seek to find a product, supplier, or experience. There is also much key information available from different research tools such as the Google Keyword Tool, which Google freely makes available for agencies managing customer-search programs (adwords.google.se 2012-05-20; Chen, et al, 2009; Chaffey, 2010).

In a digital marketing situations customer acquerement has more meanings than one. First, it can mean the use of the website to acquire internet customers for a company. However it is also worth noting that the investments in digital media such as paid search, and online...
advertising also needed in many markets to achieve repeat sales. That is why some companies refer to “demand generation”. There are six main types of digital-communications tools or channels that are reviewed by marketers for engaging and gaining customers (Chen et al, 2009; Chaffey, 2010):

![Digital marketing channels](image)

Figure 2.5 Digital marketing channels Adapted from Chaffey et al, (2009)

One of the biggest challenges with online marketing is to identify and measure the value of digital interactions and getting accurate return-on-investment (ROI) projections (Afuah and Tucci, 2003; Valos, et al, 2010). However, there is a lack of research and frameworks regarding analytical approaches to evaluate and plan investments in digital media. Attribution degree of commitment with media to impact on branding measures such as brand awareness, familiarity, and purchase intent is also a challenge for individual media. For example, many companies are dealing with how much they should invest in display advertising or social media, since they are not direct-response media like sponsored search listings where return of investment can be tracked more easily (Chaffey, 2010; Valos et al, 2010; Truong and McColl 2010).
2.4.1 Promotion Mix Strategies
The media channels today has transformed a lot in the past couple of years, customers are no longer waiting for information, if they want to know something they will find it themselves. This paradigm shift in finding our own media and information has also led to a lot of individualized information messages remade and customized to better suit the individuals need. This approach to information and media by the consumers has led marketers to adopt more of a pull strategy rather than the traditionally push strategy. The promotion mix strategies have two basic promotions which are push and pull (Constantinides, 2006; Stone and Ozimek 2010).

Push strategy, involves “Pushing” a product through different marketing channels to the final consumer. The producer focuses its marketing activities toward channel members in order to get them to carry the product and to promote it to the final consumer. Pull strategy, is when the producer directs the marketing activities towards the final consumer directly. This will result in demand from channel members who in turn will demand it from producer. Thus, under a pull strategy consumers “Pull” the product through the different channels (Constantinides, 2006; Kotler et al, 2009).

The shift in the use of digital and social media has reduced the barriers of entry to the market and there are a lot of obstacles that makes it difficult to use Push strategies. How the media circulates today has resulted in that the Push strategy has lost some of its strength due to the overwhelming amount of messages that are circulating on the internet today (Mangold and Faulds, 2009; Stone and Ozimek 2010).

It’s important to have strategies for online-marketing and it’s especially vital to have different strategies when it comes to different types of digital channels (Chaffey, 2010; Truong and McColl, 2010). The research focuses on social media strategy and digital strategy and there is difference between them in terms of goals and vision. This makes the separation of these strategies important due to the design of components and strategy (Piskorski, 2011).

2.5 Social media Strategy
A Social media is a type of online platform where people are talking, sharing, participating networking, and bookmarking online. It gives the possibility to employers, competitors, shareholders, and customers etc. to communicate freely between each other. A social media
application can be subsumed under the generalized term into more specific categories by characteristic: collaborative projects, blogs, content communities, social networking sites, virtual game worlds (David and Young, 2009; Kaplan and Haenlein, 2009; Qualman, 2010)

As marketing media goes more and more into the digital world it’s starting to get commonly known that having your company business presence on social media community sites like Facebook, twitter and you-tube can impact your company’s bottom line in a positive way. The result of being present at social networks sites as these gives your company the ability to connect with customer and build new relationships that can bring loyalty to your company (Qualman, 2010; Lutze, 2011; Wilson et al, 2011).

The development of social media networks has made it essential to have a social media strategy that is realistic and robust (David and Young, 2009; Qualman, 2010; Lutze, 2011: Wilson et al, 2011). A Social media strategy is a strategy that’s placed on the lowest level of strategy, which is operational-level strategy and it should fulfill and can be defined as; “help people improve existing relationships or build new ones if they do free work on the company’s behalf” (Piskorski, 2011, p. 120). In today’s world are businesses of all sizes experimenting with social media marketing, trying to grapple the question of how to get in on what appears to be an especially viral way to get their message out there (Kaplan and Haenlein, 2009; Qualman, 2010).

A social media strategy should include of the five strategy statement components, although the components are formulated differently by different scholars but they concern; Mission, vision, objective, scope and advantages (Lon and Brake, 2009; Ivey, 2011; Johnson et al, 2011; Wilson et al, 2011). The social media usage is constantly growing and its estimated that 50 % of all producing companies use social media tools in some form and the challenge that’s in front of them is to accomplish success that while avoiding potential pitfalls (Wilson et al, 2011). In order to be successful at social media you have you develop a strategy that follows some basic guidelines;

The first thing a company is going to focus on in their social media strategy is the goals of being active on social media networks; The business objectives that’s general for social media marketing are branding and awareness; reputation protection; community building; facilitating
and supplementing customer service; facilitating research and development; and directing sales or leads (Lon and Brake, 2009; David and Young, 2009; Wetzel, 2009; Ivey, 2011). The usage of social media activity it must reflect the company’s character and its personality. This is due to all the activities that happen within a social media tool such as people asking questions, debates, sharing of stories and seeking advice etc. which can help your company when it comes to customer retention. With companies putting their reputation at stake organizations needs to focus more on their interaction with customers in order to have control over their brand (David and Young, 2009; Wetzel, 2009; Ramsay, 2010).

The second thing a company has to do is to identify their core audience and learn how they use social media on a regular basis. By knowing how customers use social media channels companies can make an understanding of how to achieve their business objectives. When a company have identified that, then they should try to get a sense of where the company is currently being discussed and talked about in social media's and what’s the attitude is behind those conversations. By indentifying that, the company can direct and prepare their strategy bases on which sites the customer should be active in and where the audience is currently active (Lon and Brake, 2009; Ivey, 2011).

The third and next action a company should take is to look at other successful social media users and see how they have done and they can also look at what they have missed in order to come up with a more appropriate strategy for themselves. This part of the strategy development is focused on the advantages that are possible to deliver through the social media channels (Lon and Brake, 2009; Ivey, 2011). When the company has made the choices on where to be active it is important to set up milestones, reachable objectives which can be for e.g. be number of tweets a week on Twitter such goals will direct you onto the right path. It’s also important to have more future goals for the social media strategy in order to make the employees strive to achieve something (David and Young, 2009; Kaplan and Haenlein, 2009).

2.5.1 Social marketing
Involving business in social marketing is on a rise, and as always when something is new to the market there will be some failures and some successes. There are some factors that companies should try to focus more on and some to focus less on (Kaplan and Haenlein, 2009; Aula, 2010; Ramsay, 2010).
The organizations that have reached the most success in social media are those who highly value service in form of listening and quickly respond to what people are saying about their brand (Ramsay, 2010; Ivey, 2011). The general “don’ts” and “do’s” is stated bellow;

The “Dos” are what you should try to do when managing and using social media; *do* put a communication strategy in place, *do* develop a style, *do* strike the right balance between conversation and sales, *do* set limits for what is and is not to be tolerated in any channel (Kaplan and Haenlein, 2009; David and Young, 2009; Aula, 2009; Ramsay, 2010)

The “Don’ts” are what you should try to avoid when managing and using social media; *don’t* use social media for corporate communications, *don’t* be afraid to vary strategy per channel and *don’t* forget to update content (Kaplan and Haenlein, 2009; David and Young, 2009; Aula, 2009; Ramsay, 2010)
3. Methodology

In this chapter the authors have explained how the study will be conducted. The scientific perspective of this thesis is mainly positivistic. The research approach that has been used is deductive approach and qualitative data will be gathered. The research strategy that has been used is case study with a descriptive design. The methods that will be used to collect primary data will be semi-structured. At the end of this chapter there will be a discussion about the validity and reliability of the research.

Figure 3.1 Outline of methodology
3.1 Scientific approach
A scientific perspective or epistemological questions are about what can be considered as acceptable knowledge in a specific topic area. A question regarding this specific topic is whether or not the social reality can or should be studied in terms of the same principles, methods and reality that are conformed to natural science. There are two forms to measure scientific perspective (epistemology) which is positivism and hermeneutics (Bryman and Bell, 2011).

Positivistic approach recognizes only theories and ideas that can be scientifically verified or which is capable of logical or mathematical evidence. Hermeneutic approach concerns interpretation of theory and method mainly from the perspective of the authors (Bryman and Bell, 2011).

We chose to have a scientific and a positivistic approach in this study, which means that we explained the related theories to our research questions such as corporate strategy, social media strategy and digital strategy that was scientifically verified.

3.2 Research approach
The phenomenon of research approach is to find out how to work for achieving the goals and objectives of the research. The research approach is concerned with the nature of the relationship between theory and research. When it comes to choosing the research approach for the thesis there are two specific choices to make, either a deductive research or an inductive research (Bryman and Bell, 2011). Deductive and inductive are the two ways of establishing what is true and what is not and to draw conclusions in a research (Ghauri and Grønhaug, 2005).

A deductive research approach means that the researcher take all basic knowledge that concerns a specific topic and the theory that’s relevant for that topic, and then deduce one or more hypotheses to be subjected to empirical scrutiny (Bryman and Bell, 2011). By having a deductive research the research draws conclusions through logical reasoning. To simplify one can say that when using a deductive approach one start with a set of theories and ideas and then collect data to prove or disapprove a hypothesis (Ghauri and Grønhaug, 2005).

An inductive approach is theoretically the result of a research stakes. With an inductive approach is the theory result of the research efforts. The inductive process involves drawing generalizable conclusions on the basis of observations (Bryman and Bell, 2011). The research
process goes from observations to findings to theory building. To facilitate one can say that an inductive approach involves proving a research by finding theories that fits the data (Ghauri and Grønhaug, 2005).

This thesis were focused on a deductive approach of relation between data and theories. The reason for this is that the authors started the research with the existing theories of corporate strategy, digital strategy, promotion mix strategy, social media strategy and social marketing. These theories were used to investigate how the different strategies are connected within organisations and they were the base of the investigation and the study and data collection was built on them.

![Deductive process](image)

**Figure 3.2 Deductive process Adapted from Bryman and Bell, 2011, p. 11**

### 3.3 Research method

Research method is the technique used when gathering data from various sources. There are two types of sources of data: Qualitative and quantitative research method. The difference between these two methods isn’t on the quality but on the procedure itself (Bryman and Bell, 2011; Ghauri and Grønhaug, 2005).

Qualitative research focuses mainly on words then numbers when collecting and analyzing data. It is a mean for understanding and exploring the meaning of individuals and groups ascribe to a problem (Creswell, 2009). Qualitative research investigates for example why things happen, not how they happened. A typical qualitative research can be interviews, open ended surveys or emails. It doesn’t just rely on statistics or numbers, which a quantitative research would do. Qualitative research is often used in order to get insight into people’s attitudes, behavior, values, concerns, motivations, culture and lifestyles. It’s also used to make
informed business decisions and research. Focus groups, in-depth interviews and content analysis are a few of the formal approaches that can be used, however qualitative research can also be used to analyze any unstructured material like for example media clips or twitter feeds (Bryman and Bell, 2011; Ghauri and Grønhaug, 2005).

Quantitative research is a method used to gather empirical data mainly by using statistical, computational and/or mathematical techniques. It’s a mean for testing theories by examining the relationship between variables (Creswell, 2009). Quantitative data is any data that is in a numeric form. When conducting quantitative research one should ask narrow questions often formed as a survey in order to get numerical data. The goal is to find variables and see the relationship between them. It’s important that one understands that all analyzing methods of relationship between variables is about relationships, not cause and effect (Bryman and Bell, 2011; Ghauri and Grønhaug, 2005).

<table>
<thead>
<tr>
<th>Qualitative method</th>
<th>Quantitative method</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Empahsis on understanding</td>
<td>• Emphasis on testing and verification</td>
</tr>
<tr>
<td>• Focus on understanding from respondents/informations point of view</td>
<td>• Focus on facts and/or reasons for social events</td>
</tr>
<tr>
<td>• Interpretation and rational approach</td>
<td>• Logical and critical approach</td>
</tr>
<tr>
<td>• Observations and measurements in natural settings</td>
<td>• Controlled measurement</td>
</tr>
<tr>
<td>• Subjective &quot;insider view&quot; and closeness to data</td>
<td>• Objective &quot;outsider view&quot; distant from data</td>
</tr>
<tr>
<td>• Explorative orientation</td>
<td>• Hypothetical-deductive; focus on hypothesis testing</td>
</tr>
<tr>
<td>• Process oriented</td>
<td>• Result oriented</td>
</tr>
<tr>
<td>• Holisitc perspective</td>
<td>• Particularistic and analytical</td>
</tr>
<tr>
<td>• Generalization by comparsion of properties and context of indivial organism</td>
<td>• Generalization by population membership</td>
</tr>
</tbody>
</table>

Table 3.1 Research method, Adapted from Ghauri and Grønhaug, 2005, p.110

The data source that was used in this study was of qualitative form. The reason for this is that qualitative data sources focus on words instead of numbers, which rules out quantitative data. Also the research aimed to get a deeper understanding of a phenomenon from respondents which suits qualitative data. The nature of the research aligned with the characteristics of qualitative research approach and it’s the most appropriate one for this study.
3.4 Research design
The reason for having a research design is to have a plan that researchers can follow in order to answer the research aim and objective it also provide a structure to resolve the specific problem that’s at hand (Yin, 2011). To guide the choice of research design one can look at; the structure of research problem and study, amount of control over objectives, time constraints and resource constraints. When these factors have been looked over the researcher can choose between three types of research designs; it’s exploratory, descriptive and casual (Churchill and Lacobucci, 2009; Yin, 2003).

3.4.1 Exploratory design
Exploratory research emphasis on the discovery of ideas and insight and it is a type of study where fieldwork and data collection are done before the final definition of research questions or methodological procedures are written. (Yin, 2011: Churchill and Lacobucci, 2009). When the research questions and methodological needs are settled the study may assume another form. An exploratory study should be seen as a separate task and is often used to clarify aspects that the researcher is uncertain about (Yin, 2011; Malhotra, 2010). It will provide insight about a specific research problem and the goal is to break down large problem statements into smaller sub problems in form of hypothesis. To summarize one can say that an exploratory research is appropriate for all problems which there are little knowledge about (Churchill and Lacobucci, 2011).

3.4.2 Descriptive design
The majority of marketing research studies is descriptive. This type of research goes beyond the question of “what is happening” and instead it is concerned with answering questions in form of; who, what, when, where and how (Churchill and Lacobucci, 2009; Malhotra, 2010). The object is to make an accurate profile of a person, a company, event or situations etc. Descriptive research offers a rich and revealing insight about particular cases (Saunders et al, 2009). Some key characteristics of descriptive research design are procedures, precise rules and structure. To summarize one can say that a descriptive design is when the problem is well understood and structured (Ghauri and Grønhaug, 2005).

3.4.3 Causal design
The last type is causal research design which explores the effect of one thing on another and more specifically, the effect of one variable on another. The research is used to measure what
impact a specific change will have on existing norms (Bryman and Bell, 2011). Causal design studies answers on the why question (Blumberg et al, 2008). To summarize one can say that a causal design is when a researcher looks into how variable effect each other’s and what the results of these effects may be (Churchill and Lacobucci, 2009).

After the authors looked into guide factors on how to choose research design it became clear that the research at hand will be of descriptive design. Descriptive research is most suitable for this study because it focuses on making an accurate profile about companies which is the aim of this research. Another reason that descriptive research is the most suitable one is that it answers research questions that beings with “how” which all of the research question of this study is based on. The descriptive kind of design gives a rich and revealing insight about case studies which makes it the most appropriate one.

3.5 Data sources
Data sources are the mean of how and what kind of data that’s going to be collected regarding the research. There are two different types of data; primary and secondary (Bryman et al, 2009).

Primary data is information collected first hand, by conducting interviews such as focus groups and in depth interviews and asking specific research questions. The benefits with primary data are that it’s up to date with specific information that is relevant for specific cases. The downside is that it costs in terms of time and money (Bryman et al, 2009; Kotler et al, 2008).

Secondary data are information collected for another purpose or written by someone else e.g. articles, documents and annual reports. The benefits of secondary data are that it can clarify the research problem, provide necessary background information and also validate primary data. The downside is that it can be hard to find relevant data and the researcher always has to be critical to the validity and reliability of the source and information (Bryman et al, 2009; Kotler et al, 2008).

In this study the authors have used both secondary data and primary data to be able to solve the research problem. The primary data was central to the research because the phenomenon that was investigated demanded data that was very up to date and specific for the case study. The primary data was collected through interviews with companies within the sample frame.

Authors: Jarhult, Köhler
The secondary data was used to validate and confirm the primary data. Sources of secondary data was the case company’s homepage and their annual report.

### 3.6 Research strategy

There are five different research strategies that a researcher can choose between. These strategies represent different types of research methods. Each of them has an individual view on how to collect and analyze empirical evidence and it also has its own logic. This means that they all have advantages and disadvantages. The most appropriate view on research methods is that: every research method can be used for all three research purposes which are exploratory, descriptive and casual. For e.g. there can be exploratory case studies, descriptive case studies and also causal case study (Yin, 2009; Bryman and Bell, 2011).

When to choose between the five research strategies there are three conditions that you have to take into account: “form of research question?”, “requires control of behavioral event?” and “focus on contemporary events?”. The table 1.2 which is placed in the end of the chapters displays how these conditions are related to the five research strategy methods which are: Experiment, Survey, Archival analysis, History and Case study (Yin, 2009).

The different research strategies are explained in order to help the authors to make the most suitable choice. The experiment strategy is a procedure which goal is to verify, falsify or establish the validity of a hypothesis, where one or more variables are altered to establish the differing effects (Yin, 2009). Secondly there is the survey strategy which is about choosing a sample of the population in order to get a generalized picture about the whole population (Yin, 2009). Thirdly is the archival analysis which is an observational method where the researcher examines documents, archives for analyze (Yin, 2009). The fourth one is history strategy where the collection and analysis is based on historical documents (Yin, 2009). The fifth and last strategy is a case study, which is a detailed intensive study of a unit, such as a corporation or a corporate division that stresses factors contributing to its success or failure in relation to context and relevant theory (Yin, 2009).

The first condition concerns the form of research question. It’s the most important condition when it comes to classifying what kind of research method that’s going to be used. If the research question is a “what” question then the research is probably of exploratory kind, in which case all the method can be used. If it’s a “how” or “why” question it’s most likely that is a case study, an experiment or history (Yin, 2009).
The second condition concerns control over behavioral events. There is only one method where that is needed, which is when the strategy that’s been chosen an experiment as a research strategy. The reason for this is that experiments are done by an investigator that can manipulate behavior in different ways (Yin, 2009).

The last and third condition concerns the degree of focus on contemporary events. All research strategies except history are preferred to be able to examine contemporary events. The reason this is that history is the only strategy which focus on researches that about documents that been written long before the present and the people that was involved are probably impossible to contact because of age (Yin, 2009).

