Achieve world-class through social media

- a study of Örnsköldsvik’s municipality’s citizen participation

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ABSTRACT

Are you aware of the changes taking place where you live? Have you ever thought: “I want to change that and make my voice heard?” But how do you get a hold of the decision makers, and if you do, would anyone listen? These are questions that an operational team of Örnsköldsvik’s municipality has considered. This operation is named Världsklass 2015 and is a development work and a platform where the citizens together can contribute to Örnsköldsvik’s future growth in an increasingly competitive world. Our degree project is conducted towards this operation within Örnsköldvik’s municipality. Världsklass 2015 team’s task has, among other things, been to increase transparency and responsiveness between the municipality and its citizens. But which media should be used to reach the inhabitants?

Social media has been on the rise the last decade and with it the power relation between companies and customers has changed. Through social media customers have been empowered. The main purpose of this degree project is to examine a municipality’s citizen participation within a particular operation with help of social media. Citizen participation can be achieved by building a stronger relationship between the municipality and its citizens and improving the two-way communication. We have chosen to look at citizen involvement from a view of the competitive business environment, where it is crucial to maintain a good relationship with its customers. Our conclusions aim to function as a framework in the municipality’s on-going development of strategies regarding social media and citizen participation. Our research question is formulated as such:

How can a municipality create participation among citizens via social media for a development operation?

Our research question is answered through four sub-purposes. With these sub-purposes we analyse our findings, where the conceptual framework later on is developed into key insights. We use these to formulate our recommendations to Världsklass 2015 who then can utilize them to improve their communication and relationship to the citizens. We have chosen to use a mixed-methods approach to reach the citizens and to collect relevant data from representatives of the municipality. Our qualitative research is based on three semi-structured interviews with the municipality’s employees, the manager of the information department at the municipal administration, the web manager and the manager of Världsklass 2015. In the quantitative study we received 84 survey responses from the citizens. The analysis and conclusion of our empirical findings will be validated through relevant theories on relationship marketing, customer involvement, relationship marketing, citizen participation, CSR-strategies and e-government.

The main conclusion from this degree project is that the municipality of Örnsköldsvik has realized that it is important to have a purpose in the use of social media. We can confirm a strong interest from the citizens regarding the municipality’s existence in social media. Further they need to improve their two-way communication and encourage the citizens to participate in the municipality’s social media forums to improve citizen participation.
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1. INTRODUCTION

In this first chapter we will introduce the reader to our topic and give a hint of what the thesis is about. Some important topics of the study will be introduced more in depth in separate parts. Further we are going to motivate our research gap. We will also define our research question and our main purpose and sub-purposes for the degree project. The chapter continues with delimitations and introduces the following chapters in a disposition. We end the chapter with some definitions we regard as important in the understanding of our thesis.

The emergence of social media has in the last decade changed the way we communicate and interact with one another. Governments and businesses alike have in many cases been forced to adapt to this new environment where information is distributed in a rapid pace. When used properly the social media is a beneficial tool that can reach a wide audience. In a global interactive world it is crucial for a company to stay connected and to be aware of changes and new information that is emerging around it (Brown, 2009, p. 4). If a company is not open to its external environment, and thereby closed to the information feeds, cooperation and networks surrounding it, the enterprise will surely not survive in this new information age, or to be more precise, the digital age. In our opinion the same thing goes for governments and its bodies. To stay attractive and prosperous a municipality is as obliged to perform well for its citizens as a company is for its customers.

An increasingly popular way of reaching new customers and to receive customer feedback is for companies to use social media through the Internet. Social media also has a rising importance in engaging customers (Woodcock et al., 2011, p. 51). These social media tools, such as Facebook and Twitter, are operated through a platform called Web 2.0. Originally made famous by O’Reilly (2007), the Web 2.0 system is a web based secondary generation tool with more focus on how the World Wide Web can be used as a service provider, a co-operative where users can both interact and develop unique data through their own means and as a mean to harness collective intelligence (Kaplan & Haenlein 2010, p. 61).

One of the concerns for a municipality is to make the citizens involved in the decision making process, this is mostly done through representatives working for the municipality. But there also has to be a certain degree of integrated participation from the inhabitants themselves, especially when it involves decisions that will affect the whole population. This is where the function of social media comes in. By being active on different social media forums communities will increase their output of information to its citizens by being active where they exist (Baranov & Baranov, 2012, p. 15).

We need to understand in what way municipalities in Sweden sees its citizens. Follett and Graham (1995, cited in Hand & Ching, 2011, p. 367) and Farmer (2003, p. 206) speak of the “speaking-from power” and “speaking-to power” meaning that there are two parts in a relationship. One party is in authority over the other thus speaking from power and one is in a position of inferiority and is therefore speaking to the power, where municipalities up until recently have been in a clear position of power. This relationship has changed according to Farmer (2003, p. 206) more leaning towards equality in communication
between the municipality and its citizens, much due to the progression of social media (Hand & Ching, 2011, p. 367).

Furthermore, another way to provide information through social media is to use it not only to give, but also to receive information from citizens. Engaged inhabitants who want to give their view on projects and events arranged by the municipality can be a valuable resource in the communities’ development. With the emergence of social media municipalities have new conditions for how to reach its citizens and how to make them involved in the municipality’s work. Terms as the Web 2.0 have given the municipalities tools for reaching citizens by transparency and citizen participation. e-government has been a term for this digital interaction between municipalities and citizens that will lead to increased accountability (Bonsón, 2012, p. 123). Örnsköldsvik’s municipality is one of these municipalities that strive for increasing its citizen participation with the help of social media tools.

1.1 Örnsköldsvik and the development operation Världsklass 2015

Örnsköldsvik is a municipality located in the northern part of Sweden and we have chosen to write our degree project on commission for them. The city is relatively small in size and is originally a town with a variety of industries. Örnsköldsvik’s municipality wants to increase the interaction with their citizens and also the number of citizens participating in activities and projects within the municipality. One of their main challenges is for them to increase communication and participation through the social web. The proportion of people moving to and from the municipality according to the population is the second lowest in Sweden (Sweco Eurofutures, 2009, p. 14). This is one of the top reasons why the development operation, called Världsklass 2015 (in English: world class), exists.

The work of Världsklass 2015 is about Örnsköldsvik seeking to develop the region to a world-class community. Världsklass 2015 is a development platform and an arena where everyone can participate; citizens, businesses and public organisations. The work is characterized of diversity, participation and openness (Örnsköldsvik, 2012d). Challenges for the future of Örnsköldsvik are about building a labour market region together with Umeå, cope with the long-term supply of skills in a global world and to manage the climate and energy issues. Their goal is also to become better at innovation and renewal and the municipality needs to create long-term growth (Örnsköldsvik, 2012e). Världsklass 2015 enables people to meet and supports projects that the citizens want to work with in connection to the listed challenges (Vanja, 2013, March 21, personal communication). In an analysis Sweco Eurofutures (2009, p. 8) has made for Örnsköldsvik they have listed conditions for a prosperous region that Örnsköldsvik ought to reach for; reachability - physical and in the networks, closeness, life quality and attractiveness and mobilization - ability to include. These are factors that need to be included when working with Världsklass 2015. The municipality has seen stagnation in the number of citizens involved in the development operation the last years. The two groups where they see a lack of participation are especially immigrants and youths (Sweco Eurofutures, 2009, p. 18). Suggestions that Sweco Eurofutures (2009, p. 18) has for Örnsköldsvik are to let in youths in the work through the social web, to reach expatriates via the social web and to use the
tools of the social web in some areas instead of the traditional working groups. According to Sweco the social media, also called Web 2.0 and the social web, is a phenomenon that can contribute to great changes and possibilities for Örnsköldsvik’s municipality. The focus of this study will be to examine how to make use of social media to evoke citizen participation in Örnsköldsvik’s municipality.

1.2 Web 2.0: Social media

Web 2.0 began in the late 90’s (Kambil, 2008, p. 56) and is a fairly new way to use the World Wide Web (Kaplan & Haenlein, 2010, p. 61) for the second-generation (Bonsón et al., 2012, p. 123). Internet became a collaborative platform (Kambil, 2008, p. 56) with social media as a group of web-based applications or a platform built upon ideological and technological foundations of Web 2.0. This platform involves social interaction such as micro-blogging and other types of social networking (Kaplan & Haenlein, 2010, p. 61; Chu, 2011, p. 30). This new web led to increased transparency (Kambil, 2008, p. 56) since it allowed interactions where people can share, create and change information on different platforms. The phenomenon grows more and more today among all ages. This technological change in how people exchange information has in turn led to a change in how people communicate, where new communication channels are emerging frequently (Brown, 2009, p. 4).