<table>
<thead>
<tr>
<th>Research strategy</th>
<th>Form of research question</th>
<th>Requires control over behavioral events</th>
<th>Focus on contemporary events</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experiment</td>
<td>How, Why</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Survey</td>
<td>Who, What, Where, How, Many, How much</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Archival analysis</td>
<td>Who, What, Where, How, Many, How much</td>
<td>No</td>
<td>Yes/no</td>
</tr>
<tr>
<td>History</td>
<td>How, Why</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Case study</td>
<td>How, Why</td>
<td>No</td>
<td>Yes</td>
</tr>
</tbody>
</table>

Table 3.2 Research strategies adapted from Yin, 2009, p. 8

This study was based on a case study method. The reason why we conducted a case study in this thesis was mainly because we were investigating a real life phenomenon (how companies link their corporate strategy into relatively new areas such as social networks and digital markets). We based the research on making intensive investigations on two companies which and case study was the most suitable research strategy for that kind of investigation. In order to get a deep understanding of these companies we thought that it was a too complex phenomenon for survey or experimental strategies. Case study was also a valid research strategy when the objectives of the research were to connect company context with theories which was the case in this thesis.

The research was based on a case study research strategy and within case studies there are multiple-case studies and single-case study that we choose between. A single-case study is
limited to one unit to investigate and multiple-case occurs when the numbers of units to investigate exceeds one. Multiple-case studies are used to compare units to find differences and similarities relating the theories (Yin, 2009; Bryman and Bell, 2011). This study used a multiple-case and two company’s views on corporate strategy, digital strategy and social media strategy was compared. The reason for that was that we wanted to focus on a deep investigation that compared two specific units.

3.7 Data collection method
What kind of data collection method to use depends on the judgment and what type of data that is needed to answer the research questions. (Ghauri and Grønhaug, 2005) The methods that are used for collection of data are different depending on what research approach that is used, qualitative approach and quantitative approach. For qualitative research there are four commonly used methods: interviews, content analysis, observations and focus-group. While the four methods that are practiced in a quantitative approach are surveys, structured observations, interviews and content analysis. (Bryman and Bell, 2011; Hair et al, 2011)

3.7.1 Interview
An interview is a commonly used tool to collect data about a specific topic for both quantitative and qualitative research. Personal interviews consist of person as an interviewer and one person that are being interviewed. (Hair et al, 2011) Interviews often last between 30 and 90 minutes, one advantage of interviews is thus that respondents express themselves in their own words and convey their personal opinions. Personal interviews are an effective way to collect meaningful data (Bryman and Bell, 2011). The results often provide deeper and richer than when compared to other methods. There are some different forms of interviews: structured, unstructured and semi-structured (Christensen, 2001; Hair et al, 2011).

3.7.2 Content analysis
A content analysis is a technique which is based on an analysis of documents and texts, such as handwritten books or websites where one in a systematic and replicable way to quantify contains from categories designated in advance. (Blumberg et al, 2008) The goal is to identify specific characteristics in different types of communications. There are three steps in a content analysis; specification of what characteristics the study are looking for, coding of these characteristics and matching that coding frame with the communicated material (Hair et al, 2011; Neuendorf, 2002).
3.7.3 Focus group
Focus group is a form of research in which a group of often 8-15 people discuss their perceptions, opinions, beliefs and attitudes towards a specific topic, which is often a product or a service. The group will be led by a so called moderator, an interviewer, whose purpose is to keep the discussion on topic and ask well-chosen questions. (Hair et al, 2011) The idea of using a focus group is that the respondents together can come up with unexpected discussions that they would not otherwise have come up with and work together to develop these discussions (Christensen, 2001).

3.7.4 Survey
A survey is questionnaire consisting of open and closed questions that are answered by either own words or text in which the respondent fills in the a priori given alternatives. Surveys can be used either for individuals or for groups of people. (Hair et al, 2011) There are a variety of ways to distribute questionnaires on; it may be done by email, mail or physical delivery etc. The advantage of the spatial distribution may be that the respondent and the dispenser of the survey have a more personal contact, which can be good with any questions regarding the survey (Christensen, 2001).

3.7.5 Observations
Observation data collection method describes that data collected by the systematically recording the observation of behavior of studied subjects which can be people, consumer’s event and organization processes etc. (Hair et al, 2011) By conducting an observation the result is either numerical data or narrative data. A disadvantage with observation is that it only observes the behavior and the thought and an attitude of an observed person goes unseen (Hair et al, 2011).

There were some different methods for collection data and the selection of those methods could influence the reliability and accuracy of the data and the whole thesis. It was therefore important that we choose the right methods (Hair et al, 2011). The research was of qualitative sort and the data was collected through interviews. The interviews was of semi-structured kind which usually is suited a situation where the interviewer has a set of questions in the form of an interview scheme where issues the order varies (Bryman and Bell, 2011). The questions often tend to be worded more generally than it is in structured interviews. In this case, the interviewer had some room to ask follows up questions to get the answers that were sought (Hair et al, 2011).
3.8 Data Collection instrument
Regardless what type of data collection method used in a research, the researcher will have to make a data collection instrument. A collection instrument helps the researcher ease the completion of data collection and to give a higher response rate. (Hair et al, 2011)

3.8.1 Operationalization and measurement of variables
In order to be able to extract relevant and accurate data from our empirical material we need to identify what we intend to measure. By operationalize and break down the theories of; corporate, digital and social strategy the authors will get measurable variables that can be allocated with our empirical material in order to get measurable and valid results (Malhotra, 2006; Bryman and Bell, 2011).

This study focused on how company’s corporate strategy was transferred and reflected into digital media and furthermore into social media. Since this study was not of quantitative nature which focuses more on numeric measurable data we decided not to focus on quantifying words in order to get a statistical view of the research. We rather identified significant variables in the theories that helped us with the collection of data and answering our research questions. However, to be able to measure and research the stated theories in the companies we defined what it said. In this study we defined it accordingly too Johnson et al (2009, p. 7) which defined corporate strategy as “Corporate strategy is the highest level of strategies within an organization and it is concerned with the overall scope of an organization and how that organization adds value to the business of the organization as a whole”. Digital strategy was defined as “broadcast commercial messages and seek customer feedback in order to facilitate marketing and sell goods and services” (Piskorski, 2011, p. 120). Social media strategy was defined as “help people improve existing relationships or build new ones if they do free work on the company’s behalf” (Piskorski 2011, p. 120). After defining the theories we deduced it or in other words broke it down into variables that could be measured and served as potential indicators from our empirical data in order to pin point the different strategy’s and how they was used by the companies (Malhotra, 2006; Bryman and Bell, 2011).

In some organizations strategy is written down very formally; in other a mission or strategy might be implicit and therefore, must be deduced from what an organization is doing. In order to analyze strategies, the mission, vision, scope, and advantages is generally used as guidelines to identify companies’ different strategies. (Johnson et al, 2010). Therefore we
chose the five components of a strategy statement as variables to be able to analyze the data and identify the companies’ strategies.

![Table 3.3 Outline of operationalization](image)

<table>
<thead>
<tr>
<th>Construct</th>
<th>Variables</th>
<th>Interview questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Corporate strategy</td>
<td>• Mission</td>
<td>• Number;</td>
</tr>
<tr>
<td></td>
<td>• Vision</td>
<td>1,2,3,4,5,6,7,8,9,10,11,12,13</td>
</tr>
<tr>
<td></td>
<td>• Objective</td>
<td>• Number;</td>
</tr>
<tr>
<td></td>
<td>• Scope</td>
<td>14,15,16,17,18,19,20,21,22,2</td>
</tr>
<tr>
<td></td>
<td>• Advantages</td>
<td>3,24,25,26,27,28,29,30</td>
</tr>
<tr>
<td>• Digital strategy</td>
<td>• Mission</td>
<td>• Number;</td>
</tr>
<tr>
<td></td>
<td>• Vision</td>
<td>31,32,33,34,35,36,37,38,39,4</td>
</tr>
<tr>
<td></td>
<td>• Objective</td>
<td>0,41,42,43,44,45,46,47</td>
</tr>
<tr>
<td></td>
<td>• Scope</td>
<td></td>
</tr>
<tr>
<td>• Social media strategy</td>
<td>• Mission</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Vision</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Objective</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Scope</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Advantages</td>
<td></td>
</tr>
</tbody>
</table>

Table 3.3 Outline of operationalization

3.8.2 Interview guide

The data collection method that has been used for this thesis is semi-structured interviews which have been stated in the data collection method chapter. The interview guide will be based on corporate strategy, digital strategy and social media strategy. The question within the interview will be about the correlation between these concepts. The interview guide is designed to be made in person in order to minimize confusion and to get a deeper insight concerning the case studies. The construct of having three parts in the interview guide regarding corporate strategy, digital strategy and social media strategy is made to increase the flow of the interview and to make the separation between the strategies clear for the respondents. The interview is made to be able to solve the research questions and the purpose of the study. See appendix 1 for the full interview guide.
3.8.3 Pretesting
Pretesting is a method for determining a target group’s reaction to and understanding of messages and information before it is materialized into a final form. During the pretesting phase members from the target group to simple try an interview guide or survey before it will be sent out to a larger sample of the target group (Margoluis and Salafsky, 1998).

As in the authors case where semi-structured interview will be used, by doing a pretesting the researcher can tell if the language and questions are formulated in an understandable way. Another good reason for doing a pretest can be that those who develop the collection methods may be more educated than the people that are within the target group (Margoluis and Salafsky, 1998). The pretesting process is complete when the researchers are satisfied that the target group will understand the message correctly when the final draft of the collection method is finished (Margoluis and Salafsky, 1998).

We did pretest the interview guide. The pretesting was done by the thesis tutor Hooshang Beheshti, Professor in management at Radford University in the United States.

3.9 Sampling
When conducting a research, there are two choices to be made, either to focus on the whole population or focus on a sample of the population. If the researcher conducts an investigation of the whole population, it’s called a census survey, which means that the researcher includes every individual of the population in the study. If the researcher instead focuses on a sample of the whole population, then it’s called sample survey. The sample survey is based on individuals that should be a representative part of the population as a whole. The sample choice is mainly based on the researched subject (Ghauri and Grønhaug, 2005; Bryman and Bell, 2011).

The main difference between census survey and sample survey is that, census survey are often more costly and more time consuming as the investigation focus on all possible individuals of a population. Sample survey on the other hand gives a narrower view of the population and it makes the reliability less prioritized (Ghauri and Grønhaug, 2005; Bryman and Bell, 2011).

The authors utilized a sample of the population, which meant that a sample survey was used. The representative factors were focused on that the companies within the sample should; be active on digital channels, deliver to both business-to-consumer and business-to-business and
also those they should be operated out from the region of Småland, Sverige. The usage of survey sample was used because of constraints in form of time and money.

3.9.1 Sampling frame
A sampling frame is directions or a listing from which the sample will be selected (Ghauri and Grønhaug, 2005; Bryman and Bell, 2011). The sampling frame was based on a list with companies from www.smalandsregionen.se which is a webpage that lists most of the companies in the Småland region. We used the list as a sampling frame where we identified and contacted companies that were operating on digital channels and social media channels. We also used the company websites to identify if the case units were active on digital channels and on social media channels.

3.9.2 Sample selection
The sample selection concerns the number of units to investigate (Ghauri and Grønhaug, 2004; Bryman and Bell, 2011). The sample size that was used was based on the research strategy, which was case study and also on constrains in form of money and time. The research was made of qualitative nature which made the data collection process time consuming and we based the number of cases to investigate on that. We discussed the sample size with our supervisor and within the seminar groups. The discussion resulted in two cases and the decision was based on making a comparison between the two. These two cases were interviewed through a total of two respondents, one from each company.

3.10 Data analysis method
A data analysis consists of examining and categorizing data in order to be able to draw empirically based conclusions. To be able to do a proper analysis all case studies should follow a general analyze strategy that defines for what and why the analysis is done. The four strategies are theoretical propositions, developing case descriptions and examining rival explanations (Yin, 2009). The theoretical proposition strategy is the most preferred strategy and its goal is to follow the theories that led you to your specific case study. The second strategy which is developing a case description is a strategy with the goal to develop a descriptive framework that is later used to organize the case study. The third strategy is, using both qualitative and quantitative data, which can yield appreciable benefits for the studies that involve high volume of qualitative data but the central of the research is put on quantitative. The fourth and last strategy is examining rival explanations, which tries to define and test rival explanations and it generally work with all the other strategies (Yin, 2009). All four
strategies can be used when practicing five techniques for analyzing case studies, these are: pattern matching, explanation building, time series analysis, logic models, and cross-case synthesis (Yin, 2009).

The techniques that are used for analyzing will be shortly described. The first one is pattern matching which is one of the most desirable techniques used for case studies; it compares a pattern made of empirical data with a predicted one (or more). The next one is explanation building, which can be described as a type of pattern matching. Its goal is to analyze the data by building an explanation about the case. The third one is time-series analysis, the technique is basically to conduct a time series-analysis and directly analogous to time series-analysis conducted in experiments. The fourth technique is logic models; it stipulates a chain of events over a period of time. The last and fifth technique is cross-case synthesis; this technique is used when having multiple case studies. The findings are likely to be better and more valid if there is more than one case (Yin, 2009).

Compared to quantitative research, where numbers and what they stand for are the elements of analysis. However qualitative data analysis uses words as the elements of analysis and is guided by less rules and standardized procedures. The objective in qualitative research is to decipher, examine and interpret meaningful patterns or themes that emerge out of data. The meaningfulness of patterns and themes is decided by the research question (Malhotra, 2006). We based our analysis on the steps that’s explained below in figure 3.3.

**Figure 3.3 Data analysis approach, adapted from Malthora (2006)**
3.11 Quality criteria
In order to achieve a rigorous and a high quality research result, two criteria’s must be looked into; validity and reliability (Bryman and Bell, 2011). Validity is an ideal where more valid measure are preferred in relation to less valid measures, is means that when one measure something one want the measures to be valid (Chauri and Grønhaug, 2005). Validity can accord to Silverman (2005), be the level of accuracy the study holds. In this study there will be three types of validity; content validity, construct validity and external validity.

Reliability on the other hand refers to the stability of the measures (Ghauri and Grønhaug, 2009). Reliability is the question of whether the results of the study will be the same if the investigation would take place again (Bryman and Bell, 2011). The goal of reliability is to minimize errors and biases in a study (Yin, 2009).

3.11.1 Content validity
Content validity is based on the extent to which a measurement reflects the specific intended content (Yin, 2009). It refers to the extent to which the empirical data reflects the specific domain of content. The content is valid if it’s representative and relevant (Rossiter, 2008).

To confirm the content validity we did pretest the interview guide before conducting the primary research. That was done by sending the interview guide to Hooshang Beheshti who is a professor in management at Radford University, Virginia. The interview guide was pretested in order to see how the questions and interview technique will be interpreted by the respondent in order to establish validity. Another reason for pretesting the interview guide before the main data collection took place was to judge the representativeness measurements.

3.11.2 Construct validity
Construct validity concerns if a measureable concept that’s been stated actually reflects the concept it’s supposed to reflect (Bryman et al, 2009). It refers to how well the study’s result supports the theories and concepts that behind the research and whether the theories that have been chosen provide the best explanation of the results. If it does not the construct validity of the results is questionable (Graziano and Raulin, 2009).

In order enhance the construct validity the study. We used multiple sources of evidence in order to establish the extent of measurement. In order to strengthen the triangulation of the study the answers of the interview was double checked by looking at annual report, documents and homepage of the respondent that was interviewed. The chain of evidence was enhanced by recording of the interviews but also through the fact that we saved the original
transcripts of the interviews. To strengthen the construct validity even more we had discussions on seminars with teachers and fellow students that reviewed the drafts of the study.

3.11.3 External validity
External validity refers to the degree to which other researchers are able to take the result of the study and generalize it to other participants, conditions, time and places (Yin, 2009). The biggest factor for external validity is how respondents are chosen to be a part of the investigation (Bryman and Bell, 2011).

In order to strengthen the external validity we used multiple case studies that were based on two cases. Other than that was no other actions made in this study to provide a generalizable picture of how companies worked when it came to corporate strategy, digital and social media. The study had low external validity as it was of qualitative kind.

3.11.4 Reliability
Reliability refers to the stability of the research and the measurements (Ghauri and Grønhaug, 2005). A reliable research should give the same findings and conclusion if another researcher followed the same procedure and conducts the same research. The goal of reliability is that the measure of concept is consistent which reduce the amount of faults and errors in a study (Yin, 2009).

In order to enhance the reliability of the research we chose to work with multiple case studies. The collection of data from the different case studies was based on the same protocol in order to achieve the same type of empirical data.
4. Empirical investigation
The empirical data is based on interviews with two companies, one respondent on each company which aligns with the sampling instructions. The empirical data will be grouped into categories of background, corporate strategy, digital strategy and social media strategy. The complete summarize of the empirical data can be seen in appendix 2, 3 and 4.

4.1 Kronfönster AB
The empirical data that is presented is based on one interview that the authors conducted on the 27 of April 2012 with the C.E.O at Kronfönster AB, Magnus Fransson who has worked at Kronfönster since November 2006. The interview took place in Växjö and it took 65 minutes to complete the interview.

4.1.1. Background
Kronfönster is a family company that started in 2005 and is currently operated by the C.E.O Magnus Fransson which has been operating Kronfönster since 2006. At Kronfönster they work after three core values that permeates the entire organization, the core values are; faster, cheaper and better.

Kronfönsters headquarters is located in Växjö, Sweden where the distribution and sales is located. The company also has two subsidiaries in Poland and Lithuania where the production is located. The largest market is located in Sweden but there are some export to Great Britain, Finland, Norway and Greenland. In 2010 did Kronfönster get awarded with the Gazelle price in Kronobergs Län which is published by Dagens Industri, the award is given to fast-growing companies. The criteria for becoming a gazelle company is very hard and only 0.5% of Sweden's companies manage to get award (dagensindustri.se, 2012-05-03). At the same year they were also designated as the fastest growing company in the Småland region and the fastest growing window manufacturer in Sweden. Kronfönster has during the last four years increased their turnover with 370%. Kronfönster has 16 employees and in 2011 had they a turnover of around 31 million SEK.

The company is active both on the business-to-business market and the business-to-consumer market. Kronfönster produces windows, doors and insulated enclosures and all products are fully insulated super energy-efficient glass and are winter insulated. There materials that used to manufacture the products are PVC, aluminum and wood. The production of wood products and doors are placed in Lithuania and the production of PVC and aluminum is placed in
Poland. Kronfönster AB manufactures and sells all products themselves, without any retailers or middlemen in their production chain.

The owner of the cooperate group Kronfönster is Carl-Gustaf Svensson who started the company with the vision of delivering windows cheaper than the competitors but with the same quality or better quality. He achieved this not only by cutting out many of the middlemen competitors but also by moving the business online, which reduced the cost of having sellers going out to the potential buyers.

4.1.2 Corporate strategy
Kronfönsters has business idea/concept that they see and use as a corporate strategy, which is stated;

“Energy efficient windows; faster, better and cheaper “

The corporate concept was developed for the first time in 2005 by the owner Carl-Gustaf Svensson when he started the company. The reason for that specific idea was that Carl wanted to deliver good quality and affordable windows and he didn’t care if they were produced abroad he was simply aiming to be able to produce the cheapest and best windows with a fast delivery in relation to the competitors in Sweden.