Social networks have now become a global movement where a majority of people in the first world countries manages a social networking profile (Hutton & Fosdick, 2011, p. 564). According to Andzulis (2012, p. 305) there has been a slower adoption on the organisational level to these technologies, but the organisations are quickly seeing the potential to use it. Managers have seen the power of these media at a consumer level and now want to use the ability to spread their message through these tools.

1.3 Municipalities communication within social media

The corporations’ communication with customers has gone from integrated marketing communication to relationship communication (Finne & Grönroos, 2009, p. 179). We think municipalities also should use relationship communication to adapt to the new world with a new strategy of communication to reach their citizens. Finne and Grönroos (2009, p. 180) propose an outside-in consumer centric perspective which allows improved integration. Marketing communication should focus more on the receiver in the communication process since “relationship marketing is based on an on-going cooperation between the customer and the supplier” (Finne & Grönroos, 2009, p. 182). Relationship communication is also about creating long-term relationships with the receiver and to facilitate meaning creation through integration.

Authorities establishing themselves in social media are somewhat different than companies and individuals operating in social media according to Klang and Nolin (2011). Government bodies are bounded by regulated systems compared to businesses that are more flexible when operating with these networks. The systems define the relationship between the citizens and those contacting the authorities. Especially Swedish municipalities...
are first movers in dynamic regulations for the use of social media and the Swedish ‘E-delegation’ contains specific guidelines (Klang & Nolin, 2011). Klang and Nolin (2011) stress the conflict between transparency and interaction that has arisen when municipalities have started acting in social media.

Bonsón et al. (2012, p. 123) mean that municipalities will use Web 2.0 to enhance transparency and citizen participation where transparency have been highlighted together with accountability as key element of good governance (Kim et al., 2005, cited in Bonsón et al., 2012, p. 123). The tools within Web 2.0 can according to the Organisation for Economic Co-operation and Development (OECD, 2007, p. 6) engage electors, exchange political views, provoke debate and share information on societal and political questions. These digital interactions between government and citizens are nowadays named e-government and will lead to improved citizen participation, better democratic values and increased accountability and transparency from governments. With these interactions citizens’ ability to directly influence government decision-making will increase. The new communication technologies have improved peoples’ processes to search and select information from governments (Ahn & Bretschneider, 2011, p. 414). e-government leads to communication from citizens to government and e-participation will increase residents trust in the government (Tolbert & Mossberger 2006; Welch et al., 2005, cited in Ahn & Bretschneider, 2011, p. 415).

1.4 Research gap

For a company it is important to have a customer focus, for a municipality it should be even more important to have a focus on its citizens. Today we live in a digital world where social media have become a part of our daily life and companies reach and interact with their customers through this media. We believe municipalities also need to adapt this kind of relationship building and interact through the web with a marketing perspective. To further make the citizens more involved in decisions and projects the challenge is to make them engaged and involved in specific projects and development areas, as for example Örnsköldsvik’s municipality’s development operation Världsklass 2015.

Since the Internet, the Web 2.0 tools and social media are evolving continuously (Bonsón, 2012, p. 130; Sandoval-Almazan & Gil-Garcia, 2012, p. 73) earlier research are not valid forever which shows that this is a current topic where a lot of more research can be done (Andzulis, 2012, p. 314). There is definitely a gap in the theories on how to apply social media effectively towards a municipality reaching its citizens (European Commission, 2009 cited in Bonsón et al., 2012, p. 124). Sandoval-Almazan and Gil-Garcia (2009, cited in Sandoval-Almazan & Gil-Garcia, 2012, p. 73) say that some municipalities use these technology tools now but there is a lack of a clear strategy. A strategy may lead to better results for the municipalities. The need for this is obvious in Sweden where over 50 per cent of the population actively uses Facebook, therefore we hope to be able to develop strategies in our degree project. Klang and Nolin (2011) further stress the actual use of social media for municipalities and question if it is used for creating transparency or interaction. We have seen a not yet fully researched area where it is not clear how municipalities should use the media, it is only stated that it is important for the relationship
building. Less examined is how municipalities will increase participation and collaboration among citizens through social media, it can be done and needs to be done (Bonsón et al., 2012, p. 131), but it is not examined how to succeed (Alavi et al., 2011, p. 42). The Marketing Science Institute (MSI, 2013) develops every two years a list of priorities for research with input from their member company Trustees and academically schooled leaders. The topics that become selected for priority include importance for marketers and need for more research-based knowledge. Regarding our topic for research we base it partially on MSI’s (2013) subject for priority: “Trust between people and their institutions and in social networks”. The priority is about creating trust among citizens to their governments through for example social media (MSI, 2013), where social media is a fairly new phenomena and tool for local governments. Further OECD (2013) is looking on how to increase participation and ensure more transparency in their design of public services and policies. Dixon (2010, cited in Bonsón et al., 2012, p. 128) means that it is important to get an overall view of the dialogues between local governments and citizens to see if there is corporate dialogue in any form.

After searching among a number of studies and documents within the field we found it interesting to gather the topics that need more research into our study; the use of social media for municipalities, how to increase participation in a municipality and how the tools of social media will help municipalities to increase the participation and collaboration among citizens. We found the constituent, Örnsköldsvik’s municipality, Världsklass 2015, and the task given by them both interesting and intriguing. We thought the task of increasing the citizen participation was intriguing mainly because we realized quickly that questions regarding where to apply social media, and in what form, is a topic frequently discussed in many journals and papers. However, there are still not many models and theories that are generally accepted as common knowledge. Further, we found it to be a hard task to find citizen participation and citizens’ involvement in decision-making and in particular projects and operations among articles and studies made by OECD. The constituent Örnsköldsvik’s municipality is in our opinion a perfect employer for a task such as this. It is an open and prospective community with a positively competitive spirit and we are sure that they will provide us with anything we might need to succeed in our investigation.

1.5 Research question and purpose

Due to the problem background we have defined the following research question:

*How can a municipality create participation among citizens via social media for a development operation?*

The overall purpose of this study is to understand how to effectively use communication strategies within social media for Örnsköldsvik’s municipality to strengthen relationships with their citizens and to increase the citizens’ participation in the municipality’s development operation.
Our expected theoretical contribution for this degree project is to see how municipalities can use social media as a tool for increased citizen participation in projects and other development areas. The expected practical contribution is to provide Örnsköldsvik’s municipality with knowledge on how they with social media can increase participation from their citizens in their development operation Världsklass 2015.

1.5.1 Sub-purposes

To be able to more clearly understand our chosen research question we have conducted the following sub-purposes:

- To review existing theories and formulate a conceptual framework including how to create citizen participation and how municipalities use social media.

- To examine the municipality’s use of social media and in what way they plan on building relationships and increasing participation through this media.

- To examine the citizens’ use of social media and their view on how the municipality communicates the operation Världsklass 2015, and how they make the citizens involved. We are also going to review whether the citizens themselves have any inputs on how to improve the communication.

- To investigate in what way the two parties could be able to work in coherence with each other, and through cooperation facilitate the communication in both directions.

In figure 1 below we show the relationship between the four sub-purposes, where sub-purpose one will help us examine Örnsköldsvik’s municipality and the citizens as the sub-purposes two and three include. When we have fulfilled sub-purpose two and three it will enable us to fulfil sub-purpose four.
How can a MUNICIPALITY create PARTICIPATION among CITIZENS via SOCIAL MEDIA for a development project?

Sub-purpose 1: To review existing theories and formulate a conceptual framework including how to create citizen participation and how municipalities use social media.

MUNICIPALITY - SOCIAL MEDIA

Sub-purpose 2: To examine the municipality’s use of social media and in what way they plan on building relationships and increasing participation through this media.

CITIZENS – SOCIAL MEDIA

Sub-purpose 3: To examine the citizens’ use of social media and their view of how the municipality communicates the operation Världsklass 2015, and how they make the citizens involved. We are also going to review whether the citizens themselves have any inputs on how to improve the communication.

PARTICIPATION

Sub-purpose 4: To investigate in what way the two parties could be able to work in coherence with each other, and through cooperation facilitate the communication in both directions.

Figure 1: Connection between the sub-purposes. Source: The authors.

1.6 Delimitations

We have chosen to write our thesis towards Örnsköldsvik’s municipality and to focus on their particular operation Världsklass 2015. Our thesis is therefore delimited to this specific municipality and its operation. The research will be conducted on the municipality’s use of social media and the views of the citizens of Örnsköldsvik and also on the citizens’ behaviour and attitudes towards the municipality’s use of social media. In our degree project we have focused to examine how Världsklass 2015 can increase the number of citizens involved in their projects with help of social media. Therefore we have not examined how municipalities can increase participation overall. Further due to our limitation to investigate social media and communication we will not take into account any financial aspects of the development operation, which will delimit one dimension in our research on Världsklass 2015 and the citizens.