The further development of the corporate strategy or as they define it their business concept is the owner and Marketing manager, Carl-Gustaf Svensson and the C.E.O, Magnus Fransson. These two meet constantly to discuss possible changes and improvements. They also have one official meeting one time a year to evaluate and follow up on the current conditions and also to set up new conditions and goals for the following year/periods. The result of the official meeting gets shared to the employees so everybody contributes to the same common sake.

Kronfönster has regular teambuilding meeting in order to update the goals and to let all employees know what should strive for in their work. Other than that they also have Friday meetings where all 16 employees gather to talk about the result of the week and what they could change and aspect for the coming week so that everyone has the same view about what has to be done. The reason for this according to the respondent is to keep an ongoing dialogue about how the situation looks like and what are working well and what are working less good. The respondent says; “At these meetings we usually check sales data and compare it with the same month last year and we also checks on sales budget consistent with the objectives”
Kronfönsters mission and overall purpose is to produce and sell customized windows and doors for a better price than competitors but with better quality and with faster delivery. The vision of the company is to keep striving to continue to meet the gazelle price requirement and also to keep evolving their business even further by finding new markets, the respondent said; “We don’t want to get comfortable, which is common when companies expand rapidly in the beginning”. They want to achieve their vision by trying to get a higher profitability while they still want to remain self-financed,

The long-term goal of Kronfönster is to be able to reach a growth in turnover around 30 % each year in order to qualify as a winner to the gazelle price and to continue to deliver doors and windows that can be customized any way the customer wants it to be. The short term goal is to be able to reach to grow into new markets and increase the turnover in the same amount as previous years and also to reach the current sales budget goals.

One activity that Kronfönster has used in order to find new markets and possible clients is to be present at Villamässan which took place in the 30 of March until the first of April in Växjö, Sweden. There were over 8000 visitors there this year and it’s that sort of activities that will help Kronfönster to reach their vision.

Kronfönsters scope is to deliver windows and doors that’s cheaper, better and delivered faster than competitors. In order to be able to satisfy their target group needs Kronfönster gives the opportunity to customize windows and doors anyway the customer like both in material and shape. The scope is to focus both on business-to-consumer and business-to-business where the revenues are equally divided between the two but there are more clients on the consumer-to-business side. The respondent said; “Kronfönster is a seasonal business, which mean that the majority of our sales happens during a given period and in this case, the summer months when the average person has a tendency to want to replace the doors and windows”. The majority of Kronfönster business is in Sweden and there are some exports to England, Norway, Finland, Greenland and Denmark. They have some had some contracts with local housing associations in the Swedish region such as; Finnvedens housing association in Värnamo, and Vidinghem AB in Växjö.

The competitive advantages that Kronfönster holds are mainly their core values; better, cheaper and faster. That is their ability to provide fast delivery, produce products with good quality and being price leaders within our industry. The respondent said; "Within the products our company produces, can we offer the best prices in all of them in relation to our
competitors”.

In order to be able to stay competitive are they constantly evaluating their competitor’s price and quality to secure that competitive edge. At Kronfönster they stress the importance of benchmarking the quality of their products with competitors because without the quality of their product the price wouldn’t matter. Another advantage that Kronfönster holds is that they have products that suit all customers with a broad range within both quality and price.

4.1.3 Digital strategy

Kronfönster AB doesn’t have an officially stated digital strategy that they use, however they do work with the three core values; cheaper, better and faster. These core values are transformed into guidelines that they use on their digital channels. They digital guidelines are transformed into that they digital channels should;

“Provide the visitors with information about the company, our brand and our products; the goal is to capture the visitor’s attention and keep them interested. By our digital channels we want to make it easy for the visitors to guide themselves through what kind of windows/doors they could or should use and what quality and price we can offer”

There is one person that is in charge of the digital channels, the Owner, Carl-Gustaf Svensson which also is in charge of the marketing activities for the company. His work is to be in charge of the content on the digital channels and also the development of them. They also outsource some expertise from web agencies. Kronfönsters homepage is their absolute main digital channel and in order to keep the work flow on the homepage efficient they need to be able to track how their visitor’s needs are and how they behave on the channel. The tracking of behavior is done by constant follow-ups which is done on a daily basis on or at least two to three times a week with a general follow-up after each week. The follow-up consists of looking at how visitors behave when they are on the homepage, what they click on, what they look at, where the visitors are located geographically and to ensure that all functions work as they should.

It very important for Kronfönster to be technologically evolved when it comes to their webpage as it’s their main connection with their customers which makes it very important that the homepage is active at all times and that it is constantly updated with new trends and functions. One change that was recently made that proves how focused Kronfönster is on updates is that they redeveloped the layout of their webpage last fall, in 2011. Similar Layout developments like that has been made three times since Kronfönster started and the
respondent said; “The webpage we use now is our third version and we try to update it at least every two years in order to keep our edge” which gives a god view on how they work with developing their digital channel use.

Kronfönster developed its own web shop in association with their first homepage which was created when the company started in 2005. At that time was Kronfönster the first window company in Sweden to have the possibility to send out quotes and actually sell their products online to their customers. The company makes a large share of sales on their web shop and it’s have given them a clear edge in relation to their competitors because of the evolving use of digital channels according to the respondent. The web shop has been proven very effective when it comes to clearance rate, which means percentage of quotes accepted by customers and the respondent said; “We have very high sales frequency of quotations, normally if a company do outreach marketing they get around 10% in the clearance rate and the usual promotional mailings, gets around 1% in the clearance rate, but here at Kronfönster, we have 30-40% success in clearance rate.

Since most of their business is done via their web shop they want their potential customers to get a lot of information regarding their products (price, products, quality, and delivery time) which in turn will increase the chance of a sale. On the webpage they have a developed guide from where their customers can choose which house they have and what kind of windows that is available for it with different options such as window type, material and color.

The webpage at Kronfönster is their central source of information to the customers and the strategy is focused on making people visit their webpage and to be in the front-line of competition within technology. In order to fulfill that strategy have Kronfönster made substantial investments and they feel it’s been worth it since they have had got positive sale results. The respondent said; “We had never been able to grow to our current size without developing our web site”. They have conducted digital investments such as TV-commercials, hiring web agencies, banners advertising and search optimizations all with the purpose of making possible customers visit their website and direct them to the web shop.

The mission of the digital guidelines is to provide possible customers with information about the company, the brand and their products in form of price, quality and delivery speed. The main mission is to communicate Kronfönsters solutions and to direct customers to the homepage. Even though the digital guideline doesn’t completely align with the general
The company’s vision is to move even more of their business to the digital world. They strive to get everything digitalized in order to make the information flow clearer between them and their customers. One reason for that is to avoid legal problems, so that their quotes and sales are understood by all involved parties. One example of how they work to be digitalized today is that if you call and request a quote for a window at Kronfönster they direct you to the homepage or you get the quote mailed to you. The reason for that is to guarantee that all parties know the content of the deal. The respondent said that they don’t accept deals that aren’t done by digital technologies because of possible errors and they will continue to strive to erase potential sources of error. The increasing use of digital technology and erasing errors is both Kronfönster short- and long-term goals.

The main scope of the digital channels is the end-customer. Even though Kronfönster are active on both business-to-consumer and business-to-business markets is the homepage mainly designed to give information and quotes to the end-customers, and it the main sales channel for individuals. The reason for this is that larger businesses often require deeper and more solid customer relationships then if you look at an end-user who wants to change some windows at his house. The respondent said it depends on how big the investment is the larger the investment the closer the customer relationship. At Kronfönster have all employees full understanding of that the digital channel and specifically the homepage is the most vital sales and marketing channel.

The advantages of being active on the digital channels and having their webpage was great when they started the company, as they were a first mover when it came to having a web shop which gave them a good start in growth. During time competitors have being near to close that gap but Kronfönster still has their main advantage in their digital technology and they will continue to strive for development and be at the edge of competition which is their general action-plan. The respondent did mention that they had plans on making their homepage simpler to guide through in way of choosing window material, bars, suspension etc. so the customers can completely customize their windows online.
4.1.4 Social media strategy
Kronfönster is also active on two social media networks, which is through one Blog, called Fönsterbloggen (window blog) and they also have a Facebook site. At Kronfönster they haven’t any official stated social media strategy. Instead they focus on communicating their three core values and some guidelines of what the social media networks should contain;

“We want to communicate that we hold all three advantages; cheaper, better and faster. We also want to interact with our customers and inform them of news regarding windows; material, campaigns, quality and function etc. and at the same time deliver good service and support”

The social media guidelines are controlled and managed by the Marketing manager, Carl-Gustaf Svensson who also operates and handles the blog. They also have employees that take care of updating and managing the social media network, in order to keep the information flow working effectively between the visitors and the company. Kronfönster tries to be on the edge of techniques and development of their usage of social media networks and just they are mainly using their blog and Facebook site to communicate information, interact with customers on tips, feedback etc., how to do guides when choosing and installing their products and to guide the visitors to their homepage.

The employees who operate and handle the social media networks base the development of the guidelines and the working technique on statistics from how the visitors behave on the blog and Facebook site. Kronfönster tries to constantly analyze the behave patterns on a day to day basis of the visitors in order to improve their social network usage. The respondent also says that they are doing much research in what the new trends are going to be like within the social media networks and that they stress the fact that want to be at the edge of working techniques and social media trends.

One example on how Kronfönster use their social media networks is when a new type of windows arrived to the market some months ago, the new window is a module that consists of 4-glasses and is a thicker type of window. The company posted the news about the new glass type of their blog and on their Facebook site and they got contacted by mail and phone about quotes and questions. Its activities like that makes Kronfönster feel that they get attentions on the social media networks which they are active on.
The respondent mentions that Kronfönster may design a specific strategy for social media networks in the future and that is could be very useful in order to evolve their knowledge about social media but it’s a constant weighing of what to spend the money on and what networks to be active in. The company has invested both time and money in order to have their social media network sites up and running and they think that it’s worth the investment that they have made.

As Kronfönsters social media guidelines is connected to the digital strategy/guidelines and to the corporate strategy in form of the three core values of the company; cheaper, better and faster. These core values are what Kronfönster wants to communicate by all marketing channels to their customers and they want to be present where the possible customers are. The mission with social media guidelines are to be able to show how the company works in order to produce better, cheaper and faster products and Kronfönster use their social media networks to display information about the company, manage customer relationship, share news and to maintain support and service for their possible customers.

The vision regarding Kronfönsters social media network usage isn’t clear, the respondent say that they will continue to try to evolve their knowledge and working techniques but they focus on being active where their customers are active and if they continue to be active on social media networks then so will Kronfönster. The company will try to follow the trends within social media and both the short-term and long-term goals are concerned with continuing to research on how to work and what to display on social media networks in order to reach as many customers as possible and handle the interactive relationships as efficient as possible.

The company’s main scope with their social media usage is focused to the end-customers and the reason for that is that relationships with business-to-business clients often requires more effort and time which makes the natural target group individuals. The respondent said; “big clients and projects requires deeper relationships and constant communication, which is only done with individuals on social media sites”.

Kronfönsters competitive advantages when it comes to social media are mainly their ability to have employees that control and manage their social media networks. Many of Kronfönsters
smaller competitors doesn’t have the ability to be active on social media and posting updates about news, working with service and support which Kronfönster does. The digital and social marketing channels have always been the main channels for the company according to the respondent and they therefore feel that some competitors have copied their working techniques. Kronfönster hasn’t any specified action-plans, besides that they want to continue to keep their customers updated and to be able to have interactive relationships with them.

4.2 Hestra Gloves AB

The empirical data that is presented is based on an interview that the authors conducted on the 30 of April 2012 with the Sales Manager at Hestra Gloves AB, Magnus Jönsson who has worked at Hestra Gloves since March 2007. The interview took place in Jonkoping and it took 70 minutes to complete the interview.

4.2.1 Background

Hestra Gloves is a family company which is currently operated by the third generation of Magnusson’s and it started in 1936. The third generation consists of the two brothers Claes and Svante Magnusson who is both C.E.Os. At Hestra Gloves they work after six core values that permeates the entire organization, the six core values are; Quality, history and tradition, gloves and crafts, authentic and responsible, sustainability and to be best in class.

The company has a subsidiary in United States and they also have distributors, resellers and agents in over 20 countries spread over the world. The largest markets are USA, Japan, Scandinavia and other Alpine countries. In 2010 did Hestra Gloves produce about 1.7 million pairs of gloves to people all over the world (hestragloves.com, 2012-05-03). The year after that in 2011, in April had Hestra 44 employees and a turnover of around 230 million SEK (allabolag.se, 2012-05-03). Hestra Gloves have also supplied the Swedish skiing team with gloves since 1975 and the Norwegian skiing team since 1981 (hestragloves.com, 2012-05-03)

The company is active both on the business-to-business market and the business-to-consumer market. At Hestra they produce gloves that can be divided into three categories; sports gloves, walking gloves, and work gloves. The category that has the broadest distribution and the largest revenue is Sport gloves and is active on the global market. At the moment Hestra produce ten types of sport gloves and a total of 200 models that can be chosen in nine different colors. The two other categories, Walking- and working gloves are mainly sold within the Swedish boarders but it also consist of high volume in models and types. The biggest clients on business-to-business in Sweden is Team-sportia, Stadium and Intersport and
their orders can for example be 800 000 gloves for the whole group. Hestra has two types of ISO certificates; The ISO 9001 which focuses on having less than 1 % reclaims of all produced gloves, this goal was meet in 2011 where they had a reclaim level of 0.55 reclaims of 2 million gloves. The other one is ISO 14001 which is a standard in Environmental Management.

4.2.2 Corporate strategy
Hestra Gloves has a business idea that they see and use as a corporate strategy, which is stated;

“The company's mission is to develop and sell the gloves for sports, walking and working. Our customers are retailers and chains to which retailers are connected. Its competitive edge is our well-established name, which stands for high quality and function, and our longstanding partnership with our suppliers. Investment in production and retail sales shall be made if it benefits the company. Scandinavia is the company's home market. Export efforts must occur at a rate that is balanced with respect to corporate resources.”

The stated corporate strategy is developed by a directorate which consist of the C.E.O’s, one manager from each department within the company and the owners. The departments that are present are warehouse, economics, sales and production from sport-, walking- and working gloves. The directorate meets three times a year where they evaluate and follow up the current conditions and also set up new conditions for the following periods.

The result of the meetings get transformed into an information sheet which is shared to all the employees where they have to sign with their name that they received and understand the new conditions and changes that’s been conducted. These information sheets often consist of production conditions and how to prevent and correct possible errors.

Hestra Gloves mission is to produce the world greatest gloves, gloves that are useful to the customer without impacting the environment. The vision is to increase the productions capacity and to find new possible markets where they can expand their sales and they also want to develop new production categories and models so they can become the world greatest glove producer. The long-term goal is that they want to become a world class company which works on the whole global market that produces the best gloves in the world. The short term goal is to continue to grow into new markets and to reach the current sales budgets. There haven’t been any possible growths possibility in the last couple of years in effect of that they

Authors: Jarhult, Köhler
have produced at their max capability. In order to be able to grow Hestra Gloves has recently built a new factory in China and one in Hungary and the reason for this is to be able to deliver gloves to a broader group of people. They have also been hiring new sales agents in Russia, in the Benelux countries, in the Czech Republic / Slovakia and in Spain.

Another activity that’s used to find new possible markets and clients is to be present at trade fair’s both internationally and nationally. One example is the ISPO-fair which is located in Munich which is the leading international sports business trade show. There are over 2,000 international exhibitors present and more than 80,000 visitors from over 100 countries (ispo.com 2012-05-03). Hestra has been exhibitioners there since the 1990s and will continue to do so in order to reach their vision.

Hestra gloves scope is mainly to deliver sports gloves to the whole world that protect the users from both cold and warmth. The reason for this is that sport gloves is by far their most profitable category. In the Scandinavian region the scope is to deliver the best possible gloves in all three categories. In order to be able to satisfy their target groups needs Hestra produces one new collection each winter which is passed out to their sales agents over the world. On the business-to-business market sales agents get gloves samples that they show to companies during the period of January to March and the orders gets placed before the end of March. On the business-to-consumer market 90% of the orders are placed in September.

The competitive advantages that Hestra gloves holds are their well-established name, the quality of the gloves, the knowledge within the company, the techniques that’s used to produce the gloves and the function of the gloves. Another important advantage is also the solid and long-lasting partnerships they have with their suppliers.

In order to convey the business idea to actual action-plans the board of Hestra meets and lay out plans for the following year. In the recent years they have for example opened an own brand store in Stockholm which is solely selling Hestra gloves and they will open one more just like it in Helsinki, Finland in the next coming years. They also have three showrooms which are spread out in Sweden.
4.2.3 Digital strategy
Hestra Gloves doesn’t have a stated digital strategy that they use. Instead they work after six core values of the company that they want to reflect out to their customers. These values are translated into working guidelines that they use on their homepage which is the only digital place where they are active. This means that the digital guidelines isn’t connected to the corporate strategy/business idea instead the guidelines is transformed into that, the digital channels should;

“Breath quality, reinforce the impression, be easy to navigate, view the entire collection, show information and history and give everyone an equally chance to buy the gloves.”

There are two people that are in charge of the digital channels, the market coordinators in USA and in Sweden. Their work is to be in charge of the development of the digital channels and its content. In order to be able to be up to date with the customer needs and how they use the homepage, Hestra Gloves focus a lot on follow-ups. The follow-ups is based on what the visitors do when they visit the homepage, what they buy, what information they are reading etc. The reason for this is that Hestra Gloves wants the homepages content to be what the visitors are looking for and what they strive to know about the company and its products.

In order to give pleasing visits to the visitors of the homepage the marketing coordinators are constantly working with the development of the homepage. They are updating it in order to make it work all the time and for the technology that’s used to be at the edge of its time. The follow-ups are summarized into a weekly updating meeting where the homepage statistics are transformed into new updates and changes which will please the visitors, another update that’s vital is to add information on new partners and press releases. One change that has been recently deployed is that Hestra Gloves has gone from a couple of individual homepages in for e.g. USA and Sweden into one general homepage.  The reason for this is to be able to better focus on developments and updates and to gather all visitors to one main homepage.

An example of how the homepage works to make all involved parties satisfied is the webs sales function. The solution is called Shopatron, which drives sales and at the same times it increase the sales through the company’s retail channels. In Hestra case, Shopatron completely handles the web shops. The solution that Hestra uses makes it possible for the customers to place an order on the homepage, and then that order is transferred to the retailers such as Team-sportia and if they have the gloves that’s been ordered, then they send the gloves to the customers instead of that Hestra gloves has to send it. This gives the possibility...
to any retailer that has the specific gloves in its warehouse to be able to make the sale. If none of the retailers have the specific ordered gloves in stock then of course Hestra Gloves itself will send it. This makes the payment free from competition within the retail chain.

As the company homepage is the official and central source of information for Hestra Gloves it is important to be able to invest in the technology that’s needed in order to be in the front-lines of competition within the business. Hestra Gloves intend to make the investments that are necessary in order to keep their digital position as a strong and powerful glove producer. An example of an investment on the digital market is that they have conducted search optimization at the global search engine, Google.