There are a lot of different platforms included in the concept social media and we have chosen to look upon Facebook, Twitter, blogs, Instagram, YouTube and to some extent LinkedIn in combination with Världsklass 2015. Facebook, Twitter and blogs are the most used platforms but pictures and videos, which are the purposes of YouTube respective Instagram, are gaining more and more recognition on the platforms of Web 2.0. Therefore we believe it is important to examine these media features as well in relation to Världsklass 2015. When we use the term social media we refer to our chosen platforms, except for
when regarding existing theories. According to our above mentioned choices we cannot
generalize our result into all platforms within the concept social media.

1.7 Disposition

In this study we will continue with a chapter providing knowledge about the Internet
development and its usage. We will explain the use of social media in Sweden and describe
the term and some of the platforms of social media that we have chosen to look at in our
degree project. Next there is a chapter about the city and the municipality Örnsköldsvik,
also describing the development operation Världsklass 2015 and municipalities’ guidelines
for social media.

The disposition of the degree project will thereafter follow with a scientific method
describing our scientific approach, research design and choice of theories. After the
scientific method follows our theoretical framework, with a discussion about theories that
will enable us to answer our chosen research question and the sub-purposes. Further the
study includes a practical method, where we describe our steps in a qualitative and a
quantitative research. We argue for our choices of data collection, sample and describe
which access we got in the study. We have chosen to do a qualitative interview with
employees at Örnsköldsvik’s municipality and a quantitative survey with citizens in the
region. After the practical method follows the empirical findings that will present the
results from both research methods.

Later on comes the analysis of our empirical findings discussed in relation to the theory.
After the analysis we were able to draw conclusions of our findings in relation to our
research question and sub-purposes. The degree project ends with a chapter of
recommendations, both practical that will be adaptable for Örnsköldsvik’s municipality and
theoretical for further research. A reference list is included and an appendix with the
interview guide, the survey questions and with diagrams excluded from the quantitative
empirical findings.

1.8 Definitions

The Internet: A global IT-system used for sharing of information back and forth via an
interconnected, digital network of computers (Zegna & Pepper, 2005).

Web 2.0: “A platform whereby content and applications are no longer created and
published by individuals, but instead are continuously modified by all users in a
participatory and collaborative fashion” (Kaplan & Haenlein, 2010, p. 61).

Social media: “A group of Internet-based applications that build on the ideological and
technological foundations of Web 2.0, and that allow the creation and exchange of user-
generated content” (Kaplan & Haenlein, 2010, p. 61). The applications of social media that
we have chosen to look at in our study are Facebook, Twitter, blogs, YouTube, Instagram
and LinkedIn.
**e-government:** e-government is meant to improve a government’s relations to its citizens with help from information and communication technologies (OECD, 2005a), and can for example provide access to information from the government for citizens (OECD, 2005b, p. 5).

**Government 2.0:** Government 2.0 means being citizens-centred and open for a two-way interaction between the government and its citizens. The term is used to cultivate enthusiasm and to make the citizens contribute more to their community (Australian Government Information Management Office [AGIMO], 2009, p. xii). “Technology and social tools are an important part of this change but are essentially an enabler in this process” (AGIMO, 2009, p. 2).

**Participation:** Our used explanation of participation is people involved within and contributing to e.g. a project and who gives inputs and takes part in the development and process of the work.

**CRM:** Customer Relationship Management; Management of customer information in databases with the purpose to build long-term relationships with customers by responding to the individual (Alavi et al., 2011, p. 36).

**e-CRM:** Electronic Customer Relationship Management; a system managing customers’ conversations and posts in online communities in order to form strategies for how to contact customers online (Baranov & Baranov, 2012, p. 17).

**CM:** Cause-related Marketing; “The distinctive feature of CRM is the firm’s contribution to a designated cause being linked to customers engaging in revenue-producing transactions with the firm” (Varadarajan & Menon, 1988, p. 59).
2. THE INTERNET DEVELOPMENT AND SOCIAL MEDIA USAGE

In this chapter we introduce the foundations of the Internet development and explain the use of Internet and social media because we see this as an important introductory outline for the thesis. We further describe the chosen social media platforms for this degree project.

2.1 Internet

The most basic definition, explained by Zegna and Pepper (2005) of what the Internet offers and does is; “It requests for information and the servicing of such requests, which forms the relationship between the two types of computer using the Internet: clients and servers” (Zegna & Pepper, 2005). This means that in the end it is a sharing of information back and forth via an interconnected, digital network of computers (National Science Foundation [NSF], 2013).

Internet is a global IT-system that has gone from being a mere research tool to becoming the biggest media and communication tool in the world (Zegna & Pepper, 2005). The Internet provides access to everything from commerce and news feeds to banking and investment activities. Goods, services and money transactions are instantly available through this infinite source of information (NSF, 2013).

2.2 The Swedish usage of Internet

Sweden is first-movers in the world regarding the use of social media (Klang & Nolin, 2011). During the first quarter of 2012 79 per cent of youths between 16-24 years had used their mobile phone to participate in social networks such as Facebook and Twitter according to a survey from the Swedish Department of Statistics (Statistiska Centralbyrå, [SCB], 2013, p. 36). Furthermore it is showed in the survey (SCB, 2013, p. 9) that totally 6,6 million people in Sweden had access to a computer in their home 2012, which corresponds to 94 per cent of people in the age 16-74. Almost the same number of people did also have access to Internet during the year 2012. It was 80 per cent of the Swedish people who used Internet every day during 2012 where email is the most used tool. Three quarters of the population have downloaded information from authorities’ websites and nearly the half of the population have downloaded forms from the authorities’ websites. Now it is common that people connect to Internet outside their home through a smartphone or a mobile phone, which 59 per cent of the population do. On the other hand 30 per cent of the Swedish population had problems with bad broadband coverage or low speed during the first quarter of 2012 (SCB, 2013, p. 9). It is a clear pattern of differences between groups. The study shows that low educated people have lower access to Internet and they use Internet to a lower extent. Nearly all students and acquisition workers have access to Internet at home (SCB, 2013, p. 10).
2.3 Web 2.0: Social media

Web 2.0 is a new way to use the World Wide Web (Kaplan & Haenlein, 2010, p. 61). Kaplan and Haenlein (2010, p. 61) describe Web 2.0 “as a platform whereby content and applications are no longer created and published by individuals, but instead are continuously modified by all users in a participatory and collaborative fashion”. Applications as Facebook, YouTube and Wikipedia are social media, but also all the new sites in cyberspace that are emerging every day (Kaplan & Haenlein, 2010, p. 61).

2.3.1 Facebook

The fourth of October 2012 was a milestone for the social network company called Facebook and its founder and current CEO Mark Zuckerberg. According to Vance (2012) they have now reached over one billion users worldwide. Facebook started in Zuckerberg’s Harvard dorm room and was originally an internal network between different houses on the Harvard premises and campus group list-servers. The website saw a massive increase in active users going from one million in 2004 to 750 million users in 2011. Today the site is constantly updated “on the fly” with new features by efficient engineers instead of, like many other websites, doing occasional major changes by shutting the page down a couple of hours for reconstruction. Swedish women spent on average 81 minutes per day on Facebook while men spent 64 minutes on average in 2012. In Sweden there are over 4.5 million Facebook users which are more than half of the country’s population (Denti et al., 2012, p. 5). Facebook has some of the most advanced software and hardware systems in the world, capable of processing 2.7 billion “likes”, 300 million photo uploads and 2.5 billion status updates per day just to mention a few of the features available (Vance, 2012).

The competitive advantage Facebook has over its competitors is that it is user friendly and easy to sign up to and learn how to manage your page. The website gives easy access to all sorts of information and it is possible for both companies and private persons to promote themselves to a particular target group through ads and applications (Denti et al., 2012, p. 8). But the most prominent advantage according to us is its reach, a network is nothing without its connections and more users create more knowledge, which in turn creates value. With a billion users Facebook can consider itself to be very valuable (Vance, 2012).

2.3.2 Twitter

Twitter is a micro blog where the users are capable of writing up to 140 characters and “follow” other people while discussing different added topics and opinions. In 2010 Twitter had 41.7 million user profiles and 106 million tweets and is increasing in a rapid pace. Twitter accounts are operated in the same way as the personal profiles at Facebook where you can post updates but with one difference, the relationship of following and being followed requires no reciprocation. Through “Trending topics” Twitter measures which discussion subject that is most popular and which people that is “tweeted” or talked about the most (Kwak et al., 2010, p. 591). The number of Twitter users in Sweden is reaching 10 per cent of the population. In the beginning being considered a forum for well-educated and influential people Twitter is now becoming more and more common for everyday people as
well. Research indicated that there were close to 300 000 people actively twittering in Sweden in 2012, meaning only 3 per cent of the population (Andersson, 2012).