The mission of the digital guidelines is to show the breadth, knowledge and all the special skills which the company possess. The main mission according to the respondent was to communicate what the company is and what it stands for. The homepage is the main channel of telling the audience about the history of the company and about the brand. Even though the digital guideline doesn’t align with the general corporate strategy it’s important to state that everything that the homepage wants to communicate aligns with the core values of Hestra Gloves. The company hasn’t any specified vision or goals that they want to fulfill in the next couple of years other than still striving to be up to date with technology and to increase the number of visitors on the homepage. Although there have been some discussion about creating their own s function instead of using Shopatron, but nothing is decided. This means that at the moment are there no active action-plans for the future.

The main scope of the digital channels is the end-consumer. Hestra Gloves want to show the possible customer what kinds of gloves they can produce and that buying gloves from Hestra will give you gloves that last long and is made of quality. The digital channels are also used to give information to suppliers and partners. So they can get a clear picture of what kind of company Hestra Gloves actually is. The advantage that comes out from having their homepage comes naturally because the deep explanations of the history and the knowledge that the company possess and the homepage is the channel where the organization is reflected as a whole.
4.2.4 Social Media strategy
Hestra Gloves is also active on one social media network, which is Facebook. As written above, the homepage is the official channel and the Facebook site is more of the personal way of connecting with Hestra. Therefore they have a social media strategy for what the social channels should contain;

“The personal connection between the end consumer and the company, where we can reflect what type of people that uses our products and also that the ones that works at Hestra Gloves actually is active in winter sports and use the products themselves on a daily basis”

At first Hestra Gloves had two Facebook sites, where one was managed from United States and one was managed from Sweden. In order to be able to reflect the same picture of the company they reduced these two sites into one general. That general Facebook site is controlled and handled by the two marketing coordinators that handle the social media channels and its strategy. The reason for having two people working with this is that Hestra Gloves wants to ensure the quality of the Facebook site. Facebook is a new marketing channel for Hestra Gloves but they want to continue to grow and learn how to be as effective as possible at social media networks. The merging of the two sites is one example of how Hestra Gloves works in order to have an updated Facebook site and they continuously analyze and evaluate how to improve their social media usage along with their strategy.

As stated above Hestra Gloves works with skiing teams from both Sweden and Norway as long as with other team riders all over the world. In order to show how broad the usage of Hestra Gloves can be, they post updates on Facebook and shows how these professionals use their products in various situations and environments. One example that respondent talked about was Sanna Tidstrand who is a team rider at Hestra Gloves who has the record speed of 242, 59 Km/h in Speed ski for women. Speed ski is a form of alpine skiing where you race down a slope and the goal is to achieve as high speed as possible. Sanna is a professional who isn’t as famous as she should be and its team riders like her that Hestra Gloves wants to promote on their Facebook site in order to widen the consumers perspective of who the users of the gloves are.

Hestra Gloves have done some investments in evaluating the possibilities of being present at social media sites. The investments that have been on a PR agency that have guided them into for example having one general Facebook site and also that they shouldn’t be active on Twitter because of the lack of control over the brand and quality, the respondent said “We
don’t do anything that could hurt our brand image, and we feel that we can’t provide the same quality on twitter as we do on the other channels, and therefore we can’t be present” Another reason for not being active on twitter according to respondent is that they haven’t got enough manpower to be able to keep the twitter site updated as much as it needs. This means that Hestra Gloves has evaluated the market and the different channels before making their choice.

The social strategy isn’t connected to the business idea, but it rather connects to the six core values and the fact that the social media sites should be based on a more individual connection and that the digital channels that focus more on being the official face of Hestra Gloves. The mission with Hestra Gloves social media network usage is to show what type of users that use their products, what the company stands for, what the brand stands for, news, being interactive with customers, have a working support and also to deliver service. The vision at Hestra Gloves is to keep being active on social media and to keep their quality standard that permeates the whole organization on all their future possible social media networks. The long-term goals are focused on continue to evolve their working technique and to find new trends in social media which can be used to strengthen their brand and relationship with customers. The short-term goals are focused to improve their social media usage as good as possible for the visitors.

The scope with social media at Hestra Gloves is that the Facebook page is for private customers in the first place, and there is more of a personal connection to the end users. The main objective is to form a personal contact with their customers and users to show that they are not only delivering for business-to-business but also to the end customers. The social media networks usage itself doesn’t contribute with any new competitive advantages in relation to competitors according to the respondent but it it’s a marketing channel that helps Hestra Gloves to show their company and its core values. The company also feels that they can display some of their current competitive advantage in form of the brand and the users of their products on their Facebook site.
5. Data Analyze
The analysis will be based on two individual analyzes of the two case studies, which are Kronfönster and Hestra Gloves. The authors will also cross-analyze the two case studies in order to get a comparison of the two.

5.1 Kronfönster AB
The authors conducted an information box out from the empirical data of Kronfönsters company facts. This was done in order to give the reader a simplified view about what kind of company Kronfönster is.

<table>
<thead>
<tr>
<th>Name:</th>
<th>Kronfönster AB</th>
</tr>
</thead>
<tbody>
<tr>
<td>Started:</td>
<td>2005</td>
</tr>
<tr>
<td>Location:</td>
<td>Växjö, Sweden</td>
</tr>
<tr>
<td>Producing:</td>
<td>Windows, Doors and Insulated enclosures</td>
</tr>
<tr>
<td>Employees:</td>
<td>16</td>
</tr>
<tr>
<td>Turnover:</td>
<td>31 000 000 SEK</td>
</tr>
</tbody>
</table>

Table 5.1 Kronfönster Background

5.1.1 Corporate strategy
Kronfönster has a business idea on corporate level that they see and use as a corporate strategy is stated;

“Energy efficient windows; faster, better and cheaper“

The business idea can according to the authors be connected to the long-term direction of the firm and the overall purpose of the organization (Foss, 1997; Collis and Rukstad, 2008; Johnson et al, 2011). The corporate strategy statement doesn’t include all relevant components but the components is developed and stated outside of the statement itself. The authors connect the statement formulation to the fact that strategies emerge over time rather than a specific formulation (Johnson et al, 2010; Chris et al, 2011). The connection indicates according to the authors that Kronfönsters corporate strategy focus on being “faster, better and cheaper” and that the five components is included although the formulation is missing in the statement.

The literature concerning corporate strategy states that in order to be successful in business the company needs to have a clear and stated corporate strategy, which should contain goals and objectives for the company. If a company does not have a clear strategy they are likely to fail because neither employees nor executives will know what line of business they are in or what goals and objectives they are aiming for (Kaplan and Norton, 2005; Collins and
However Kronfönster AB does not have a stated corporate strategy but are nonetheless successful in their line of business.

Even though the corporate strategy statement is missing some components the authors feel that Kronfönster focus on informing all employees regarding updates and changes. Kronfönster has regular teambuilding meetings in order to update the goals and to let all employees know what should strive for in their work. Other than that they also have Friday meetings where all 16 employees gather to talk about the result of the week and what they could change and aspect for the coming week so that everyone has the same view about what has to be done. The authors connect the teambuilding meetings to the fact that Kronfönster formulates a clear view of what they want to achieve to their employees (Knights and Morgan, 1991; Collis and Rukstad, 2008). The authors interpret that the statement itself doesn’t need to be officially stated as long as the involved parties know that the purpose of the organization is.

The components of a strategy statement are; mission, vision, objective, scope and advantage they are valid for any strategy (Collis and Rukstad, 2008; Johnson et al, 2011). The components are used applied in Kronfönster corporate strategy even though they aren’t included in the formulation itself. The authors connects the definition of “Faster, cheaper and better” to Collis and Rukstad (2008) thoughts regarding that a strategy should begin with a definition of what its designed to achieve, which the corporate strategy does.

Kronfönsters mission and overall purpose is to produce and sell customized windows and doors for a better price then competitors but with better quality and with faster delivery. The mission component should define the fundamental and unique purpose of the organization and also what business the organization is active in (Pearce and David, 1987; Cochran et al, 2008; Johnson et al, 2011). The authors tie the literature to Kronfönsters mission of delivering windows faster, better and cheaper and interpret that the company has taken the mission statement into consideration and that it include all relevant parts of a mission and that it states the overall purpose of the organization.

The vision of Kronfönster is to keep striving to continue to meet the gazelle price requirement and also to keep evolving their business even further by finding new markets. The vision component refers to the desired future of an organization; the vision should work as an inspiration to employees (Morris, 1987; Kaplan et al, 2008; Johnson et al, 2011). When Kronfönster started in 2005, the vision was to introduce a low price window to the market,
which didn’t exist before in Sweden. Now seven years later that vision has become somewhat their core values and what they try to communicate to their consumers.

From the collected data the authors interpret that the fundamental vision that Kronfönster AB had, has not changed but rather been developed to suit the success the company have had with a growth rate of 370% during the last four years. The vision today is more centered on growth and expands in order to be able to still compete on price and quality, the initial vision is still there but has been transformed more into their core business idea and how they conduct business. The authors get a sense of that Kronfönster has a valid vision because of the changes and development that’s happened within the organization and to be able to fulfill another gazelle award is an inspiring desired future.

The objectives of Kronfönster are formulated into long-term and short-term goals. Objectives are the most precise one of the components, it refers to the goals over a period of time and they support and develop competitive advantages (Friedman, 1956; Wheel Wright, 1984; Johnson et al, 2011). The long-term goal of Kronfönster is to be able to reach a growth in turnover around 30% each year in order to qualify as a winner to the gazelle price and to continue to deliver doors and windows that can be customized any way the customer wants it to be. The short-term goal is to be able to reach to grow into new markets and increase the turnover in the same amount as previous years and also to reach the current sales budget goals. The authors confirm that Kronfönsters objectives is precise in form of financial and growth on turnover increase and sales budget goals which is connected Wheel Wright (1984) thought about measuring objectives. The authors feels that the objectives concerning continue to deliver windows and to grow into new markets isn’t as precise as the literature states but that’s its rather connected to the vision component.

The objectives of Kronfönster can be interpreted as somewhat short term goals; they do not have for example a five year plan. One reason for this might be the harsh competition they face both from larger companies but also new small companies. The respondent at Kronfönster AB said that there are many companies that try to “copy” their business idea by selling windows cheaper than they are but often fail on quality, and this has resulted in a constantly comparison of competitors in regards of price and quality. This might be one reason why they try to focus on short term goals instead of long term, just to be able to quickly react to changing market environments.
The scope of Kronfönster is to deliver windows and doors that’s cheaper, better and delivered faster than competitors. In order to be able to satisfy their target group needs Kronfönster gives the opportunity to customize windows and doors anyway the customer like both in material and shape. The scope is to focus both on business-to-consumer and business-to-business. The scope component of a strategy is concerned with the company’s target group. A scope should include the three dimensions of dimensions; customers, geographical location and the extent of internal activities (Shirley, 1982; Varadarajan and Yadav, 2008; Johnson et al, 2011). The authors connect the target group to business-to-consumer and business-to-business and interpret the customer dimension to be a valid target group. The internal activities can according the authors be referred to the customization possibility that Kronfönster hold where a customer can get a customized window that fulfills the specific needs. Kronfönster are mainly active in Sweden which the authors see as their geographical location of the scope. There are also some exports to England, Norway, Finland, Greenland and Denmark but they are limited. The authors interpret Kronfönster three dimension of scope to be acceptable. Although the authors feels that there could be done some improvements on the internal activities which could help Kronfönster to reach a broader target group.

In order to widen the scope further Kronfönster applies activities each year; One activity that Kronfönster has used in order to find new markets and possible clients is to be present at Villamässan where there was over 8000 visitors there this year. The authors connect this activity to the dimension of internal activities and indentify the activity as a sign that Kronfönster wants to grow and increase their scope.

The last component in a strategy statement is “Advantage” which can be explained as the means on how the organization/company will complete its objective (Johnson et al, 2011). From the data the authors interpret that Kronfönster AB’s advantages as having the lowest price compared to competitors but still delivering the same quality compared to competitors. They are first movers in the sense that they introduce a low price window that didn’t exist on the Swedish market by cutting out many of the middlemen in the production chain and manufacture the windows themselves. They were first in their line of business to display their catalogue and prices online so the customers themselves could see the price without having to actually contact them.
The competitive advantages that Kronfönster holds are mainly their core values; better, cheaper and faster. That is their ability to provide fast delivery, produce products with good quality and being price leaders within our industry. Another advantage that Kronfönster holds is that they have products that suit all customers with a broad range within both quality and price. The advantages refer to the description of how a company should achieve its objective (Porter, 1996; Collis and Rukstad, 2008; Johnson et al, 2011). The authors connects the thought regarding how to achieve objectives with Kronfönster advantages and interpret that Kronfönster has stated their advantages and also that they will help Kronfönster to achieve their objective which is to sell and produce windows and doors. The author’s opinion is that Kronfönsters ability to provide fast delivery, produce products with good quality and being price leaders within our industry is their essence of the strategy and its main advantage which supports Collis and Rukstad (2008) thought concerning on what a business does differently helps to achieve the objective which is to sell a produce gloves and grow as the resources of the company allows.

Kronfönster strategy is based on maintaining and creating competitive advantage in form of their fast deliveries, their products and their price give Kronfönster the possibility to be as successful as they have been. It’s important to have competitive advantages that separates the company from its competitors ((Bennet and Smith, 2002; Renko et al, 2005; Krolo Crvelin and Šustić, 2007). The competitive advantages provides Kronfönster with an edge in relation to their customer as they deliver good windows for a better prices and the authors feels that Kronfönster has taken the advantages into consideration at that they will continue to develop themselves in order to keep their position.
The authors have conducted a model to display a summary of the components of Kronfönster corporate strategy. The definitions are formed into keywords which have been taken out of Appendix 2 where the components are summarized.

<table>
<thead>
<tr>
<th>Keywords</th>
<th>Kronfönsters Corporate strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission</td>
<td>Energy efficient windows cheaper, faster and better</td>
</tr>
<tr>
<td>Vision</td>
<td>Quality windows for best price</td>
</tr>
<tr>
<td>Objective</td>
<td>Expand and continuous growth</td>
</tr>
<tr>
<td>Scope</td>
<td>Business-to-consumer and business-to-business in Scandinavia</td>
</tr>
<tr>
<td>Advantage</td>
<td>First movers, customized windows, low price and fast delivery</td>
</tr>
</tbody>
</table>

Table 5.2 Kronfönster Corporate strategy

5.1.2 Digital strategy
Kronfönster AB does not have an officially stated digital strategy. They do however have some guidelines of what they want to achieve with the digital channels they operate in, our respondent at Kronfönster AB said that they want to:

“Provide the visitors with information about the company, our brand and our products; the goal is to capture the visitor's attention and keep them interested. By our digital channels we want to make it easy for the visitors to guide themselves through what kind of windows/doors they could or should use and what quality and price we can offer”

The digital channels that Kronfönster AB operates in are their webpage which also contains a web shop. Their view of how they think their digital guidelines should work falls in line with the definition of digital strategy by Pikorski (2011) “broadcast commercial messages and seek customer feedback in order to facilitate marketing and sell goods and services”. The interpretation of Kronfönster AB’s guidelines and the definition by Pikorski (2011) is very much alike in the sense that Kronfönster AB uses their digital channels as a way to reach customers about their products, news, campaigns and try’s to engage the customer about their products by quiz tests and model building software to see the finished product. The digital strategy is seen as an operational strategy according to Johnson et al (2011) pyramid which
states that divisions and departments are based on an operational strategy. The authors confirm that the social media strategy is specific for one division and is therefore used on an operational level.

Although Kronfönster AB’s view and Pikorski (2011) definition is similar, a digital strategy should contain certain elements of what is general for all strategy’s. The five components of a strategy statement are mission, vision, objective, scope and advantage which are valid and fundamental for any type of strategy (Collis and Rukstad, 2008; Johnson et al, 2011). Developing of a digital strategy is similar to the process of traditional strategy development (Zeleny, 2008; Chaffey, 2010).

Therefore to be able to assess Kronfönsters digital guidelines and to see how they operate on digital channels, the authors needs to interpret their mission with their digital channels. A mission is the component which defines the overall purpose with a strategy (Pearce and David, 1987; Cochran et al, 2008; Johnson et al, 2011). A digital strategy should also contain goals for digital channels to support marketing objectives (Chaffey, 2010; Truong and McColl 2010). The authors interpret that Kronfönster has a clear purpose and goal with their webpage which is too provide visitors and consumers with information about the company, their brand and products. Their webpage also has a web shop which is essential to Kronfönster and very much a part of their business idea. Kronfönster wants customers themselves to be able to see what windows they could or should use, how much it would cost and how long time it would take too deliver it. When the business started in 2005 this was something they were alone with in Sweden and a key too their success.

Kronfönsters vision is to move even more of their business to the digital world. They strive to get everything digitalized in order to make the information flow clearer between them and their customers. The authors could see that Kronfönster have goals and future plans for their webpage which falls in line with how the literature of what a vision should do (Morris, 1987; Kaplan et al, 2008; Johnson et al, 2011). However According to Chaffey (2010) it’s vital to have a long-term roadmap of the functionality and services, which Kronfönster is lacking. The authors interpret that the vision of wanting to evolve their technology is valid. Kronfönster doesn’t have plans right now on how to proceed on developing the existing homepage which the authors feel that Kronfönster should when the digital landscape is evolving as is does.

Thirdly the authors assess what kind of objectives Kronfönster has with their digital channel. The respondent at Kronfönster said that they are constantly monitoring statistics regarding
visitors on the webpage and evaluate it two to three times every week to see what kind of activities that works and which ones that does not, this can be interpreted as their short term goal to constantly be aware, how their webpage reacts to consumers behavior and change it accordingly. Their long-term goal can be identified as striving to improve the webpage in order to make it easier for customers to get information regarding their products and prices. Their webpage have been remade three times since its launch 2005 and indicates that they are aware of the need to constantly be up to date to technological changes and improvements. These short and long term objectives does according to the authors aligns with the digital channel objectives (Chaffey, 2010; Truong and McColl 2010).

The objectives of a strategy refer to goals over a period of time and relates to competitive advantage (Wheel Wright, 1984; Kaplan and David, 1996; Johnson et al, 2011). The authors interpret that the objectives isn’t as precise as they could and that Kronfönster objectives is in fact formulated as vision. The author’s feels that the objectives could be evolve in order to make the everyday work easier to develop. It’s vital in the sense that the organization and its employees needs to know what direction their digital channels are heading to be able to grasp what needs to be done.

The fourth component the authors need to analyze in order to understand their digital approach is their scope, meaning what kind of customers they are aiming to attract to their webpage. The scope is divvied into three dimensions but the authors feel that two dimension are relevant which are the customer dimension and internal activities (Shirley, 1982; Varadarajan and Yadav, 2008; Johnson et al, 2011). The target market should be included in the digital strategy formulation (Chaffey, 2010; Truong and McColl 2010). In Kronfönsters case their target group is very broad; they aim for everyone that is interesting in buying windows but the main scope of the digital channels is the end-customer. In order to attract this target group Kronfönster tries to get the customers to come to them than vice versa. They do various marketing activities that aim to make the customers curious on visiting their webpage or they try to redirect all customers to it. One example is a television advertising which main purpose was to get people to visit the homepage. The authors interpret that the customer definition is valid for Kronfönster and the authors also sense that Kronfönster are active in conduction internal activities which goal is to increase the numbers of visitors on their digital channels.
The last component that needs to be assessed is what kind of advantage they get with their digital channel. The essence of the strategy is the competitive advantages and according to Collins and Rukstad (2008); Porter (1996) the goal is to perform activities that is different from your competitors in order to get competitive advantage. Furthermore Johnson et al (2011) and Porter (1996) says that competitive advantage is the means on how to complete the company objectives which in this case is to sell low price windows.

Kronfönster was the first window manufacturer in Sweden to have a web shop where price and products were clearly stated, and the consumer themselves could calculate how much it would cost and the estimated delivery time. This was in fact their biggest advantage combined with a low price window that didn’t either exist on the Swedish market. The authors sensed that Kronfönster still has advantage in relation to their customers as they plan on making the customization on their homepage even more usable to their visitors. The authors also feel that the competitive advantage which Kronfönster hold in corporate level is shown on the homepage which makes the advantage valid in relation to competitors.

The authors have conducted a model to display a summary of the components of Kronfönster Digital strategy. The definitions are formed into keywords which have been taken out of Appendix 3 where the components are summarized.

Table 5.3 Kronfönster digital strategy

<table>
<thead>
<tr>
<th>Components</th>
<th>Keywords</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission</td>
<td>Provide information, brand awareness and capture attention</td>
</tr>
<tr>
<td>Vision</td>
<td>Move most of their business online (web shop)</td>
</tr>
<tr>
<td>Objective</td>
<td>Monitoring activity and improve webpage</td>
</tr>
<tr>
<td>Scope</td>
<td>Mainly the end-customer</td>
</tr>
<tr>
<td>Advantage</td>
<td>First mover, web shop, their products in form of quality, price and delivery</td>
</tr>
</tbody>
</table>
5.1.3 Social media strategy
Kronfönster does not have an officially stated social media strategy. However they are active on Facebook and has a blog connected to their webpage. The respondent at Kronfönster says that although they haven’t made any strategy regarding on how to operate on social media they do try to communicate their advantages:

“We want to communicate that we hold all three advantages; cheaper, better and faster. We also want to interact with our customers and inform them of news regarding windows; material, campaigns, quality and function etc. and at the same time deliver good service and support”

The way that Kronfönster uses their social media networks can partially be connected to Piskorski (2011) view on what a social media strategy should fulfill. According to Piskorski (2011) a social media strategy should help people improve existing relationships or build new ones if they cooperate with the company for mutual gain. The social media strategy is seen as an operational strategy according to Johnson et al (2011) pyramid which states that divisions and departments are based on an operational strategy. The authors confirm that the social media strategy is specific for one division and is therefore used on an operational level.

Kronfönster differs in the way that they use their social Medias more as an information tool then to build relationships. Although Kronfönster does may not use social media according to the theories they use it to represent themselves and how the company works which according to Wetzel (2009) the social media activities must reflect the company’s character and personality, which the authors sense that Kronfönster does when using social media. However to be able to assess how Kronfönster operate on social medias the authors needs to define what parts of a social strategy they have and do not have, and this is done accordingly to Collins and Rukstad (2008) that states that the five components of a strategy statement are valid for any type of strategy and Johnson et al (2011) also confirms that the five components of mission, vision, objective, scope and advantages is vital to any strategy.

In order to be able to analyze the data from Kronfönster regarding how they operate on social media the authors needs to identify their “mission” or other words their purpose and goal with their social media usage (Ivey 2011). The mission of a strategy relates to the overall purpose and goals (Cochran et al, 2008; Johnson et al, 2011). The authors could interpret that Kronfönster mainly uses social media channels as an information tool to reach customers with news and information regarding the company. Their goal is that their Facebook presence will generate more visitors to their webpage and create a “buzz” around their brand. And the blog
which is managed by the CEO of the company communicates how the company have been working, are working today and future trends in the business. Kronfönsters mission; to show how the company works and what they produce do somewhat align with Wetzel (2009) thoughts which regards that social media activities should reflect the company personality. The mission is also concerned with delivering information regarding how they produce their products and support/service which are all parts of goals that’s often used on social media channels (Lon and Brake, 2009; David and Young, 2009; Wetzel, 2009; Ivey, 2011). The authors interpret that Kronfönster has valid mission for their social media strategy and that they strive reflect themselves as a company out to the customers.

Kronfönster vision of their social media channel usage is based on wanting to evolve their knowledge about social media and also to be active where the potential customers are. The vision is referred as the desired future of a strategy (Kaplan et al, 2008; Johnson et al, 2011). The authors interpret Kronfönster as being formulated in a vague way. There should be more specified aspects of the desired future to able to inspire the employees who are in charge of the social media channels. The respondent at Kronfönster said that they might consider making a social media strategy, but it was far away. They felt that the investment and time could be better placed elsewhere at the moment.

The respondent at Kronfönster said that they do not have any clear “objective” regarding the social media presence. An objective is a precise goal over a period of time which will be based on the advantages that a company holds (Friedman, 1956; Wheel Wright, 1984; Johnson et al, 2011). The only indication of objective from Kronfönster was they will continue their research on how to improve their work and they also want to be as efficient as possible regarding interactivity and relationship building. The reputation and interaction with customers is emphasized in social media channels (David and Young, 2009; Wetzel, 2009; Ramsay, 2010). The authors connects the literature to Kronfönsters objectives and interpret that they should make more evolved objectives that are more précised and easier to follow-up on. Although they have objectives that aligns with the general guidelines of social media channels, but that isn’t enough according to the authors. Kronfönster does monitor their visitors on social media sites but they need to formulate these statics into objectives in order to improve their knowledge according to the authors.

Kronfönsters scope on social media is focused to the end-customers. The scope refers to which kind of customers that are the target group (Varadarajan and Yadav, 2008; Johnson et
The authors feel that only one dimension of scope is applicable to social media, and that dimension is customers (Shirley, 1982; Johnson et al, 2011). The authors interpret that the scope of Kronfönster social media strategy is valid but that it could be evolved into more specific customer segmentation in order to enhance the affectivity and manning of the social channels. Companies have to identify their core audience on social media channels in order to achieve business objectives by doing so companies can prepare their strategy to ultimately correspond with a specific target group (Lon and Brake, 2009; Ivey, 2011). The authors connects Kronfönster scope to be based on the general conceptions of social media but that they could worked on in order to build a more develop strategy.

The respondent said that social media networks usage does give them some advantage since most of their competitors is not present on social networks. The competitive advantage is based on how to achieve the objectives (Porter, 1996: Johnson et al, 2011). The authors connects this with Morgan (2011) thoughts on how to distinguish themselves in relation to the customers and Renko et al (2005) ideas about all that all strategies should focus on delivering competitive advantage. In Kronfönsters case the advantage is that they are first movers in their line of business, which in turn can help them strengthen their brand and position on the market. The authors feel that Kronfönster should focus more on delivering competitive advantage on their social media channels in order to enhance their business.

The authors have conducted a model to display a summary of the components of Kronfönster Social media strategy. The definitions are formed into keywords which have been taken out of Appendix 4 where the components are summarized.

<table>
<thead>
<tr>
<th>Components</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission</td>
<td>Communicate, cheaper better faster, provide information, relationships and support/service</td>
</tr>
<tr>
<td>Vision</td>
<td>Evolve their knowledge and communication tools</td>
</tr>
<tr>
<td>Objective</td>
<td>Brand awareness, interactive, build relationship, being interactive and provide information</td>
</tr>
<tr>
<td>Scope</td>
<td>Mainly the end-customer</td>
</tr>
<tr>
<td>Advantage</td>
<td>First mover, web shop, their products in form of quality, price and delivery</td>
</tr>
</tbody>
</table>

Table 5.4 Kronfönster social media strategy

Authors: Jarhult, Köhler
5.1.4 Linkage of strategies
The linkage between strategies within Kronfönster is displayed in the Table 5.5 below.

<table>
<thead>
<tr>
<th>Components</th>
<th>Corporate strategy</th>
<th>Digital Strategy</th>
<th>Social media Strategy</th>
<th>Linkage*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission</td>
<td>Energy efficient windows cheaper, faster and better</td>
<td>Provide information, brand awareness and capture attention</td>
<td>Communicate, cheaper better faster, provide information, relationships and support/service</td>
<td>Corporate-digital: Weak, Corporate-social: Medium</td>
</tr>
<tr>
<td>Vision</td>
<td>Quality windows for best price</td>
<td>Move most of their business online (web shop)</td>
<td>Evolve their knowledge and communication tools</td>
<td>Corporate-digital: Weak, Corporate-social: Weak</td>
</tr>
<tr>
<td>Objective</td>
<td>Expand and continuous growth</td>
<td>Monitoring activity and improve webpage</td>
<td>Brand awareness, interactive, build relationship, being interactive and provide information</td>
<td>Corporate-digital: Strong, Corporate-social: Medium</td>
</tr>
<tr>
<td>Scope</td>
<td>Business-to-consumer and business-to-business in Scandinavia</td>
<td>Mainly the end-customer</td>
<td>Mainly the end-customer</td>
<td>Corporate-digital: Medium, Corporate-social: Medium</td>
</tr>
<tr>
<td>Advantage</td>
<td>First movers, customized windows, low price and fast delivery</td>
<td>First mover, web shop, their products in form of quality, price and delivery</td>
<td>First mover, web shop, their products in form of quality, price and delivery</td>
<td>Corporate-digital: Strong, Corporate-social: Strong</td>
</tr>
</tbody>
</table>

Summary of the linkage between strategies
Linkage: Corporate strategy – Digital strategy. The linkage of components is summarized into two weak linkages on vision and mission, one medium linkage on scope and two strong linkages on objective and advantage. The author’s assess that the linkage between corporate strategy and digital strategy at Kronfönster to be of medium kind.

Linkage: Corporate strategy – Social media strategy. The linkage of components is summarized into one weak linkage on vision, three medium linkages on mission, objective and scope and one strong linkage on advantages. The author’s assess that the linkage between corporate strategy and social media strategy at Kronfönster to be of medium kind.

*weak: low or no connection between keywords *medium: some connection between keywords *strong: majority or full connection between keywords

Table 5.5 Kronfönster strategy linkage

Authors: Jarhult, Köhler
5.1.4.1 Linkage of Corporate- and Digital strategy
The linkage of Kronfönsters corporate- and digital strategy is according to the author of medium kind. The linkages are weak on the vision and mission components. The linkage is medium on the scope component. The linkages are strong on the objectives and advantages. The authors connects the linkage to the literature which states that all strategies should be based on creating and maintaining competitive advantages and that these advantages are the mean on how to achieve objectives(Bennet and Smith, 2002; Renko et al, 2005; Krolo Crvelin and Šustić, 2007). The authors interpret that Kronfönster focus on their linkage of corporate strategy and digital strategy on the fact that they want to communicate the same competitive advantages which are; that they are first-movers and their products that are cheaper, faster and better on both corporate level and digital level in order to achieve their objectives. As the tendency of linkage is of medium kind, the authors feel that the strong connection is to focus on.

The linkage of vision and mission are weak between Kronfönster corporate strategy and digital strategy. The mission refers to the overall purpose of an organization and the vision refers to the desired future (Collis and Rukstad, 2008; Johnson et al, 2011). The goals and future goals of a digital channel is more focused on digital problems then on business related problems (Chaffey, 2010; Truong and McColl, 2010). The authors connects that the fact that the goals and future goals are weakly linked between corporate strategy and digital strategy doesn’t mean that the formulation of the strategies are weak. The authors interpret that goals are different for different channels and that the overall mission and vision are general for the whole organization while the mission and vision of digital channels are more specified which aligns with the literature.

5.1.4.2 Linkage of Corporate- and Social media strategy
The linkage of Kronfönsters corporate- and Social media strategy is according to the author of medium kind. The linkage is weak on the vision components. The linkages are medium on the mission, scope and objective components. The linkage is strong on advantages. The authors connects the linkage to the literature which states that all strategies should be based on creating and maintaining competitive advantages and that these advantages are the mean on how to achieve objectives(Bennet and Smith, 2002; Renko et al, 2005; Krolo Crvelin and Šustić, 2007). The authors interpret that Kronfönster focus on their linkage of corporate strategy and social media strategy on the fact that they want to communicate the same
competitive advantages; that they are first-movers and their products that are cheaper, faster and better on both corporate level and social media level.

The vision component which was weakly linked refers to the desired future of the strategy (Morris, 1987; Kaplan et al, 2008: Johnson et al, 2011). The authors connect the literature with the linkage of the vision between corporate strategy and social media strategy to the fact that goals and future goals are different from a corporate perspective and a social media perspective (Wetzel, 2009; Ivey, 2011, Johnson et al, 2011). The authors interpret that the fact that the vision components aren’t linked between corporate strategy and social media strategy won’t affect the business in a bad way. It’s understandable according to the literature and the authors.

5.2 Hestra Gloves AB
The authors conducted an information box out from the empirical data of Hestra Gloves company facts. This was done in order to give the reader a simplified view about what kind of company Hestra Gloves is.

<table>
<thead>
<tr>
<th>Name:</th>
<th>Hestra Gloves AB</th>
</tr>
</thead>
<tbody>
<tr>
<td>Started:</td>
<td>1936</td>
</tr>
<tr>
<td>Location:</td>
<td>Jonkoping, Sweden</td>
</tr>
<tr>
<td>Producing:</td>
<td>Gloves</td>
</tr>
<tr>
<td>Employees:</td>
<td>44</td>
</tr>
<tr>
<td>Turnover:</td>
<td>230 000 000 SEK</td>
</tr>
</tbody>
</table>

Table 5.6 Hestra Gloves background

5.2.1 Corporate strategy
Hestra Gloves has a business idea on corporate level that they see and use as a corporate strategy is stated;

“The company's mission is to develop and sell the gloves for sports, walking and working. Our customers are retailers and chains to which retailers are connected. Its competitive edge is our well-established name, which stands for high quality and function, and our longstanding partnership with our suppliers. Investment in production and retail sales shall be made if it benefits the company. Scandinavia is the company's home market. Export efforts must occur at a rate that is balanced with respect to corporate resources.”

Their business idea can according to the authors be connected to as the long-term direction of the organization and that it concludes the overall scope of Hestra Gloves and also how it adds value to the business (Johnson et al, 2011). The strategy statement consists of all the relevant
components according to Porter (1996) that is fundamental to each strategy which the authors see as a confirmation that Hestra has a valid strategy statement. Having a clear definition of strategy helps the company according to Collins and Rukstad (2008) to know what to do and the essence of the strategy is easy to communicate internally to employees which the authors confirm by Hestra gloves clear business idea. The directorate that develop the corporate strategy meets three times each which the authors see as a way of being flexible in order reach their goals and objectives.

Hestra Gloves directorate includes employees from all central departments of the company and the decisions about development and changes gets transferred to all employees of the company which the authors connects to Collins and Rukstad (2008) where he states that companies often fail because the lack of knowledge about the strategy and the line of business. The authors interpret that Hestra keeps their employees well informed so that they all have the same view of what they do and what they want to achieve. The fact that the employees get an information sheet that they have to sign in order to show their understanding is according to the authors a confirmation how important it is for the company to have the right view of Hestra Gloves as a company.

Hestra Gloves strategy statement consists of the five components that Collins and Rukstad (2008) confirms should be involved when it comes to designing a corporate strategy statement which are the mission, vision, objectives, scope and advantages (Collins and Rukstad, 2008; Johnson et al, 2011) The authors interpret the use of these components as a sign that the company has talking serious considerations and planning to execute their overall strategy so it can be easily understood by all involved parties.

Hestra Gloves mission is to produce and sell the world greatest gloves, gloves that are useful to the customer without impacting the environment. The first component of mission refers to the goals and overall purpose of the company and what’s central to it (Pearce and David, 1987; Cochran et al, 2008; Johnson et al, 2011). The authors conclude that the mission is valid for a strategy because of the fact that it displays what central to Hestra Gloves and what their line of business is.

The vision of Hestra Gloves is to increase the productions capacity and to find new possible markets where they can expand their sales and they also want to develop new production categories and models so they can become the world greatest glove producer. The vision component refers to the desired future of the organization (Morris, 1987; Kaplan et al, 2008).
The authors argue that the vision of Hestra Gloves includes the desired future of being a world class company and that’s it’s a valid vision. The vision works as inspiration to the employees and makes them know what to achieve which is according to Johnson et al (2011) an important factor.

The objectives of Hestra Gloves are divided into long-term and short-term goals. The objectives are the most precise components and it refers to the goals over a period (Friedman, 1956; Wheel Wright, 1984; Johnson et al, 2011). The long-term goal of Hestra Gloves is to become a world class company which works on the whole global market that produces the best gloves in the world. The short-term goals are to continue to grow into new markets and to reach the current sales budgets. The authors agree that Hestra Gloves objectives do answer the question by of what to achieve in the coming period. Although Johnson et al (2011) argues about how precise the objectives should be and the authors don’t connect the long-term goal with being precise and it rather connects it with the vision.

Hestra Gloves scope is based on three dimensions which have been identified in the literature Shirley, 1982; Varadarajan and Yadav, 2008; Johnson et al, 2011). The customers are concerned with what kind of customers should the company focus on which is clearly defined as; Hestra gloves scope is mainly to deliver sports gloves to the whole world that protect the users from both cold and warmth but also to deliver work and walking gloves. The customers are both business-to-consumer and business-to-business and are defined as retailers and ones that’s connected to the retailer chain. The authors connect the customer scope to Johnson et al (2011) and Shirley (1982) thoughts and interpret it as a valid one. The dimension scope that of geographical location and should include of where to operate (Varadarajan and Yadav, 2008). Hestra Gloves main geographical scope is the Scandinavian region. The authors connect the literature to Hestra Gloves scope and asses that it’s acceptable scope. Although the authors feel like the scope will be developed further in relation to the third category of the scope which is influenced by the internal activities of the company.

In order to widen the scope geographically has Hestra Gloves been applying some internal activities; Hestra Gloves has opened an own brand store in Stockholm and there are plans of open one just like it in Helsinki, they have built a new factory in China and one in Hungary, they have also been hiring new sales agents in Russia, in the Benelux countries, in the Czech Republic / Slovakia and in Spain. The authors connect these internal activities as a sign that Hestra Gloves want to live up to their vision and that they want to reach a bigger target group.
geographically with new products available in all parts of the world. The location of the brand store is a confirmation to the main geographical scope according to the authors because of the location of the first brand store and the planned location of the second one, which is in the center of Scandinavia.

There are also some internal activities that are made annually to widen the customer base geographically; They produces one new collection each winter which is passed out to their sales agents over the world and they are also present at trade fair’s both internationally and nationally. One example is the ISPO-fair where a lot of potential customers are present. The authors see the internal activities as an initiative to be able to grow.

The competitive advantages that Hestra gloves holds are their well-established name, the quality of the gloves, the knowledge within the company, the techniques that’s used to produce the gloves and the function of the gloves. Another important advantage is also the solid and long-lasting partnerships they have with their suppliers. The advantages is connected to Porter (1996) and Collins and Rukstad (2008), they state that competitive advantages is the essence of the strategy and that it should focus on being different and deliver unique value. The author’s opinion is that the well-established name is the essence of their strategy because of the knowledge and history that Hestra Gloves and its brand possess. The brand name is Hestra Gloves most important advantage and the authors supports Collins and Rukstad (2008) thought concerning on what a business does differently helps to achieve the objective which is to sell a produce gloves and grow as the resources of the company allows.