2.3.3 Blogs

Researchers at Stanford University and University of California mention weblogs as “frequently updated webpages with a series of archived posts, typically in reverse-chronological order” (Schiano et al., 2004, p. 1143). An easier way of describing blogs is a digital diary which is posted either on your own personal homepage or through a “blog portal” where the specific website provides tools for the people blogging so they can create their own unique blogging style with easy means (Schiano et al., 2004, p. 1143).

Blogs are the ultimate marketing tool for anyone who wants to promote themselves and gain reputation fast. The popularity of blogs also favours companies who can buy a commercial spot on the blog page and through this media reach millions of people every day if the blog is famous enough (Schiano et al., 2004, p. 1144).

2.3.4 YouTube

YouTube is a social network and a website where videos are posted. The website was opened in February 2005 and was founded by some employees at the company PayPal. YouTube is now owned by Google. In March 2010 24 hours video was added per hour and in May 2010 YouTube had two billion views per day (YouTube, 2010). On YouTube people can experience different types of videos in order to maintain social relationships. Lange (2007, p. 361) means that “people who do not regularly participate on YouTube may not understand why people watch seemingly poor quality or odd videos on the site”. But she has found that the videos serve important social functions and may not be judged only by their technical functions (Lange, 2008, p. 361).

2.3.5 Instagram

Instagram is a free mobile application and a social media platform where people share photos with each other. The users can take photos, choose filters and share pictures through a number of social media platforms such as Facebook, Twitter and Flickr (Frommer, 2010). Instagram was launched in 2010, in the beginning only for Apple’s iOS platform and in early 2012 also for the Android platform. In 2012 Instagram had more than 30 million registered accounts according to McNely (2012, p. 2). Instagram has skyrocketed in popularity and in 2011 Apple named Instagram “App of the year”. In 2012 Facebook acquired Instagram for $1 billion in cash and stock. Instagram includes a reverse-chronological timeline and the possibility to like, comment and tag the photos for an interaction between the users. Instagram is available on the web but is initially designed to be used only on mobile devices. Instagram may be used by organisations to shape image-power (McNely, 2012, p. 2).
3. ÖRNSKÖLDSVIK, VÄRLDSKLASS 2015 AND THEIR USE OF SOCIAL MEDIA

Örnsköldsvik is a town in northern Sweden at ‘Höga kusten’ (the high coast) and is an old industrial town. In this chapter we talk about the city of Örnsköldsvik and how Örnsköldsvik works as a municipality. Further we go deeper into their use of social media and into the development work Världsklass 2015. We end this chapter with a description of Swedish municipalities’ use of social media.

3.1 Örnsköldsvik as a city

Örnsköldsvik is a township located close to “the high coast” along the east coast in the province of Ångermanland and the county of Västernorrland, in northern Sweden. Despite its relatively small size, with a population close to 60 000 people, the municipality has a big industry sector with many international companies. Despite being in the forefront in many areas Örnsköldsvik has had weak flows of citizens moving in and out of the community, according to information at Örnsköldsvik’s municipality’s web page (Örnsköldsvik, 2013a). The city is regarded as a community on the rise, with entrepreneurship, creativity and innovation as leading words and with a focus on value creation and enterprise spirit both in the private and public sector. With a close connection to all kinds of nature, Örnsköldsvik is known for the easy access to both the sea with beautiful beaches in the summer, as well as the never-ending forests and mountains of the north in its national park. These conditions make Örnsköldsvik a dream location for many tourists from both Sweden and abroad (Örnsköldsvik, 2013c). In relation to its nature, another important factor is that Örnsköldsvik (2013a) also actively works on improving its sustainable development to create awareness and citizen involvement from an ecological, social and economic perspective.

The city has a great development focus and cooperation is important for the municipality. ‘Botniabanan’, the newly developed railway track, has made it possible with communications through the region so that the citizens can live in one place but work and study in another. The beautiful nature has been a great access for Örnsköldsvik, with the contrast between snow and skiing in the winter and beaches and sun in the summer. The city belongs to the world heritage ‘Höga Kusten’ (the high coast) and has the national park ‘Skuleskogen’ close by (Örnsköldsvik, 2013c). The high coast is according to Örnsköldsvik’s municipality’s website (Örnsköldsvik, 2012a) the highest and steepest coast along the entire Baltic Sea and is a particular archipelago with the deep bays and jagged rocks, dense forests and white beaches.

3.2 Örnsköldsvik as a municipality

The municipality of Örnsköldsvik is the city’s biggest employer with more than 5000 people working there. Some of the responsibilities the municipality is tasked with are the maintenance of water, sewer and sanitation together with environmental and nature conservation, health care, education and cultural and leisure activities (Örnsköldsvik,
Overall goals and economic frameworks for the organisation are established by the municipal council, explained on their web page (Örnsköldsvik, 2013b). The municipal council of Örnsköldsvik also nominates the council board and other committees. The municipality has a parent company that handles local subsidiaries, including the airport, the energy network and the harbour (Örnsköldsvik, 2013b).

### 3.3 Örnsköldsvik’s municipality’s use of social media

For Örnsköldsvik’s municipality social media is a tool for communication that will be used for marketing purposes, to conduct a dialogue with the citizens and to inform and communicate with citizens, companies, employees, visitors and other stakeholders. The information department within the municipality (Informationsavdelningen Örnsköldsvik, 2011a) has formulated the guidelines for their operations in social media and has formulated the following purposes and strategies for their use of social media that we will describe as follows. They admit that there are some problems with availability regarding the use of social media.

The purpose with the municipality’s use of social media is for it to be used as a channel for communication. Örnsköldsvik will use social media positively and effectively. The main purpose is to create a dialogue with citizens and other stakeholders. The municipality’s social media pages will be platforms where questions can be asked and critique can be answered. Further the information department (Informationsavdelningen Örnsköldsvik, 2011a) means that social media can be used by different departments within the municipality and also by delimited projects. Social media can be used in Örnsköldsvik’s municipality to monitor the external environment, increase the knowledge about the citizens’ opinions and to follow what is written about the municipality in social media. It can also be used to promote events, recruit employees and for customer service to connect with citizens easier, which will facilitate the time it takes to respond to criticism through internal and external communication.

The guidelines (Informationsavdelningen Örnsköldsvik, 2011a) say that the information department is responsible for what is communicated through social media within the organisation. However the manager of each separate department decides how social media will be used to fulfil its specific obligations. Örnsköldsvik’s municipality points out the importance of not mixing the professional use with the private use of social media. Furthermore, current legislation and the municipality’s writing rules should be followed, where the tone should be personal but not private, together with entries that in no way can be interpreted as offensive.

The information department (Informationsavdelningen Örnsköldsvik, 2011b) at Örnsköldsvik’s municipality has developed a document for how the employees of the municipality shall work with social media. The department states that the use of social media takes time to master and requires dedicated work. The goal is to make social media relevant and easy to measure. The target groups need to be analysed and afterwards the efforts need to be followed up. Mentioned tips about Facebook are; ‘activity gives involvement’, where it is successful to stimulate users to do something. It is also important
to give the users value by posting answers and questions, movies, pictures and competitions. The municipality also has clear instructions on how to start a Facebook account and how to manage it. It is important to be clear, honest, and pleasant when posting comments and to show the sources used. The person who manages the account shall give answers to comments or forward the questions to the right person. Abusive posts must be deleted and classified documents may not be posted. Before an account is terminated the manager must be contacted and the person responsible has to thank the users for all posts.

3.4 The development operation Världsklass 2015

As mentioned earlier Världsklass 2015 is a development platform with the main goal to make Örnsköldsvik a world-class county to live in, work in and to visit. It is trade, industry and the public sector that are cooperating in this on-going operation (Örnsköldsvik, 2012c). The initial phase for this work started as early as in 2002 with a project called Vision 2008, which was financed by EU funds. The municipality realized that they needed to have cooperation between the companies and politics to be able to insure growth in the long-run (Östman, personal communication, March 21, 2013). The operation Världsklass 2015 is not a project anymore, instead an on-going work within the municipality’s organisation. The work is all about creating dynamism among the residents. Vanja Östman is development manager for the operation and she works in the group together with other so-called development leaders. Their task is according to Vanja Östman (personal communication, March 1, 2013) to through various means involve people in Örnsköldsvik’s development and future. They want people, in cooperation with others, to start projects that are affiliated with the challenges of Örnsköldsvik. Världsklass 2015 will support these projects (Östman, personal communication, March 21, 2013). In Världsklass 2015 they have information meetings, fun nights and possibilities for citizens to start their own projects with help from the development arena.

The goal of the work is to reach all the listed challenges (Östman, personal communication, March 21, 2013). The development towards a more attractive region will benefit all. Both personnel and economic resources are linked to the operation as a catalyst, which is mentioned at their web page (Örnsköldsvik, 2012c). Further information found on the webpage is that cooperation is a very important part of the operation, with the purpose of making it both inviting and including, and the work is open for all who would like to participate. The municipality says that they work with methods to create participation and involvement and that diversity is an important factor. The year 2015, at the end of this operation, Örnsköldsvik will “be a place that has answered to the challenges we envisioned” (Örnsköldsvik, 2012c). “The municipality wants to take part of experience and learning from the whole world” (Örnsköldsvik, 2012c). In a harder global competition it will be important for Örnsköldsvik to strive for success and to be competitive. One of the challenges is to create an attractive environment for youths and to reach the population in ages 20-35. Companies’ growth is dependent on the possibilities to attract the right kind of labour with know-how and skills suited for the company (Örnsköldsvik, 2012c).

The development operation Världsklass 2015 precedes from a number of challenges Örnsköldsvik faces, making it one out of five challenges (Östman, personal
communication, March 1, 2013). These challenges are critical for continued and long-term growth in the region according to the municipality. The work is about finding solutions together. The challenges are as follows;

- **The creation of a labour market region**
  Is about creating a common labour market region with Umeå and together with the Botnia region create a common identity to increase the mobility and bring people together.

- **Attractiveness in a global world**
  Is to ensure the long-term skills, provision and to continuously develop the attractiveness of Örnsköldsvik.

- **Climate - Commodities - Energy**
  Is about the successive development of climate smart production and to manufacture energy efficient products.

- **Renewal and innovation**
  Is about the utilization and stimulation of capabilities for innovation among people and organisations. It is also about creating innovative development possibilities and to increase openness in the community. (Örnsköldsvik, 2012f)

- **The continued development work**
  Is about how the development work will continue to create opportunities that will lead to further success (Örnsköldsvik, 2012d).

The number of people involved in the project is compiled in three levels, told by Vanja Östman (personal communication, March 1, 2013). The first level consists of 70 people and is the innermost core, including management team, the board, municipal key persons and the development department. The next level is people that are involved in project groups and activity groups. This level also includes people that are ambassadors for the municipality, networks and the municipal board and so on. This level includes around 600 people. “The third level includes people that participate at official meetings and who follows the project through social media” writes Vanja in an email conversation (Östman, personal communication, March 1, 2013). In the third level they estimate the number of people to 5000 plus 3200 persons via the homepage.

**3.4.1 Världsklass 2015 use of social media**

Tools to expose Örnsköldsvik in more arenas are the technical possibilities and the use of social media (Örnsköldsvik, 2012d, p. 16). Through social media the development managers can gain new influences from others and also be more open. According to Örnsköldsvik (2012d, p. 14) social media facilitates for them to create meetings and accessibility on an intergenerational level. Since the municipality wants to attract and keep youths in the community, social media is a possible way to reach them on their home turf, which is the Internet. By using social media Världsklass 2015 will show their openness towards technical possibilities and other solutions and in that way create value
(Örnsköldsvik, 2012d, p. 14). It is said that the development team shall develop their work with different types of social media to create an arena where more people can be involved (Örnsköldsvik, 2012d, p. 16). According to the project manager Vanja Östman (personal communication, March 1, 2013) they mainly use social media to tell people about what is happening, what they are doing and where they are. “We want all the contexts where development happens visible and we want to show who is involved” (Östman, personal communication, March 1, 2013). For the development team, social media is a way to communicate with people they never have met who are involved in their work, which is done through Facebook and a range of different blogs treating different aspects within the development work.

### 3.5 Offentlighetsprincipen (Principle of Public)

‘Offentlighetsprincipen’ (in English: the Principle of Public) is one of the keystones in a democratic society (Regeringskansliet, 2011) and says that the public and the mass media shall have insight into governmental activities. An expression for Offentlighetsprincipen is the principle of public access to documents (Regeringskansliet, 2011). Everyone shall be able to utilize public documents held by the authorities. The document shall be a paper document or an audible file, but it can also be accessed through other technological aids (Sveriges Domstolar, 2013). Authorities shall according to Offentlighetsprincipen be as open as possible. Documents sent to and from governments are official and are available for everyone. The authorities operations concern us all (Regeringskansliet, 2011).

### 3.6 Municipalities use of social media

Sveriges Kommuner och Landsting (SKL, 2011, p. 2) has formulated a document for guidelines and laws according to municipalities’ activities in social media. This includes laws such as Offentlighetsprincipen and means that public documents can be shown through social media apart from classified documents. Parts of the material in social media shall be preserved during a chosen time period (SKL, 2010, p. 2-10). Sweden is one of the countries with the most open municipalities (Klang & Nolin, 2011) which depend inter alia on the principle of public access to documents.
4. SCIENTIFIC METHOD

In this chapter we explain our pre-understandings of the subject, both theoretically and practically. Further, we go through our research philosophy and research approach to make our research design clear. Thereafter we argue for our choice of theories and explain our pathway of theoretical knowledge. We end this chapter with source criticism.

4.1 Pre-understandings

4.1.1 Theoretical pre-understandings and its effect

It is of relevance to see our individual pre-understandings and how it will affect the study from a holistic view. Since we are business students at two different programs given at Umeå School of Business and Economics we have taken a number of various courses within business and administration. We have later on plunged into the field of marketing and management and we both have a great interest for communication. We consider ourselves to have a good academic base and since we have read courses within the field it will allow us to be relevant in our choice of theories, analysis and conclusion. We will be able to work within the relevant framework of the study and keep to the topic through consistency and determination.

However, we are aware of the fact that our academic background and our pre-understandings on the elements we have studied will affect the way we interpret the subject at hand and the analysis of our results. We hope that our pre-understandings will give us a broader viewpoint on the subject and on the choice of theories. As we gain more knowledge on the research area we will steadily find ourselves looking at things more subjectively due to an increased understanding of the tasks and theories presented to us.

4.1.2 Practical pre-understandings and its effect

We are both young people who grew up in the middle of the transition towards the emerging use of social media and both of us have done earlier projects within the field of social media and customer relationships. Further we are both frequent users of social media. We are profoundly interested in communication and have, both in school and by work experiences, learned the importance of good relationships and communication. Due to this understanding we will be able to see Örnsköldsvik’s municipality’s use of social media and their effort to build customer relationships in a more academic and somewhat alternative way. We will hopefully be able to see what they need and from that point dig even deeper into our analysis.

One of us is a student since four years at the International Business program, together with both practical and theoretical knowledge from abroad studies. This insures the overall quality of the English language according to us.
Since we can be subjective on an unconscious level due to our pre-understandings and due to the fact that our philosophy is built upon subjectivity, our goal is to reflect critically on our work during the process to be able to increase the quality successively.

4.2 Methodological awareness

4.2.1 Research philosophy

To characterize the nature of the link between theory and research it is purely a question of which form of philosophy you have. The way one think about the development of knowledge affects ones research philosophy (Saunders et al., 2003, p. 83). This assumption will be underlying for our research strategy and our chosen methods (Saunders et al., 2009, p. 108). From our pre-understandings we can determine which view we have as researchers. Regarding our worldview, the ontology, our pre-understandings testifies that we believe the reality is created of social constructions (Bryman & Bell, 2011, p. 20). We will not be objective in the way that we believe that social entities do not exist independently of social actors (Saunders et al., 2009, p. 110). Since we study at the social science faculty we see ourselves as hermeneutics with a subjective philosophical view and we will try to understand the citizens’ behaviours and the employees’ answers through these assumptions (Bryman & Bell, 2011, p.15). We will be subjective in order to try to understand the meanings that the respondents attach to social phenomena. Saunders et al. (2003, p. 85) mean that social phenomena will affect the way people perceive the world, but people are not always aware of these forces. This will be shown when looking at Örnsköldsvik’s citizens’ behaviours and how it affects, in our case, the participation in the municipality. In this way we will be subjective because we do not think what happens in the world can be explained purely objectively.

The epistemological philosophy concerns what is regarded as acceptable knowledge (Bryman & Bell, 2011, p. 15; Saunders et al., 2009, p. 112) and can include a positivist and an interpretive view. We believe reality includes a relationship between the researcher and reality as Carson et al. (2001, p. 4) argue. We are interpretive as Bryman and Bell (2011, p. 17) define as a strategy that respect the differences between people and the nature and we also require a more subjective construction of social action. We have an interpretive perspective in the sense that we will try to understand what is happening in our context according to Carson et al. (2001, p. 5). Based on this we will try to understand the social phenomena social media and understand its use among the citizens. “Interpretivism uses a more personal process in order to understand reality” (Carson et al., 2001, p. 5). According to Saunders et al. (2009, p. 116) some argue that an interpretive perspective is highly appropriate in business and management research, particularly in inter alia fields as organisational behaviour and marketing that we touch.