Hestra gloves corporate strategy is based on maintaining their competitive advantages. The well-known brand, quality and function of their products are different from their competitors who give Hestra Gloves the possibility to grow and earn high profit. The importance of having competitive advantages is stressed by Renko et al (2005); Krolo Crvelin and Šustić, (2007); Bennett and Smith, (2002) and the authors confirm that Hestra Gloves competitive advantage gives them an edge in relation to competitors and the authors feels that Hestra Gloves is aware of how to keep the advantages that they have.
The authors have conducted a model to display a summary of the components of Hestra gloves corporate strategy. The definitions are formed into keywords which have been taken out of Appendix 2 where the components are summarized.

<table>
<thead>
<tr>
<th>Components</th>
<th>Hestra Gloves Corporate strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission</td>
<td>Produce the world greatest gloves, environment thinking</td>
</tr>
<tr>
<td>Vision</td>
<td>World greatest glove producer</td>
</tr>
<tr>
<td>Objective</td>
<td>Expand, continuous growth, and become a World Class Company</td>
</tr>
<tr>
<td>Scope</td>
<td>Business-to-consumer and business-to-business in Scandinavia</td>
</tr>
<tr>
<td>Advantage</td>
<td>Brand name, partnership, quality, function and knowledge</td>
</tr>
</tbody>
</table>

Table 5.7 Hestra Corporate strategy

5.2.2 Digital strategy
Hestra Gloves doesn’t have a stated digital strategy that they use. Instead they work after six core values of the company that they want to reflect out to their customers through the following guidelines;

“Breath quality, reinforce the impression, be easy to navigate, view the entire collection, show information and history and give everyone an equally chance to buy the gloves.”

The guidelines that Hestra Gloves work after in digital channels can according to the authors be connected to the definition stated by Pikorski (2011) which is defined; “broadcast commercial messages and seek customer feedback in order to facilitate marketing and sell goods and services”. The authors connect the broadcasting of commercial messages as the information that Hestra Gloves displays about their collections, history and news etc. The authors interpret that they use their digital channels to inform the customers in order to be able to give all visitors equally chance to buy their products. The digital guidelines are seen as an operational strategy according to Johnson et al (2011) pyramid which states that divisions and departments are based on an operational strategy. The authors confirm that the digital guidelines are specific for one division and are therefore used on an operational level.
The digital guidelines are according to the authors used as a strategy for digital channels. It
suites the general ideas addressed by Collins and Rukstad (2008) which focus on that a
strategy statement must define what its designed to achieve. The authors connect Collins and
Rukstad (2008) thoughts with Hestra Gloves idea of selling their products to visitors which is
the ultimate goal of being present at digital channels.

Hestra Gloves only uses its digital guidelines on one channel which is their webpage and it’s
handled by two market coordinators. They are charge of the follow-ups and development of
the digital guidelines. The follow-ups and statistics which Hestra Gloves base their
development on are based on how the customers behave on their homepage. Chaffey (2010)
says that a digital strategy should contain analysis of the organizations external environment
in form of customer’s characteristics, preferences and needs.

The authors connect Chaffey (2010) thought of analyzing the external environment to Hestra
Gloves constant follow-ups on what the visitors do when they visit the homepage, what they
buy, what information they are reading etc. The authors interpret Hestra Gloves development
of digital usages and guidelines as sign that they want to be deliver the information which the
customers seek regarding updates and changes which will please the visitors and also to add
information on new partners and press releases.

The digital media landscape is constantly changing according to Truong and McColl (2010)
and one example how Hestra Gloves work to be ahead of the changes is that they closed down
their entire share homepages and switched it into one general homepage. They made this
choice to be able to deliver the same message to all their visitors and to gather them to one
single channel where the behave patterns will be easier to follow. The authors see this change
as an indication of Hestra Gloves understanding of how the develop their digital channel
usage further.

Collins and Rukstad (2008) states that the five components of a strategy statement are valid
for any type of strategy and Johnson et al (2011) confirms that the five components of
mission, vision, objective, scope and advantages is fundamental to any strategy. Chaffey
(2010) confirms this by stating that developing of a digital strategy is similar to the process of
traditional strategy development. Hestra Gloves haven’t specified all the components in the
digital guidelines but they have shared information that accounts for all five components. The
authors interpret that the company has a structured working system regarding digital channels
and they have taken the components into serious consideration before developing their
guidelines even though it statement doesn’t include all of them. Hestra Gloves fulfills Morgan (2011); Day and Wensley (1988) and Varadarajan (2010) thoughts about being successful at marketing strategies by outlining how, when and where to compete which is shown in the five components according to the authors.

The mission of the digital guidelines is to show the breadth, knowledge and all the special skills which the company possess and to communicate what the company is and what it stands for. An organization mission defines the fundamental and overall unique purpose that sets the business apart from competitors (Pearce and David, 1987; Cochran et al, 2008; Johnson et al, 2011). A digital strategy should contain goals for digitals channels to support marketing objectives (Chaffey, 2010; Truong and McColl 2010). The authors interpret that Hestra Gloves has clear and valid goals for what their digital channel usage should contain and that it include the relevant information regarding a mission statement.

The vision of Hestra Gloves digital guidelines isn’t evolved into a desired future which a vision component should do (Kaplan et al, 2008: Johnson et al, 2011). The only vision that the company have planned is to continue to strive to be in the front-line of technology within digital media. The need of having a future direction of the digital strategy is emphasized by Chaffey (2010) and Truong and McColl (2010) where they states that is vital to have a long-term roadmap of the functionality and services. The authors interpret Hestra Gloves vision as vague and that they should have a specified desired future in order to know the ultimate goal of their digital channel usage. The authors also think that it could impact the company negatively to not have a goal for the employees that work against with digital channels.

Hestra Gloves haven’t any precise objectives that they want to reach in the coming period of time other than that they want to increase their number of visitors on the homepage and sell gloves. The objective component is concerned with goals over a period of time which is based on competitive advantages (Wheel Wright, 1984; Johnson et al, 2011). Having specified objectives on their digital channels are of vital meaning (Chaffey, 2010; Truong and McColl 2010).

As Hestra Gloves lack having specified objectives about what they want to achieve in the coming period. According the author this means that Hestra Gloves will have problem with knowing what to improve and it that it also will affect the motivation of those employees who are involved with the digital channels. If they had specific a specific vision and goals it would
be easier for the employees to know what to focus on and how to proceed on those developments.

The respondent did mention a possible future change which would be to build their own web shops function but there haven’t been any decisions made yet which means that there is not any possible improvement to be made at the present time.

The main scope of Hestra Gloves digital channels is mainly the end-consumer but it’s also used to give information to suppliers and partners. The target market should be included in the digital strategy formulation according to Chaffey (2010) and it’s defined as giving everyone the equal possibility to buy gloves. The authors decided that the only relevant dimension of scope is; customers, out of the three dimensions (Shirley, 1982; Varadarajan and Yadav, 2008; Johnson et al, 2011). The authors interpret the scope to be valid for Hestra Gloves. The reason for this is that their target group is very broad and there is no need to specify it on a deeper level according to the authors.

The competitive advantages that Hestra Gloves hold from being active on digital channels are the deep explanations of the history and the knowledge that the company possess and it shows how the organization is reflected as a whole. The essence of the strategy is the competitive advantages and the goal is to perform activities that are different from your competitors in order to get competitive advantage (Porter, 1996; Collis and Rukstad, 2008). Furthermore the competitive advantage is the means on how to complete the company objectives which in this case it to produce and sell gloves (Johnson et al, 2011).

The authors feels that Hestra Gloves hold many important competitive advantages such as their brand and history which helps them to reach their objectives and it differentiates the company from its competitors which is a key factor according to Renko et al (2005). One specific example on how they work on their digital channels in order to sell more gloves is their web shops function, Shopatron. Which the authors think is a valid competitive advantage that helps their retailers and customers to get their products more effectively.

The authors have conducted a model to display a summary of the components of Hestra gloves digital strategy. The definitions are formed into keywords which have been taken out of Appendix 3 where the components are summarized.
5.2.3 Social media strategy

Hestra Gloves is also active on one social media network, which is Facebook. Therefore they have a social media strategy for what the social channels should contain;

“The personal connection between the end consumer and the company, where we can reflect what type of people that uses our products and also that the ones that works at Hestra Gloves actually is active in winter sports and use the products themselves on a daily basis”

The social media strategy that Hestra Gloves uses in their social media networks is connected to Pikorski (2011) definition about what a social media strategy should fulfill; “help people improve existing relationships or build new ones if they do free work on the company’s behalf”. The authors connects Pikorski (2011) thoughts with Hestra Gloves social media strategy statement which contributes to the loyalty of relationships and to new ones by identifying what people that uses their product and also by ensuring the quality and reputation by stating that the employees themselves uses the products. The fact that Hestra Gloves displays their users and themselves on their social media networks can directly be directed to Wetzel (2009) and Ramsay (2010) ideas concerning that the social media activities must reflect the company’s character and personality. The authors access that Hestra Gloves have been putting a lot of effort into the design of their social media strategy. The main goals with social media network are to enlarge your customer base and to develop and manage the company’s reputation by connection on a personal level with customers (Qualman, 2010;
The authors feel that Hestra Gloves investments have been done to be able to reflect their view of the company and to get a personal connection with their customers.

The authors got the sense that Hestra Gloves prioritize the relationship building by using their social media network as a personal connection with their customers and that their strategy is focused on giving the visitors a deeper understanding of the usage of their products. An important part of the strategy in order to be successful is according to Ivey (2011) focus on being social which the authors believe is defined in Hestra Gloves social media strategy where they focus connecting with their customers. The social media strategy is seen as an operational strategy according to Johnson et al (2011) pyramid which states that divisions and departments are based on an operational strategy. The authors confirm that the social media strategy is specific for one division and is therefore used on an operational level.

The social media usage according to Ramsay (2010) on a rise and it involves both successes and failures according to Ramsay the authors connects that with Hestra Gloves decision to switch their two separate Facebook sites into one general. This was done in order to communicate the one general social media marketing message which the authors connects to Ramsay (2010) thought regarding companies focusing on having control over their brands. The authors sense tie between Hestra Gloves social media network handling and Wetzel (2009) initiative about avoiding pitfalls in social media usage in order to reach success. The avoidance of failure that Wetzel (2009) speaks of can according to the authors be seen in Hestra Gloves social media handling as the example that follows. The company hired a PR agency which guided them to not being active on Twitter because as the respondent said “We don’t do anything that could hurt our brand image, and we feel that we can’t provide the same quality on twitter as we do on the other channels, and therefore we can’t be present”. The authors confirms their social media handling as focused on delivering their core values and Ivey (2009); Wetzel (2009) thoughts concerning brand reputation and quality as success factors.

The authors also connects the choice of not being active on Twitter to Porter (1996) and Collis and Rukstad (2008) assessments of trade-offs as being a choice between one thing over one other. Porter (1996) says that one of the most common reasons for trade-offs is inconsistence in image or reputation which is connected to Hestra Gloves decision regarding choosing social media networks to be present at. The authors interpret the company’s interests in delivering the same brand image and quality on all channels as a trade-off because Twitter...
is a wide social media network which could according to the author bring new customers to Hestra Gloves if they could manage it.

That general Facebook site is controlled and handled by the two marketing coordinators that handle the social media channel and its strategy. The fact that there are two persons working on handling the Facebook site is in the authors view connected to Ramsay (2010) statement about keeping your content updated constantly. Activities on social media networks such as answering question or telling advices can accord Wetzel (2009) help companies to earn customer retention. The authors think that Hestra Gloves have enough resources on their social media network handling in order to keep and evolve their customer retention level and also to ensure the quality of the Facebook site handling.

The mission with Hestra Gloves social media network usage is to show what type of users that use their products, what the company stands for, what the brand stands for, news, being interactive with customers, have a working support and also to deliver service. The mission component should relate to the goals and overall purpose of the strategy (Cochran et al, 2008; Johnson et al, 2011). Hestra Gloves mission does according to the author’s state what business they are in. The authors does also connects Hestra Gloves mission to Ivey (2011) notes about what defining what you want to achieve with your strategy in order to reach you goals. The mission of Hestra Gloves is valid and it includes important parts that a social media strategy mission should do according to the authors. Although the author’s feels like the company could empathize more on relationship building and loyalty building in their mission.

The vision at Hestra Gloves is to keep being active on social media and to keep their quality standard that permeates the whole organization on all their future possible social media networks. The second component of strategy is vision and the vision is concerned with goals in form of desired future (Morris, 1987; Kaplan et al, 2008: Johnson et al, 2011). The authors interpret that Hestra Gloves vision answers the desired future although the authors get the impression of that the company should have more specified future goals in form of wanting to continue to evolve their reputation or strengthen their customer relations. The mission does align with the thoughts that regards that social media activities should reflect (Lon and Brake, 2009; Wetzel, 2009). The authors interpret that the quality that Hestra Gloves wants to show on all their channels but also to be able to show how they are as users and as a company.

Authors: Jarhult, Köhler
The third component of a strategy is objectives and it’s concerned with precise goals over a period of time (Friedman, 1956; Wheel Wright, 1984; Johnson et al, 2011). Hestra gloves mission is divided into long-term goals and short-term goals. The long-term goals is focused on continue to evolve their working technique and to find new trends in social media which can be used to strengthen their brand and relationship with customers. The short-term goals are focused to improve their social media usage as good as possible for the visitors. The authors interpret that Hestra Gloves has stated objectives and can be connected to the literature but that they aren’t as precise as they should be. Hestra Gloves objectives can also be connected to general business objectives concerning social media usage in form of both long-term and short-term goals (Lon and Brake, 2009; Ivey, 2011). The connection to Hestra gloves long-term goals concern the branding and awareness, reputation protection and service. The short-term goals are concerned with thoughts about community building.

The authors interpret Hestra Gloves objectives as valid in form content and that is positive for the company to have milestones on what they want achieve with their objectives which aligns with Wilson et al (2011) ideas about the importance of follow-up to know that you’re on the right path. The objectives is mainly focus to improve the personal connection through relationship building and to make it easier for the user to visit their social media networks which is directly connected to Lutze (2011) thought involving the ability to connect to customer and build new relationship. The authors empathizes on that Hestra Gloves have decided their objectives to have it main focus on relationship building.

The scope with social media at Hestra Gloves is that the Facebook site is for private customers in the first place, and the focus is made of a personal connection to the end users. The scope of Hestra Gloves can be connected to two of the scope dimensions; customer and location (Shirley, 1982; Varadarajan and Yadav, 2008; Johnson et al, 2011). The authors interpret Hestra Gloves scope defines the two dimensions; their main customers on social media networks is the individual customer and they are only present at their Facebook site. The authors feel that they could evolve their social media usage in order to enhance their business. The lack of internal activities used to bring customers to their social media channels is according to the authors a setback and that they should develop if further if they have the resources for it.

The respondent said that social media networks usage itself doesn’t contribute with any new competitive advantages in relation to competitors but it it’s a marketing channel that helps

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Hestra Gloves to show their company and its core values. The company also feels that they can display some of their current competitive advantage in form of the brand and the users of their products on their Facebook site.

The advantages based on how to achieve the objectives (Porter, 1996; Collis and Rukstad, 2008; Johnson et al, 2011). The authors connects Johnson et al (2011) and Morgan (2011) thought regarding how to distinguish themselves in relation to the customers and Renko et al (2005) ideas about all that all strategies should focus on delivering competitive advantage. The author access Hestra Gloves competitive advantages are clearly displayed on their Facebook site and that they help contributing to the objectives which are focused on enhancing a personal connection in form of relationships. One of Hestra gloves main competitive advantage according to the authors on social media networks is their broad range of users and professional users of their products which the display on their Facebook site.

The respondent talked about Sanna Tidstrand as one of their users which the authors connects Wilson (2011) ideas concerning showing the company character and personality which is clearly done by showing the employees as user as well as their broad range of professional users in form the Swedish and Norwegian national skiing teams as their team-riders.

The authors have conducted a model to display a summary of the components of Hestra gloves social media strategy. The definitions are formed into keywords which have been taken out of Appendix 4 where the components are summarized

<table>
<thead>
<tr>
<th>Keywords</th>
<th>Hestra Gloves Social media strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission</td>
<td>Show users, history, products, brand, service and support</td>
</tr>
<tr>
<td>Vision</td>
<td>Being active on social media and quality</td>
</tr>
<tr>
<td>Objective</td>
<td>Improve, evolve technique and relationship</td>
</tr>
<tr>
<td>Scope</td>
<td>The end-user, personal connection</td>
</tr>
<tr>
<td>Advantage</td>
<td>The company, brand and core values</td>
</tr>
</tbody>
</table>

Table 5.9 Hestra social media strategy
### 5.2.4. Linkage of strategies

The linkage between strategies within Hestra Gloves is displayed in the Table 5.10 below.

<table>
<thead>
<tr>
<th>Keywords</th>
<th>Hestra Gloves strategy linkage</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Components</strong></td>
<td><strong>Corporate strategy</strong></td>
</tr>
<tr>
<td><strong>Mission</strong></td>
<td>Produce the world greatest gloves, environment thinking</td>
</tr>
<tr>
<td><strong>Vision</strong></td>
<td>World greatest glove producer</td>
</tr>
<tr>
<td><strong>Objective</strong></td>
<td>Expand, continuous growth, and become a World Class Company</td>
</tr>
<tr>
<td><strong>Scope</strong></td>
<td>Business-to-consumer and business-to-business in Scandinavia</td>
</tr>
<tr>
<td><strong>Advantage</strong></td>
<td>Brand name, partnership, quality, function and knowledge</td>
</tr>
</tbody>
</table>

#### Summary of the linkage between strategies

Linkage: Corporate strategy – Digital strategy. The linkage of components is summarized into two weak linkages on vision and objective, two medium linkages on mission and scope and one strong linkage on advantage. The author’s assess that the linkage between corporate strategy and digital strategy at Hestra Gloves to be of medium kind with a weak tendency.

Linkage: Corporate strategy – Social media strategy. The linkage of components is summarized into one weak linkage on vision, two medium linkages on mission, and scope and two strong linkages on advantages and objectives. The author’s assess that the linkage between corporate strategy and social media strategy at Hestra Gloves to be of medium kind with a strong tendency.

*weak: low or no connection between keywords *medium: some connection between keywords *strong: majority or full connection between keywords

Table 5.10 Hestra glove strategy linkage
5.2.4.1 Linkage of Corporate- and Digital strategy
The linkage of Hestra Gloves corporate- and digital strategy is according to the author of medium kind with a tendency of being weak. The linkages are weak on the vision and objective components. The linkages are medium on the scope and mission component. The linkage is strong on the advantages. The vision and objective component which were weak refers to goals of the strategy (Johnson et al, 2011). Goals in a marketing activity are often distinguished on how, when and where to be used (Varadarajan, 2010; Morgan, 2011). The goals of digital marketing activities are often based on specific problems of digital channels (Chaffey, 2010; Truong and McColl 2010). The authors connect the literature to the fact that Hestra Gloves have a weak tendency on their strategy connection between corporate strategy and digital strategy. The authors interpret that the connection is weak because the objectives and visions are different at corporate level and digital level. The authors feel that the weak tendency on objectives and vision is valid and that it doesn’t affect the company in a negative way.

The authors also connects the linkage to the literature which states that all strategies should be based on creating and maintaining competitive advantages and that these advantages are the mean on how to achieve objectives (Bennet and Smith, 2002; Renko et al, 2005; Krolo Crvelin and Šustić, 2007). The authors interpret that Hestra Gloves focus on their linkage of corporate strategy and digital strategy on the fact that they want to communicate the same competitive advantages which are; brand name, history, knowledge and quality.