4.2.2 Research approach

After arguing for which research perspectives we have acquired we need to explain our use of theory. Bryman and Bell (2011, p. 7) mean that the question is to choose whether data are collected to test theories or to build theories. The relationship between theory and empirical data can, depending on research method, be viewed from two different
perspectives, a deductive and an inductive approach (Bryman & Bell, 2011, p. 11). In a deductive approach the relationships is that theory comes first and then observations/findings (Bryman & Bell, 2011, p. 13) which is the approach we mainly have applied to our study where we are about to test theories (Saunders et al., 2009, p. 125). That is because we will not develop theories from our observations as in the opposite approach, the inductive approach (Bryman, 2008, p. 9). In the inductive approach the relationship between theory and research is that the observations and findings come first and theory is the outcome of research (Bryman, 2008, p. 11). Even if the interpretive perspective we have focuses more on generating theory-building (Saunders et al., 2003, p. 84) we have chosen to adopt a deductive approach mostly because we want to test already existing theories in the municipal context. The deductive theory is according to Bryman (2008, p. 9) the most common view that proceeds from the nature of the relationship between theory and social research. This deductive approach is most associated with quantitative research (Bryman, 2008, p. 9) which will be our mainly used method both according to time and to the generalizability of the citizens’ behaviour and attitudes.

As done in a deductive approach we will base our quantitative and qualitative methods on existing theories to be able to draw conclusions from our findings. The fact that we have a mixed method also includes some inductive elements in our approach. An inductive approach is often based upon qualitative research, linking data and theory together, which is something we have chosen to do in our analysis. Bryman and Bell (2011, p. 14) talk about how you should not draw a hard line between the two approaches, but rather look at them as tendencies, which is why we have adopted some parts of the inductive strategy into our study as well, such as qualitative interviews. We are also aware of the fact that we might need to modify existing theories after our analysis (Saunders et al., 2003, p. 86) which give us some more inductive elements to our study. We hope to contribute with conclusions and findings to Örnsköldsvik’s municipality by analysing their existing environment with existing chosen theories. Even though we have a qualitative research method as a complement to our quantitative method, our approach will mainly be deductive since theory will be the starting point in our empirical gathering.

4.3 Research design: Mixed methods

There are different types of design one can choose for a research, inter alia qualitative, quantitative and mixed methods presented by Creswell (2009, p. 3). We have chosen to use both a quantitative and qualitative study as a combination which gives us a mixed methods research design. Quantitative and qualitative designs shall not be viewed as opposites, instead they represent two different ends of a continuum according to Newman and Benz (1998, cited in Creswell, 2009, p. 3). Mixed methods research is positioned in the middle of these two since it have elements of both qualitative and quantitative approaches. The difference between the two methods is often framed as using closed-ended questions in quantitative questions and using open-ended questions in qualitative interviews which is the pathway we have taken in our two studies. As we have chosen to test theories deductively the quantitative method will be the greatest source of information gathered in our research. Having mainly a quantitative method will enable us to generalize the findings (Creswell, 2009, p. 4) in the case we receive enough answers.
Hopefully, the two research methods used will be able to strengthen each other’s validity. Hence, we have chosen to conduct a mixed methods approach where the quantitative method is used for the citizens in the municipality and the qualitative method is used to investigate the strategies among the employees in the municipality’s organisation. This mixed method can be used when we as researchers “want to both generalize the findings to a population as well as develop a detailed view of the meaning of … a concept for individuals” (Creswell, 2009, p. 19). The citizens of Örnsköldsvik are the group we want to explore and understand with a quantitative method, using close-ended questions. Here the numerical data can be analysed (Creswell, 2009, p. 4), together with theory. The qualitative method will be used to interview employees within the municipality where the focus will be on the individuals’ opinion. The qualitative study will be used as a pre-study for the quantitative study. The purpose for starting with the quantitative study is further explained by Jacobsen (2002, p. 151) that says it is recommended to start with the qualitative study to create clarity in the subject. From this a better questionnaire for the quantitative study can be designed and knowledge from the qualitative basis will be the underlying knowledge background. The methods will therefore be used one after another and not combined which means that the quantitative data will be analysed quantitatively and the qualitative data will be analysed qualitatively. As basis for our study we conducted three qualitative interviews. Our study can be defined as a case study since we according to Bryman and Bell (2011, p. 59) study a single organisation, Örnsköldsvik’s municipality - including the development operation Världsklass 2015, in an intensive analysis (Bryman & Bell, 2011, p. 62). When doing a case study various data collection methods often may be employed (Saunders et al., 2003, p. 93) such as in our case study where we will include interviews and a survey.

When interviewing the employees in the municipality the focus will be to interpret their thoughts and perceptions and to get in-depth understanding of the municipality’s perspective. The quantitative research will be done through a survey provided to the citizens of Örnsköldsvik’s municipality and will be conducted to measure behaviour, opinions and knowledge the citizens have regarding the municipality’s use of social media and Världsklass 2015. This will be done to gain a deeper understanding about the citizens’ perspective. By doing both types of research we may see a convergence or divergence between what the municipality thinks about their use of social media and the citizens’ perceptions about it. We may also see what the citizens really think and how the citizens use social media and how they want to get in contact with the municipality. We hope this will enable us to provide the municipality with good tools to reach its citizens and to increase citizens’ participation in the development operation.

Our choice to have a mixed-method approach is further strengthened by earlier research by Yang and Pandey (2011, p. 889), saying that future citizen participation in municipalities and governments will benefit from integrating qualitative and quantitative interviews. They mean that by doing the study with a multivariate model it helps uncover the complex relationships that may exist among the variables and to demonstrate the potential interactive effects. Further Bryman and Bell (2011, p. 360) have seen an increased use of mixed methods in research and the method has gained more and more acceptance according to the authors.
4.4 Choice of theories

We have chosen to use theories from both scientific articles and from books to be able to strengthen the content and make the study reliable. To be able to answer our question about how citizen participation can increase in a municipality’s project or operation with the help of social media, we started broad by examining the use of Internet and social media and also by looking at how companies work with customer relationships online. By doing so we were able to highlight the shift that Internet has made. Through the examination of important theories we received valuable information concerning the strategies of corporations.

Furthermore we chose to start our theoretical framework with theories about relationship marketing and online relationship marketing since these theories will be the foundation when further analysing the municipality’s use of these strategies. Thereafter we have chosen to look upon how municipalities work for increased citizen participation and the municipalities’ use of social media, with terms such as e-participation, e-government and Government 2.0 as our primary focus. Beside that we have examined customer involvement and citizen participation. We have also chosen to add some parts of Corporate Social Responsibility-theory into our theoretical framework since the development operation includes some of the important terms within Corporate Social Responsibility (CSR) and we hope to adopt some CSR-strategies to Örnsköldsvik’s municipality’s operation. All these theories will enable us to understand how the municipality can increase citizen participation through relationship building, via social media.

4.5 The pathway of theoretical knowledge

Because we have chosen a topic that is continuously changing we have almost only used books and articles from year 2011 to 2013. Municipalities’ using social media is a very new phenomenon and therefore requires up to date research. However, in some cases original models and theories are presented along with older books and articles. The reason for this is that we believe that to fully grasp the concept of a subject one need to know where the concept first began.

No articles or books in our theoretical framework have been chosen from previous course literature. The books we have searched for were all found in the Umeå University library’s databases and the ALBUM-database. For the scientific and practical method we have chosen to use the earlier course book written by Bryman and Bell, but we have expanded our knowledge considerably with more books within the field of social and business research methods. Many of the articles we have been using for our theoretical framework were found in the EBSCO Business Source Premier database while some were found through Google Scholar. According to Bryman and Bell (2011, p. 104) EBSCO is an increasingly and widely used business periodical database that includes extremely comprehensive full text access to key business and management journals such as Harvard Business Review.
To be able to find relevant articles we have searched for information with a range of suitable keywords to our subject (Bryman & Bell, 2011, p. 108); social media, Web 2.0, marketing communication, relationship building, customer building, customer relationship management (CRM), online customer building, online relationship building, e-government, municipality(-ies), e-participation, Government 2.0, CSR, engagement and Cause-related Marketing (CM). When we have not been able to find the articles referred to in other articles through the database access at Umeå University, we have searched for them through Google Scholar.