5.2.4.2 Linkage of Corporate- and Social media strategy
The linkage of Hestra Gloves corporate- and social media strategy is according to the author of medium kind with a tendency of being strong. The linkage is weak on the vision component. The linkages are medium on the scope and mission component. The linkages are strong on the objectives and advantages. The objectives and advantages components which were strong refer to the goals of the strategy and how to achieve these goals (Wheel Wright, 1984; Porter, 1996; Johnson et al, 2011).

The literature says that all strategies should be based on maintaining competitive advantage and that companies should focus on their competitive edge in order to reach success (Bennet and Smith, 2002; Renko et al, 2005; Krolo Crvelin and Šustić, 2007). The authors interpret that Hestra Gloves focus their linkage of corporate strategy and social media strategy to the fact that they want to communicate the same competitive advantages which are; the company,
the brand and the core values. The advantages are a mean to achieve objectives and the authors interpret that Hestra Gloves competitive advantages is based to achieve the overall objectives of the organization which is to improve and evolve their way of working and their business.

5.3 Cross-Analysis between Kronfönster and Hestra Gloves
The cross analysis is based on the individual case analysis and appendix 2, 3 and 4, where the authors have stated the definitions and components of the two companies strategy in form of corporate, digital and social media strategy. The reason for that is that the authors want to indentify differences and similarities on the strategy statement and also the linkage between components and strategies of Hestra Gloves and Kronfönster

5.3.1 Corporate strategy
The summary of the comparison the on corporate strategy and its components between the two companies; Hestra Gloves and Kronfönster is displayed in appendix 2.

- **Mission component:**

Kronfönster and Hestra Gloves have stated mission components of their corporate strategy. Both of their missions are based on producing and selling their products. The authors get the sense that both companies has taken the mission of the corporate strategy into deep
consideration before choosing what business that they want to be in and what to want to deliver to their customers. The authors also connect Johnson et al (2011) thought regarding what’s central to the two companies and interpret that both missions defines what’s central.

- **Vision component:**

The vision component of the corporate strategy has been defined by both companies and the visions of Hestra Gloves and Kronfönster aligns with Johnson et al (2011) ideas concerning the desired future. The authors thinks that Hestra Gloves has a more specified desired future in form of wanting to develop new models and categories of their products and also to become the world greatest glove producer which according to the authors is a clear desired future. Kronfönster has according to the authors a vision that is more of a short-term vision concerning to reach the requirements of the gazelle award rather than becoming world leader in windows and doors producing. The similarities that the authors have identified are that both companies stated in their visions that they want to find new markets and evolve their business.

- **Objective component:**

The objective component of the corporate strategy is defined by Hestra Gloves and Kronfönster. The two companies have both divided the objectives into long-term and short-term goals and they are similar to the company’s vision component. The long-term goal of Hestra Gloves is work on the whole market in order to deliver the best gloves in the world and Kronfönster long-term goals focuses more on being able to grow in form of turnover and continue to deliver their product. The similarities of the long-term goals of the two companies are that both of them have the goals to grow and to deliver the best possible products just as their customer wants them to be. The differences is that the authors identifies is that Kronfönster has more precise long-term goals in form of wanting to grow in turnover with 30% than Hestra Gloves which long-term goals isn’t that precise and hard to grapple which can be connected to Johnson et al (2011) ideas about wanting to have more precise goals on objectives. The short term goals of the companies are based on the same function concerning sales budgets and wanting to enter new markets which are more précised goals.

- **Scope component:**

Hestra Gloves and Kronfönster have both stated scopes on their corporate strategy. The scope is according to Johnson et al (2011) concerned with types of customer and geographical location of these customers. The authors identified some similarities to the two companies scope in form of that both of them delivers their products on business-to-business and on business-to-customer and both of the scope defines that they want to deliver products that
adds value to their potential buyers. The only difference that the authors can find which hasn’t to do with the fact that they work in different industries are that Hestra Gloves main market is in Scandinavia and that Kronfönster main market is in Sweden.

- **Competitive advantage component:**

Both of the companies have stated competitive advantages that they use on their corporate strategy. The advantages are according to Johnson et al (2011) the mean to achieve the business objectives. The company’s holds different competitive advantages if you look deeper into them. The author’s gets the impression of that Hestra has more advantages than Kronfönster if you put the products aside. Hestra Gloves is an older company and they the time has made them into well-established brand and they hold solid relationships and partnerships with their suppliers. Kronfönster is a new started company and it has taken its market share by delivering products that is better, cheaper and faster delivered which is their main advantage. The similarities in the competitive advantage is that both of the company states that their products is an advantage which the authors interpret as that Hestra Gloves and Kronfönster have valued products in relation to their competitors.

The models that the authors conducted in the individual analysis of Hestra Gloves and Kronfönster is used to make the comparison between the two corporate strategies clearer;
5.3.2 Digital strategy

The summary of the comparison the on digital strategy and its components between the two companies; Hestra Gloves and Kronfönster is displayed in appendix 3.

- **Mission component:**

Hestra Gloves and Kronfönster have both stated missions in their digital strategy. The mission is according to Johnson et al (2011) concerned with the overall purpose of the strategy. The authors think that the missions of the two companies are similar to each other. Both of the missions emphasize on informing the visitor of the digital channels about the brand, what the company is, what stands for, the knowledge and products is. The authors feels that both companies have clear missions on their digital channel usage.

- **Vision component:**

Both of the companies have stated visions regarding their use of digital channels and its strategy. The vision regards the desired future according to Johnson et al (2011) and the authors interpret Hestra Gloves and Kronfönsters visions are valid. The two visions of digital strategy are similar to each other in form of wanting to continue to develop their technology and learn more on how to operate on digital channels. The differences according to the authors is concerning that Hestra Gloves wants to increase their volume of visitors and Kronfönster wants to connection between customers and company to be more evolved and work in a better way.

- **Objectives component:**

Hestra Gloves hasn’t made any precise goals and objectives on their digital strategy which is according to the authors affect the effectiveness and handling of the digital channels in a negative way. The objectives is stated by Johnson et al (2010) to concern goals over the coming period of time and the authors connects that idea with Kronfönster digital objectives which concerning increase of digital technology and to erase possible errors on both long-term and short-term. The authors feels that it would impact both companies in a good way to have more precise objectives based on both long-term and short-term in order to make the working process easier and to make the employees know what to work for.

- **Scope component:**

Both of the companies have stated their main scope in form of customers in their digital strategy. The authors feel that it’s only relevant to look into the one dimension of what Johnson et al (2011) talks about because the geographical location doesn’t concern the digital channels. The authors think that the scope is similar to each other and that Hestra Gloves and
Kronfönster main scope in form of customers is the end-customers. The only difference is that Hestra Gloves also uses its digital strategy to give information to suppliers and partners. The authors see both of the scopes as valid digital scopes.

- **Competitive advantage component:**

  Hestra Gloves and Kronfönster hold competitive advantages on their digital strategy. The advantages are according to Johnson et al (2011) made to achieve the objectives. The author identifies some differences regarding the advantages. Kronfönster competitive advantages focus on their digital technology in form of their ability where customers can customize their windows and doors online and also their web shop. Hestra Gloves on the other hand emphasize on their long history and knowledge as their main competitive advantage and they want to reflect the whole organization on their digital strategy. The authors identifies that Hestra Gloves focus on their experience and routine and that Kronfönster advantage is more based on having the latest technology and functions.

The models that the authors conducted in the individual analysis of Hestra Gloves and Kronfönster is used to make the comparison between the two digital strategies clearer;

<table>
<thead>
<tr>
<th>Keywords</th>
<th>Components</th>
<th>Hestra Gloves Digital strategy</th>
<th>Kronfönsters Digital strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission</td>
<td></td>
<td>Show breadth, knowledge, skills and communicate what they stand for</td>
<td>Provide information, brand awareness and capture attention</td>
</tr>
<tr>
<td>Vision</td>
<td></td>
<td>Up-to-date with technology and increase visitors</td>
<td>Move most of their business online (web shop)</td>
</tr>
<tr>
<td>Objective</td>
<td></td>
<td>Not specified</td>
<td>Monitoring activity and improve webpage</td>
</tr>
<tr>
<td>Scope</td>
<td></td>
<td>The end-user but also information for suppliers/partners</td>
<td>Mainly the end-customer</td>
</tr>
<tr>
<td>Advantage</td>
<td></td>
<td>History, knowledge and the company reflection as a whole</td>
<td>First mover, web shop, their products in form of quality, price and delivery</td>
</tr>
</tbody>
</table>

Table 5.12 Hestra glove and Kronfönster digital strategy
5.3.3. Social media strategy
The summary of the comparison on the social media strategy and its components between the two companies; Hestra Gloves and Kronfönster is displayed in appendix 4.

- **Mission component:**
Both of the companies have stated missions on their social media strategy. The mission concerns according to Johnson et al (2011) the overall purpose of the strategy and what is central to it. The authors interpret that both companies have stated their social media strategy purpose and what’s central to it but that the two missions. The similarities of the missions are based on that Hestra Gloves and Kronfönster focus on delivering information about the company, interact and relationship building with customers, share news, displaying their brands and to offer support and service. The differences is according to the author that Kronfönster want to communicate their core values of delivering products faster, better and cheaper and that Hestra Gloves emphasize on showing what type of people that uses their products. The authors thinks that the difference depends on the industry the companies are in and that Hestra Gloves industry is more interested to know how uses the products.

- **Vision component:**
Hestra Gloves and Kronfönster both have stated visions about what they desired their future on social media channels should be like (Johnson et al, 2011). The authors think that both companies want to continue to be active on social media and follow the development of the social media channels and strategy. The main reason for that is that both companies want to be present where their possible customers are in order to market themselves. The differences of the social media strategy vision is that Hestra Gloves wants to deliver the quality standard that permeates the whole organization on all their future social media networks and that Kronfönster focus more on wanting to evolve their knowledge and techniques that concerns handling of social media strategy. The authors think that both of the visions are valid.

- **Objectives component:**
The objectives concern precise goals over the coming period of time (Johnson et al, 2011). Both of the companies have stated objectives with their social media strategy and they have specified their goals as long-term and short-term. The authors think that both objectives are stated in a similar way concerning both long-term and short-term goals of Hestra Gloves and Kronfönster to be focused on continuing to evolve their working techniques and follow trends in order to make their social media strategy and channel handling as efficient as possible. The authors feels that both companies have stated relevant objectives as the social media usage is new to companies and it’s not an easy task to develop precise objectives with low experience.
- **Scope component:**

Hestra Gloves and Kronfönster have both stated scopes on what customers they want to reach with their social media strategy. The scope concerns the dimension of what customers to address according to Johnson et al (2011) and the authors feel that what type of customers is the only valid scope dimension to take into consideration. Both companies have the same general scope where they want to connect with their end-customers and bond with them on a personal level. The authors feel that the scope of Hestra Gloves and Kronfönster are valid for the use of social media channels.

- **Competitive advantage component:**

The companies both have stated competitive advantages that they hold in comparison to their competitors on their social media strategy. The advantages is according to Johnson et al (2011) focused on how to achieve their objectives. The authors think that Hestra Gloves has clear and valid advantages in form of showing off their company, displaying their core values, brand and users of their products. Kronfönster on the other hand has focused on having employees handling their social media channels and they state that it’s not common to have employees for that in their business. The authors feels that Hestra Gloves advantages is more evolved than Kronfönster and also that Kronfönster probably have more advantages that’s similar to Hestra Gloves if they would look deeper into the social media channels.

The models that the authors conducted in the individual analysis of Hestra Gloves and Kronfönster is used to make the comparison between the two digital strategies clearer;

<table>
<thead>
<tr>
<th>Keywords</th>
<th>Components</th>
<th>Hestra Gloves Social media strategy</th>
<th>Kronfönsters Social media strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission</td>
<td></td>
<td>Show users, history, products, brand, service and support</td>
<td>Communicate, cheaper better faster, provide information, relationships and support/ service</td>
</tr>
<tr>
<td>Vision</td>
<td></td>
<td>Being active on social media and quality</td>
<td>Evolve their knowledge and Information/communication tools</td>
</tr>
<tr>
<td>Objective</td>
<td></td>
<td>Improve, evolve technique and relationship</td>
<td>Brand awareness, interactive, build relationship, being interactive and provide information</td>
</tr>
<tr>
<td>Scope</td>
<td></td>
<td>The end-user, personal connection</td>
<td>Mainly the end-customer</td>
</tr>
<tr>
<td>Advantage</td>
<td></td>
<td>The company, brand and core values</td>
<td>First mover, web shop, their products in form of quality, price and delivery</td>
</tr>
</tbody>
</table>

Table 5.13 Hestra glove and Kronfönster social media strategy

Authors: Jarhult, Köhler
5.3.4 The linkage of strategies
The authors have conducted two tables for the strategy linkages of Hestra Gloves and Kronfönster. One for corporate strategy linked with digital strategy table 5.14 and one for corporate strategy and social media strategy table 5.15. The tables are used to make the display of similarities and differences in linkage of strategies clear. The tables have been based on Table; 5.5 and table 5.10.

5.3.4.1 The Linkage of Corporate- and Digital strategy
The linkage of corporate strategy and digital strategy of Kronfönster and Hestra Gloves are divided into differences and similarities. The components of mission and objectives linked differently. The components of vision, scope and advantages are of similar linkage.

The linkages of the mission components are different in form of; Kronfönsters link of mission component is weak and Hestra Gloves link of mission component is medium. The linkages of the objective components are also different, in form; Kronfönsters link of objective component is strong and Hestra Gloves link of mission component is weak. The linkages of the vision component are of similar linkages, in form of; both Kronfönster and Hestra Gloves vision components are weakly linked. The linkages of the scope component are also of similar linkages, in form of; both Kronfönster and Hestra Gloves scope components are medium linked. The components of advantages are also of similar linkages, in form of; both Kronfönster and Hestra Gloves advantages components are strongly linked.

The authors interpret that the difference in linkage of corporate strategy and digital strategy on mission and objective component is based on the fact that Kronfönster and Hestra Gloves are active in different industries, the companies started in different decades and that they are of different company size in form of employees. The authors also interpret that the size, age and industry of the company makes the linkage different between Kronfönster and Hestra Gloves.

The components of vision, scope and advantage is linked similar on both companies. The authors interpret that the vision component is weakly linked on both companies because of the fact that the digital channels need their own future goals in relation to the overall company vision. The authors further interpret that the scope component is linked in a medium way because of the fact that both company’s uses their digital channels to their end-customers and that business-to-business customers are based on deeper relationships that are managed outside of the digital channels. The authors also interpret that the advantages component is

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Authors: Jarhult, Köhler
strongly linked on both companies because both companies have general competitive advantages which they tends to communicate on all levels of their organizations.

<table>
<thead>
<tr>
<th>Components</th>
<th>Kronfönster</th>
<th>Hestra Gloves</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission</td>
<td>Weak</td>
<td>Medium</td>
</tr>
<tr>
<td>Vision</td>
<td>Weak</td>
<td>Weak</td>
</tr>
<tr>
<td>Objective</td>
<td>Strong</td>
<td>Weak</td>
</tr>
<tr>
<td>Scope</td>
<td>Medium</td>
<td>Medium</td>
</tr>
<tr>
<td>Advantage</td>
<td>Strong</td>
<td>Strong</td>
</tr>
</tbody>
</table>

Table 5.14 Linkage of corporate- and digital strategy
5.3.4.2 The Linkage of Corporate- and Social media strategy

The linkage of corporate strategy and social media strategy of Kronfönster and Hestra Gloves are divided into differences and similarities. The component of objectives is linked differently. The components of mission, vision, scope and advantages are of similar linkage.

The linkages of the objectives components are different in form of; Kronfönster's link of objectives components are medium and Hestra Gloves link of objectives components are strong. The linkages of the mission component are of similar linkages, in form of; both Kronfönster and Hestra Gloves mission components are medium linked. The linkages of the vision component are also of similar linkages, in form of; both Kronfönster and Hestra Gloves vision components are weakly linked. The components of scope are also of similar linkages, in form of; both Kronfönster and Hestra Gloves scope components are medium linked. The last component of advantages is also of similar linkages, in form of; both Kronfönster and Hestra Gloves advantage components are strongly linked.

The authors interpret that the objective components linkage in corporate strategy and social media strategy of Kronfönster and Hestra Gloves are different because of the fact that Hestra Gloves has more personal to handle their social media channels and that they use their social media channels in a broader extent.

The components of mission, vision, scope and advantage is linked similar on both companies.

The authors interpret that the mission component is medium linked on both companies because of the fact that the general goals of a social media channel are integrated in some extent to the general mission of companies. The authors also interpret that the vision component is linked in a weak way because of the fact that social media channels long-term goals is based on relationship building and service activities instead of general company visions which often refers to a state of what the company ultimately wants to achieve. The authors further interpret that the scope component is medium linked because of the fact that social media channels main target group is focused on business-to-customer instead of business-to-business and business-to-consumer which is mostly used as scope on corporate level. The authors also interpret that the advantages component is strongly linked on both companies because both companies have general competitive advantages which they tends to communicate on all levels of their organizations.
Table 5.15 the linkage of corporate- and social media strategy

<table>
<thead>
<tr>
<th>Components</th>
<th>Kronfönster</th>
<th>Hestra Gloves</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission</td>
<td>Medium</td>
<td>Medium</td>
</tr>
<tr>
<td>Vision</td>
<td>Weak</td>
<td>Weak</td>
</tr>
<tr>
<td>Objective</td>
<td>Medium</td>
<td>Strong</td>
</tr>
<tr>
<td>Scope</td>
<td>Medium</td>
<td>Medium</td>
</tr>
<tr>
<td>Advantage</td>
<td>Strong</td>
<td>Strong</td>
</tr>
</tbody>
</table>
6. Discussion and Conclusion

The result of the thesis will be discussed under this chapter. The chapter will also include conclusion, implications, limitations, future research and reflections.

6.1 Conclusion

- How is the corporate strategy reflected in the digital strategy?

The findings show that the companies which were investigated have linked their corporate strategy with their digital strategy in some aspects. The authors conclude that both Hestra Gloves and Kronfönster have a medium linkage between their corporate strategy and their digital strategy. The strategy components of vision, scope and advantages are linked in the same way at both companies. The objective and mission strategy component was linked differently between the two companies.

The vision component was weakly linked in both cases. The authors conclude that the linkage was weak because both companies have more specified future desires on their corporate strategy of what they want to achieve and become. The vision of their digital strategies where more focused with evolving their technology and to move their business more into the digital world. The authors also conclude that the digital vision component may not be as evolved because of the constant change of technology and it’s hard to predict future goals.

The scope component was medium linked on both cases. The authors conclude that the linkage was medium because of the fact that the corporate scope is based on all possible customers and that digital channel and strategy are more focused on handling customers than businesses. Both of the companies used their digital channels to mainly attract and inform the business-to-consumer market.

The advantages are strongly linked between corporate strategy and digital strategy on Hestra Gloves and Kronfönster. The authors conclude that the linkage is strong because both companies focus on the same advantages in the whole organization and on all levels of strategy.

The mission component was medium linked in Hestra Gloves case. The authors conclude that the linkage was medium because of the fact that company’s overall mission is focused on producing and selling their products while the mission component of the digital strategy is more focused on delivering information and communication of the brand and the company. Kronfönster mission component was weakly linked and the reason for that is according to the
authors that they use their digital channels and strategy as an information channel with the goal to make customers contact them and the overall corporate mission is focused on selling products.

The objective component was differently linked in the two cases. Hestra Gloves has a weak connection because of the reason that they didn’t have any specified objectives with their digital channel. Kronfönster on the other hand has a strong linkage between their objectives on corporate level and digital level. The authors conclude that as Kronfönster is a fairly new company the focus on development and growth is prioritized.

- How is the corporate strategy reflected in the social media strategy?

The findings shows that both companies which were investigate have linked their corporate strategy and their social media strategy in some aspects. The authors conclude that both Hestra Gloves and Kronfönster have a medium linkage between their corporate strategy and their social media strategy. The component of objective was the only component where the linkage was different of the two companies. The component of mission, vision, scope and advantage was linked in the same way on both of the companies.

The mission component was medium linked on both Hestra Gloves and Kronfönster. The authors conclude that the mission component was medium linked because the fact that both companies corporate mission is based on producing and selling products. The mission of both companies social media strategy was more focused on communicating information about the brand, the company and to deliver support. The authors therefore conclude that the company’s goals of corporate strategy and social media strategy are different.

The vision component was weakly linked on both companies. The authors conclude that both Hestra Gloves and Kronfönster has more specified desired future in terms of goals on corporate level than they have on social media level. Therefore the authors conclude that both companies are fairly new on the social media channels where their vision is to evolve their knowledge and technology and that’s the reason why the companies doesn’t have as evolved visions as they have on corporate level.

The objective was differently linked on the two companies. Hestra Gloves had a strong linkage between their corporate strategy and their social media strategy in terms of objectives. The linkage is focused on evolving their business in order to grow. Kronfönster on the other hand a medium linkage between the objectives components. The corporate objective of
Kronfönster empathized on growth and the social media strategy objectives focused on relationship, brand awareness and information providing. The authors conclude that both linkages are related and valid.

The scope was medium linked on both Hestra Gloves and Kronfönster. Both companies corporate scope is based on both business-to-customer and business-to-business. The authors conclude that both companies focus on the business-to-consumer market on their social media channels and the reason for that is that business client’s relations aren’t based on social media channels.

The advantages component was strongly linked between the corporate strategy and the social media strategy on both companies. The authors conclude that the both corporate strategy and social media strategy of Hestra Gloves and Kronfönster focus on the same advantages on both strategies. The linkage is strong and both companies use their social media channels to communicate their advantages.
6.2 Managerial implications
The authors believe that the study can be useful for managers which are working on digital and social media channels. The study provides information regarding how companies use their strategies and how they are connected which is a rare research project according to the author’s literature gathering. The study gives detailed information how the two case companies formulates their strategies and how they work to achieve and update. The companies are present at different industries and possess different competitive advantages which make their strategies different as well.

The overview which has been done to compare the two companies can be useful to managers as they can compare their strategies with competitors or partners. The guidelines that the authors have used to gather the information and to compare the companies can be used further to get insight in how a strategy is connected to other strategies within the organization. The study gives the manager the possibility to evaluate how developed their strategy is and to identify how other companies have chosen to work at corporate-level and especially digital and social media channels.

6.3 Academic implications
The study can also be useful in the academic world. The study has identified how companies have constructed their strategies and how these are connected to each other. The authors feels that the method that they have been using can be used by academicians to investigate how any strategy is developed, what it consists of and how it’s connected to others strategies. The research can give academic grounds for how to investigate strategies in any industry or department of an organization. The authors believes that the research can for e.g. be used to look into purchasing strategies or production strategies.

The study can also be used academically to investigate how developed strategies are in relation to industries and size of companies. The authors found some differences and similarities but if the number of companies would be increased then the research would be generalizable so that academic research can be used to identify general similarities and differences between companies and industries. The subject concerning strategies in digital and social channels is barley new and the authors feel that the research can be used as a ground stone in a number of academic research
6.4 Limitations
The limitations of this thesis is foremost the number of cases investigated. The author’s original plan was to investigate one small, medium, and large company in order to see if there was a difference between small, medium and large companies regarding the level of developed strategies they had, particular in Digital channels and Social Medias. However during the empirical collection phase the large company who had agreed on participating in our study declined one week before the scheduled interview. This left the authors to settle with two companies.

The authors were in contact with ten companies in total but eight of these declined participation, four of them with the explanations that they did not want to publicly share their strategies and the other four with the explanation that they did not have time to be part of the study. Another limitation was that the authors only got one interview at each company, even though two were planned. The reason for this was because the companies did not have time to allocate any more resource for our study. Since the study was of qualitative nature which focuses more on depth then getting a broader view of the research it affects the generalizability of the study. These three limitations have affected the generalizability of the study.

There were also time and economical limitations; we had limited time to do this study which may have affected the outcome of the study. The economic aspects were that we didn’t have enough resources to travel outside of Småland to conduct interviews which gave us fewer options of companies.
6.5 Future research
The modern time of digital and social media has only begun and the academic work concerning the subject rises along with it. The authors haven’t found articles that involve strategy development that connects the corporate strategy with the digital and social media strategies. Therefore the authors feel that the subject can be researched and looked into deeper in a number of ways.

One approach for a future research could be to increase the number of respondents in order to get a generalized picture of how well developed strategies companies in Sweden have. The author feels that a research of that kind could lead to results of how big companies have to be in order for them to develop specific strategies in areas concerning digital and social media. The results could also give reasons for why company’s needs to construct strategies and for whom they are important. The data could also give a picture of which industries the development is most important and vise versa.

Another way for the subject to be research further could be to measure the components of the strategies in order to know how well developed a specific strategy is and how it’s connected with the other strategies. The authors feels that a measurement would help companies to know what to strive for and how to conduct valid and good strategies that can provide employees with guidelines and milestones to work for on all departments of the company.

The authors also feels that a research that focus on the customers view of digital and social media networks could be interesting in order to know if the strategies and guidelines conveys the message that its constructed to do. This would help companies to identify what their customers actually think that they say and conveys on the internet by their digital and social media channels.

These are just some future research possibilities. The author’s thinks that research concerning the subject of strategies in digital and social media would be interesting and it could also provide useful information for all parties involved.
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Authors: Jarhult, Köhler
Appendix 1: Interview guide

Background
- What your position in the company?
- How long have you been working with the company?

Corporate strategy
1. Do you have an official stated corporate strategy?
   a. Yes   O  No   O
2. If yes, how is it developed?
3. Who are the participants in the development of corporate strategy?
4. How often do you evaluate your corporate strategy to determine if corporate objectives are met?
5. How is the corporate strategy reflected in the business on a day to day basis?
6. Mission: What’s the overall purpose of the company? What is central focus of the strategy?
7. Vision: What do you want to achieve in the next five year period?
8. Objectives: What are your short term objectives? What are your long term objectives?
9. Scope: Which customer segment is your main target group? Within which geographical boundaries do you work? What kind of internal activities are used in order to achieve the objectives?
10. Advantage: Does your corporate strategy help you to achieve competitive advantage?
11. According to you, what kinds of competitive advantages does your company hold?
12. Have you translated your corporate strategy into action plans?
13. How often do you review and update your corporate strategy?

Digital strategy
14. Do you have an official stated digital strategy?
15. Yes    O  No   O
16. If yes, how is it developed?
17. Who are the participants in the development of digital strategy?
18. How often do you evaluate your digital strategy to determine if corporate objectives are met?
19. Do you think that because of the continuous changes in the digital marketplace your digital strategy must be reevaluated once a year, less than a year or longer than a year?
20. Did your digital strategy require additional investment? If yes, do you consider the investment substantial? Do you think the investment was worth it?
21. How is the digital strategy reflected on a day to day business?
22. In which kind of channels are the digital strategy used? (Homepage, email etc.)
23. Is the digital strategy part of the corporate strategy? If no: how do you develop it independently?
24. Mission: what’s the overall purpose of your digital strategy? What is central focus of your digital strategy?
25. Vision: What do you want to achieve with the digital strategy within the next five year period?
26. Objective: What are your short-term objectives? What are your long term objectives?
27. Scope: Do you have a specific target group with the digital strategy? How do you work internally in order to communicate your digital strategy to your employees and customers?
28. Advantage: Does the digital strategy give you any competitive advantage? Or do you think it is a strategic necessity?
29. Have you translated the digital strategy into action plans?
30. How do you work in order to have an updated digital strategy? Because of the last question in part 1, this question may not be necessary to ask.

Social media strategy
31. Do you have an official stated social media strategy? You can reformulate these
32. Yes O No O
33. If yes, how is it developed?
34. Who are the participants in the development of digital strategy?
35. How often do you evaluate your digital strategy to determine if corporate objectives are met?
36. Do you think that because of the continuous changes in the digital marketplace your digital strategy must be reevaluated once a year, less than a year or longer than a year?
37. Did your digital strategy require additional investment? If yes, do you consider the investment substantial? Do you think the investment was worth it?
38. How is the social media strategy reflected in the business on a day to day basis?
39. In which kind of channels are the social media strategy used? (Facebook, twitter etc.)
40. Is the social media strategy part of the corporate and the digital strategy? If no; how do you develop it independently?
41. Mission: what’s the overall purpose with your social media strategy? What is central focus of your social media strategy?
42. Vision: What do you want to achieve with the social media strategy within a five year period?
43. Objective: What are your short-term objectives? What are your long term objectives?
44. Scope: Do you have a specific target group with the social strategy? How do you work internally in order to communicate your social strategy to your employees and customers?
45. Advantage: Does the social strategy give you any competitive advantage?
46. Have you translated the social strategy into action plans?
47. How do you work in order to have an updated social strategy?

If they answer no on question one on both digital and social media strategy the following questions will be asked.

1. Do you plan to develop a digital/social network strategy?
2. If no, how do you operate on digital/ social network platforms?
3. What’s the reason for not developing one?
4. If yes, do you plan to develop one within a one year period or more?
5. What was the reason for deciding to develop a digital/social strategy?
## Appendix 2: Summary corporate strategy; Hestra gloves and Kronfönster

<table>
<thead>
<tr>
<th>Company name:</th>
<th>Hestra Gloves AB</th>
<th>Kronfönster AB</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business core values:</td>
<td>Quality, history and tradition, gloves and crafts, authentic and responsible, sustainability and to be best in class.</td>
<td>Faster, cheaper and better.</td>
</tr>
<tr>
<td>Company size(number of employees and turnover, 2011):</td>
<td>44 employees and a turnover of around 230 million SEK</td>
<td>16 employees and a turnover of around 32 million SEK</td>
</tr>
<tr>
<td>Customer segment:</td>
<td>Active on both customer-to-business and business-to-business</td>
<td>Active on both customer-to-business and business-to-business</td>
</tr>
<tr>
<td>Produces:</td>
<td>They produce gloves that can be divided into three categories; sports gloves, walking gloves, and work gloves</td>
<td>They produce windows, doors and insulated enclosures in wood, PVC and aluminum</td>
</tr>
<tr>
<td>Corporate strategy statement (business idea):</td>
<td>The company's mission is to develop and sell the gloves for sports, walking and working. Our customers are retailers and chains to which retailers are connected. Its competitive edge is our well-established name, which stands for high quality and function, and our longstanding partnership with our suppliers. Investment in production and retail sales shall be made if it benefits the company. Scandinavia is the company's home market. Export efforts must occur at a rate that is balanced with respect to corporate resources.</td>
<td>Energy efficient windows; faster, better and cheaper</td>
</tr>
<tr>
<td>The mission of corporate strategy:</td>
<td>The mission is to produce the world greatest gloves, gloves that are useful to the customer without impacting the environment.</td>
<td>The mission is to produce and sell customized windows and doors for a better price than competitors but with better quality and with faster delivery.</td>
</tr>
<tr>
<td>The vision of corporate strategy:</td>
<td>The vision is to increase the production capacity and to find new possible markets where they can expand their sales and they also want to develop new production categories and models so they can become the world greatest glove producer</td>
<td>The vision of the company is to keep striving to continue to meet the gazelle price requirement and also to keep evolving their business even further by finding new markets,</td>
</tr>
<tr>
<td>The objectives of corporate strategy:</td>
<td>The long-term goal is that they want to become a world class company which works on the whole global market that produces the best gloves in the world. The short term-goal is to continue to grow into new markets and to reach the current sales budgets.</td>
<td>The long-term goal of Kronfönster is to be able to reach a growth in turnover around 30 % each year in order to qualify as a winner to the gazelle price and to continue to deliver doors and windows that can be customized any way the customer wants it to be. The short term goal is to be able to reach to grow into new markets and increase the turnover in the same amount as previous years and also to reach the current sales budget goals.</td>
</tr>
<tr>
<td>The scope of corporate strategy:</td>
<td>Hestra gloves scope is mainly to deliver sports gloves to the whole world that protect the users from both cold and warmth. The Scandinavian is the main market and there is the scope is to deliver the best possible gloves in all three categories.</td>
<td>Kronfönsters scope is to deliver windows and doors that’s cheaper, better and delivered faster than competitors. Kronfönster business is in Sweden and there are some exports to England, Norway, Finland, Greenland and Denmark</td>
</tr>
<tr>
<td>The Competitive advantages of corporate strategy:</td>
<td>The competitive advantages that Hestra gloves holds are their well-established name, the quality of the gloves, the knowledge within the company, the</td>
<td>The competitive advantages that Kronfönster holds are mainly their core values; better, cheaper and faster. That is their ability to provide fast delivery,</td>
</tr>
</tbody>
</table>
techniques that’s used to produce the gloves and the function of the gloves. Another important advantage is also the solid and long-lasting partnerships they have with their suppliers. produce products with good quality and being price leaders within our industry. Another advantage that Kronfönster holds is that they have products that suit all customers with a broad range within both quality and price.

Appendix 3: Summary digital strategy; Hestra gloves and Kronfönster

<table>
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<tbody>
<tr>
<td>Business core values:</td>
<td>Quality, history and tradition, gloves and crafts, authentic and responsible, sustainability and to be best in class.</td>
<td>Faster, cheaper and better.</td>
</tr>
<tr>
<td>Digital strategy statement (digital guidelines):</td>
<td>Breath quality, reinforce the impression, be easy to navigate, view the entire collection, show information and history and give everyone an equally chance to buy the gloves</td>
<td>Provide the visitors with information about the company, our brand and our products; the goal is to capture the visitor’s attention and keep them interested. By our digital channels we want to make it easy for the visitors to guide themselves through what kind of windows/doors they could or should use and what quality and price we can offer</td>
</tr>
<tr>
<td>Digital channels where the strategy is used:</td>
<td>Homepage</td>
<td>Homepage</td>
</tr>
<tr>
<td>The mission of the digital strategy:</td>
<td>The mission of the digital guidelines is to show the breadth, knowledge and all the special skills which the company possess. The main mission according to the respondent was to communicate what the company is and what it stands for.</td>
<td>The mission of the digital guidelines is to provide possible customers with information about the company, the brand and their products in form of price, quality and delivery speed. The main mission is to communicate Kronfönsters solutions and to direct customers to the homepage.</td>
</tr>
<tr>
<td>The vision of the digital strategy:</td>
<td>The company’s vision is striving to be up to date with technology and to increase the number of visitors on the homepage</td>
<td>The company’s vision is to move even more of their business to the digital world. They strive to get everything digitalized in order to make the information flow clearer between them and their customers</td>
</tr>
<tr>
<td>The objectives of the digital strategy:</td>
<td>Not specified</td>
<td>The increasing use of digital technology and erasing errors is both Kronfönster short- and long-term goals</td>
</tr>
<tr>
<td>The scope of the digital strategy:</td>
<td>The main scope of the digital channels is the end-consumer. The digital channels are also used to give information to suppliers and partners.</td>
<td>The main scope of the digital channels is the end-customer.</td>
</tr>
<tr>
<td>The competitive advantages of the digital strategy:</td>
<td>Hestra Gloves main advantages are the history and the knowledge that the company possess and the homepage is the channel where the organization is reflected as a whole. Kronfönsters main advantage is their digital technology, in form of their customization possibilities and web shop</td>
<td></td>
</tr>
</tbody>
</table>
### Appendix 4: Summary social media strategy; Hestra gloves and Kronfönster

<table>
<thead>
<tr>
<th>Company name:</th>
<th>Hestra Gloves AB</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Business core values:</strong></td>
<td>Quality, history and tradition, gloves and crafts, authentic and responsible, sustainability and to be best in class.</td>
<td>Faster, cheaper and better.</td>
</tr>
<tr>
<td><strong>The social media strategy statement (guidelines):</strong></td>
<td>Hestra Gloves want to communicate the personal connection between the end consumer and the company, where we can reflect what type of people that uses our products and also that the ones that works at Hestra Gloves actually is active in winter sports and use the products themselves on a daily basis.</td>
<td>Kronfönster wants to communicate that we hold all three advantages; cheaper, better and faster. We also want to interact with our customers and inform them of news regarding windows; material, campaigns, quality and function etc. and at the same time deliver good service and support.</td>
</tr>
<tr>
<td><strong>The social media channels where the strategy is used:</strong></td>
<td>Facebook</td>
<td>Facebook and blog</td>
</tr>
<tr>
<td><strong>The mission of the social media strategy:</strong></td>
<td>The mission of Hestra Gloves social media network usage is to show what type of users that use their products, what the company stands for, what the brand stands for, news, being interactive with customers, have a working support and also to deliver service.</td>
<td>The mission of Kronfönster social media guidelines are to be able to show how the company works in order to produce better, cheaper and faster products and Kronfönster use their social media networks to display information about the company, manage customer relationship, share news and to maintain support and service for their possible customers.</td>
</tr>
<tr>
<td><strong>The vision of the social media strategy:</strong></td>
<td>The vision at Hestra Gloves is to keep being active on social media and to keep their quality standard that permeates the whole organization on all their future possible social media networks.</td>
<td>Kronfönsters vision it to evolve their knowledge and working techniques but they focus on being active where their customers are active and if they continue to be active on social media networks then so will the company.</td>
</tr>
<tr>
<td><strong>The objectives of the social media strategy:</strong></td>
<td>The long-term goals are focused on continue to evolve their working technique and to find new trends in social media which can be used to strengthen their brand and relationship with customers. The short-term goals are focused to improve their social media usage as good as possible for the visitors.</td>
<td>The company will try to follow the trends within social media and both the short-term and long-term goals are concerned with continuing to research on how to work and what to display on social media networks in order to reach as many customers as possible and handle the interactive relationships as efficient as possible.</td>
</tr>
<tr>
<td><strong>The scope of the social media strategy:</strong></td>
<td>The scope with social media at Hestra Gloves is that the Facebook page is for private customers in the first place, and there is more of a personal connection to the end users.</td>
<td>The company’s main scope with their social media usage is focused to the end-customers</td>
</tr>
<tr>
<td><strong>The competitive advantages of the social media strategy:</strong></td>
<td>Hestra Gloves competitive advantages are to show their company, its core values, the brand and the users of their products on their social media networks.</td>
<td>Kronfönsters competitive advantages when it comes to social media are mainly their ability to have employees that control and manage their social media networks.</td>
</tr>
</tbody>
</table>
Linnaeus University – a firm focus on quality and competence

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

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