4.6 Source criticism

Our source of information is obtained mostly from previous theories such as peer reviewed articles and academic books, with our goal being to have at least a couple of sources for each field of study. The reason for having several different authors per subject is to be able to look at the area of research from different angles, which will give us a broader perspective and more objectivity when arguing for the outcome. We feel that we have sufficient knowledge in the area of literature research. Given our previous experience of writing thesis and courses taken on the subject, we believe we are capable of interpreting and utilizing texts and provide sound conclusions.

However, there are flaws in our contextual structure since our topic is very new there are not many books used to define it. Therefore much of our theories consist of articles. We believe our articles are credible since they either have been found through the University database, or in some case via Google Scholar, and they are the utmost published in peer reviewed journals. We have backed up the ones that are not retained from these sources through other valid sources to assure that the message is the same. Since our concept is fairly new we believe there is a possibility that there have not been many articles written with an agenda to critically scrutinize the theory.

Moreover there is always a chance when faced with a new area of research that one buys what the first author is selling without question even though there might have been even better sources on the topic. Even though the first model or article has been peer reviewed and critically acclaimed it is not certain that it will suit our needs as well as another source might have. Still we are certain that the articles and books referred to in our thesis will give us a good enough framework to base our conclusions on and we have critically reviewed them throughout the whole degree project.
5. THEORETICAL FRAMEWORK

In this chapter we have chosen a number of theories to be able to answer our research question and to examine what we see as relevant for our purpose and sub-purposes. Our theoretical framework is explained and showed below and is based on theories about relationship marketing, online customer relationship, Customer Relationship Management (CRM), customer involvement, citizen participation, Corporate Social Responsibility (CSR) and e-government. The chapter ends with a model of our conceptual framework that summarizes what we have recognized as relevant information from existing theories. By doing this conceptual framework we have met our first sub-purpose; ‘To review existing theories and formulate a conceptual framework including how to create citizen participation and how municipalities use social media.’

Figure 3: Theoretical framework and pathway to empirical enquiry. Source: The authors.
We have chosen theories based on several different aspects, all built around the leading words from our problem statement. As mentioned earlier there is a connection between the way corporations interact with their customers and how municipalities could adopt the same competitive strategies. Therefore we argue that the best way would be to build our framework on theories that are sprung from the competitive marketplace. Our theoretical framework, presented in figure 3, will proceed from the theories about relationship marketing and online relationship building. From the relationship marketing we see how companies can create strong bonds with their customers and in turn gain both trust and dedication back. Further, this will lead us to interaction with customers which will enable us to apply these strategies upon the situation of Örnsköldsvik’s municipality in our analysis later on. The other parts of our theoretical framework will originate from the theories about customer involvement in companies and will further go into citizen participation within municipalities. We will also look at what effects knowledge of corporate social responsibility-strategies could have on the way citizens look on the work of Världsklass 2015 and if this could be used as a marketing tool to reach a wider participatory audience. The greatest part of our theoretical framework will be e-government, how municipalities today build relationships with their citizens via Internet and social media to increase openness, accountability and citizen participation. Our theoretical framework will be helpful in the formulation of accurate questions for the interviews with the representatives of the municipality. We also believe these theories will help us conduct an informative questionnaire for the citizens of Örnsköldsvik. Thereafter, through the information gathered on these subjects, we will give thoughts on how to implement the findings we obtained within Örnsköldsvik’s municipality and decide which ones that will fit in the best with the municipality and its operation.

5.1 Relationship marketing

The term “relationship marketing” was first introduced to the literature within marketing in year 1983 by Leonard Berry at the American Marketing Association’s Services Marketing Conference (Berry, 2002, p. 59). Relationship marketing recognizes the long term value of customer relationships. Within the marketing field it is nowadays known that it is more expensive to attract new customers than keeping existing ones and it is also more valuable. Therefore relationship marketing has according to Berry (2002, p. 61) been a useful and appropriate tool for many service firms. “Relationship marketing is attracting, maintaining and - in multi-service organizations - enhancing customer relationships”, described by Berry in year 1983 and in 2002 reviewed by himself (2002, p. 61). It is important in the introduction phase of a relationship between a customer and a firm that the company has professional sales representatives and a high level of service to first attract the customers. After the initial introductory phase the company will start to build a relationship and from that point transform the customers into loyal recurring ones. Further, improved service personnel have been stressed as means of retaining customers according to Berry (2002, p. 61).

Berry (2002, p. 62) discusses five relationship marketing strategies from his work from 1983 that firms ought to adopt: Core Service Strategy, Relationship Customization, Service Augmentation, Relationship Pricing and Internal Marketing. Companies shall invest in
these strategies to attract new customers and to keep improving the relationship of existing customers. The firms shall give the customers incentives to stay as customers, with for example extra service or price breaks (Berry, 2002, p. 70). In 2002 Berry (p. 73) emphasizes core service(s), service quality and trust as the most important issues of relationship marketing. In 1994 Grönroos (p. 4) stressed that relationship marketing was the new leading approach to marketing after the marketing mix paradigm that had been used in 40 years and he calls this a paradigm shift. He mentions the decreasing costs as one of the reasons to why relationship marketing has been popular, researchers saw that keeping customers through relationships decreased costs for both companies and customers (Grönroos, 1994, p. 8).

Another way of building long-lasting relationships is by absorbing and evaluating complaints and providing qualitative feedback to customers or, in this case, citizens. To be able to do this an organisation needs to have professional, well-educated employees who are service-minded and accessible to customers. Baydoun et al. (2001, p. 619) argue that having employees who are sufficiently well trained and involved with the firm is a critical issue for firms or organisations in any sector. This means that a good application of relationship marketing requires the presence of good internal marketing.

5.2 Online customer relationship

In 1983 Berry (2002, p. 72) could not envision the database technologies and Internet that exist today and its influence on customers’ and companies’ marketing strategies. Now the conditions are different for marketers, it is still important to keep customers but it can be done with other tools.

Porter et al. (2011, p. 80) mean that Internet made it possible for companies to have a ‘trialogue’ instead of a dialogue where customers can engage in meaningful relationships. This has been a reason to why companies now involve social media platforms into their overall corporate strategies. Most companies believe they can create significant value by engaging the customers in their virtual communities (Porter et al., 2011, p. 80; Mathur et al., 2012, p. 14). The use of social media has been evolving and changing our behaviours dramatically (Mathur, 2012, p. 14), where the force within social media has gone from blogs in 2006 to an increase of videos in 2011 (Hutton & Fosdick, 2011, p. 564). The most dominant force is however the social networks, such as Facebook, Twitter and LinkedIn, where visiting a friends profile have been second most popular after watching video clips online according to Hutton and Fosdick (2011, p. 564).

In Hutton and Fosdick’s article (2011, p. 566) they describe Universal McCann’s view that the focus in a company’s marketing effort should be to understand why people engage in social media, instead of understanding how the platforms themselves work. Further it has been more important for companies and their brands to be active within the social media channels since the number of consumers visiting a company’s or brand’s website has decreased significantly (Hutton & Fosdick, 2011, p. 569). According to Mathur et al. (2012, p. 14) social media has given consumers a more significant role in defining brands and
regarding companies’ reputations. Further the consumers can engage in activities with different outcomes affecting the organisations.

Companies have the ability with Internet to find information about their customers. To create and maintain long-lasting relationships Baranov and Baranov (2012, p. 15) argue that the companies need to know which consumers are interested in the company and to treat them accordingly, which implies giving them the information they want. It is important to give the customers customized information according to their preferences (Baranov & Baranov, 2012, p. 15; Berry, 2002, p. 62). Customer Relationship Management (CRM) is a coined term in businesses with the goal to get a closer connection to customers and to build and maintain long-lasting relationships with the customers (Alavi et al., 2011, p. 36). In the ‘Handbook of CRM’ Payne (2006, pp. 22-23) defines CRM as a strategic approach for creating improved stakeholder value by developing appropriate relationships with key customers and customer segments. By uniting IT and relationship marketing strategies companies can deliver profitable long-term relationships. CRM also enhances the use of data and information in order to better understand customers (Payne, 2006, pp. 22-23). The concept assumes that you respond to the individual customer and that you build trust among your customers (Alavi et al., 2011, pp. 36-38). With increased competition it has become more difficult for marketers to reach and keep the profitable customers and with the development of Internet it is easier for customers to choose and acquire goods according to their own preferences and tastes. Therefore it seems to be more important than ever for businesses to have knowledge about customer relationship building (Alavi et al., 2011, p. 36). Baranov and Baranov (2012, p. 15) mean that information on CRM will be forwarded by good communication through social media and newsletters. It is critical to create communication where the customers are active and willing to communicate. By reading customer profiles companies can conduct successful messages directed specifically to each individual instead of sending mass-media messages. With help from the Internet it is easier for companies to see what their customers want. CRM now need to act as the “strategic bridge between information technology and marketing strategies aimed at building long-term relationships and profitability” (Alavi et al., 2011, p. 37).

With CRM, companies can manage the information about customers in databases (Alavi et al., 2011, p. 38). “Enabling interactive electronic dialogue with user communities is one way of getting closer to the customers” (Alavi et al., 2011, p. 38). This leads us to the development of a new system called electronic customer relationship management, e-CRM (Baranov & Baranov, 2012, p. 17). Payne (2006, p. 24) defines e-CRM as “the use of e-commerce tools or electronic channels in CRM”. By reading the content of conversations and posts that customers discuss in the online communities the companies can through the e-CRM system form strategies on how to contact the customers online. In this way companies can according to Alavi et al. (2011, p. 39) improve services and customer retention. Through this method companies can build strong relationships with their customers (Baranov & Baranov, 2012, p. 15). The same method could be applied to municipalities. If Örnsköldsvik become more aware of what needs different kind of citizens have through social media interaction, we believe they will be able to respond quicker to various requirements. According to Baranov and Baranov (2012, p. 16) relationship building with customers online leads to a more targeted approach. Further they mean that by being active online companies can deliver customized products and messages to the
customer regardless of time and place. For governments the citizens are the customers and they are as important for the city as customers are for a company. Therefore we see it as important for the local governments to adapt to these tools of customer relationship building and to start building beneficial relationships with the citizens. Through these mentioned online communities the municipality can gain a lot of knowledge about its citizens’ opinions and ideas. Some companies build online brand communities to be able to start a new type of relationship with targeted customers. They use these communities as their new marketing strategy to expand their market and to test new products and getting customers involved. (Alavi et al., 2011, p. 39) Many companies also adopt e-CRM to meet new challenges that has arisen. The system facilitates the way companies interact on the web through social media by creating a communication that is consistent throughout all media channels and departments (Baranov & Baranov, 2012, p. 17).

The known term CRM has, as mentioned, over time been connected with new challenges with Internet and social media. In addition to e-CRM there is also a coined definition named Social Customer Relationship Management (SCRM). Paul Greenberg (quote from www.customerthink.com in Woodcock et al., 2011, p. 52) defines SCRM as follows; “SCRM is the business strategy of engaging customers through social media with goal of building trust and brand loyalty”. In SCRM the focus of social media is the connection with the customer and to build trust between company and customer. Social media has given companies an opportunity to be more personal towards its customers and has been a useful tool for marketers in their relationship and brand building. As e-CRM, SCRM is also adapted to integrate with social media tools such as Twitter and Facebook to retrieve data from customers (Woodcock et al., 2011, p. 53). Through this method the companies can respond faster to customers and take part of their conversations.

To increase participation and involvement in community projects and to build a strong and committed relationship between citizens and their municipality we need to look at it as a business-to-customer relationship. In this case the citizen acts as the customer who has a specific demand wanting to be fulfilled as quickly and efficiently as possible. It is now up to the municipality to handle this matter just as well as any well-functioning customer relationship department in a competitive business would. Current CRM managers work towards the maximization of their lifetime-value for the organisation. This statement implicates that customer relationships for businesses concerned about their clienteles well-being is of utmost importance and is performed through the managing of a customer’s life cycle, creating customer portfolios necessary for the mapping of behaviours, the migration of customers from one segment to the other, managing customer experience and giving offers to the right segment at the right time (Ang, 2010, p. 32). All are good examples on, and which can be directly transferred into, how a municipality could develop the relationship towards its citizens. As companies need to focus on maintaining their existing customers in the long-run (Baranov & Baranov, 2012, p. 15; Berry, 2002, p. 61) municipalities need to build strong relationships with their existing citizens because it will be much harder and more expensive to attract citizens back to the city and to attract new citizens compared to keeping the existing ones. A municipality may lose jobs, money and future opportunities by losing relationships and thereby citizens.
Ang (2011, p. 31) discusses the change social media and Web 2.0 has brought, saying that there is a difference now between managing customers and managing a community of online users. An online social media user must not necessarily be looking to buy something just because the person enters a company’s Facebook page, meaning that the approach taken when interacting with this person must be different from when communicating with a customer. The middle way between acting as if your citizens are customers, with all the expectations and demands that come with it, and online users communicating with the municipality through social media, is a good path to take to strengthen the relationship and reduce the gap of power between the two parties.

5.3 Customer involvement

In an article written by French et al. (2012, p. 119) the topic of customer engagement is enlightened. The authors discuss the rapidly evolving behaviour of customers sparked by the emergence of online product reviews via forums and social media and the organisational challenges companies are faced with due to these changes. Furthermore the authors list possible solutions on how to handle this new environment for marketing and customer relations. Accordingly, we argue that these suggestions could be applied just as easily on how a municipal development work plans and operates to increase communication and involvement with its citizens.

Firstly, French et al. (2012, p. 120) believe that the key to address the issue of increasingly involved customers is to hold “a customer engagement summit”, which is described as similar to an executive business-planning meeting. Where strategies, objectives and future progress is discussed and scheduled. The same kind of meeting, the authors French et al. (2012, p. 120) argue, is needed to discuss customer issues such as engagement, participation and involvement. In a previous article written by French et al. (2011) the importance of a designed customer engagement strategy is discussed to define exactly how the customer interacts with the company. Topics raised during the engagement summit would be in regards to customer engagement, such as how to motivate customers; “to invest in an on-going relationship with a product or brand” (French et al., 2011, p. 28). Another important task during these gatherings would be to discuss what kind of relationship the company would like to have with its consumers in the future and how to achieve these clearly defined goals. This is, according to the authors, a way to measure the present level of engagement to customers with what the company believe it should be throughout the organisation.

As a second step, a customer engagement council should be established according to the authors French et al. (2012, p. 121). This council will consist of operative members of the project group or organisation and will be responsible for transforming ideas and findings of the summit, into realistic and useful actions. Additionally the need for a position which can, not only handle digital information such as social media and other channels, but also; “cope with the volume, nature, and velocity of the content needed to use them effectively” (French et al., 2012, p. 122), is evident. Therefore a “chief content officer” should be assigned to handle information and interactive content to consumers but also the content the consumers themselves produce. This person will also be able to implement strategies on
how to “monitor” what is being said about the organisation on everything from Facebook to Twitter and blogs. The authors state: “Such monitoring should be hardwired into the business to shorten response times during real and potential crises, complement internal metrics and traditional tracking research on brand performance, feed consumer feedback into the product-development process and serve as a platform for testing customer reactions” (French et al., 2012, p. 123). French et al. (2011, p. 30) emphasize the organisational capabilities needed for employees to meet the customers need for timely and relevant content throughout the whole organisation. Many functions play an important role in the communication with customers even though they are far apart from the marketing department French et al. (2011, p. 30) argue.

A part of building long-term relationships in research has been to create brand love among customers where emotional bonds are essential for long-term relationships (Long-Tolbert & Gammoh, 2012, p. 391). The authors Long-Tolbert and Gammoh (2012, p. 392) write the explanation of brand love from Carroll and Ahuvia (2006) and Shimp and Madden (1988) as “a marketplace phenomenon that refers to a deep or intense emotion that customer experience in relation to a particular brand”. We argue that some citizens may feel the same emotional bonds to their hometown. These persons may develop deep affection for their brands, in this case their city, and display love-like emotions that researchers compare to a person-to-person relationship (Shimp & Madden, 1998 cited in Long-Tolbert & Gammoh, 2012, p. 392). The composites within this love include liking, yearning, decision and commitment among others. To create brand love companies (or in our case, the municipality) ought to create interaction quality. Interaction quality is an important predictor of service quality, which establishes the role of social interaction to build brand love and brand relationships (Long-Tolbert & Gammoh, 2012, p. 392).

5.4 Participation in online communities

“The web possesses the fundamental characteristics of openness, informality, participation and interactivity - a combination of community and marketplace” (Alavi et al., 2011, p. 35). Further the web is characterized of constant availability of information that also can be sent directly to everyone, leading to individualization and integration of communication and transactions (Baranov & Baranov, 2012, p. 16). The concepts of social media, such as social networks and online communities, are used by businesses as marketing, brand promotion and customer relationship management tools (Alavi et al., 2011, p. 36). In the new era of Internet people are communicating online with each other in online communities. These online communities started so that people could be able to share ideas, knowledge and build recognition. Companies have now started to use these communities to be able to market themselves towards customers. But there are strategic implications (Alavi et al., 2011, p. 38), virtual community and community participation (Kozinets, 1999 cited in Alavi et al., 2011, p. 38), where electronic customer relationship management, e-CRM, can be an important tool to map customers over Internet (Baranov & Baranov, 2012, p. 17). Core characteristics, according to Alavi et al. (2011, p. 40), of members in online communities are as follows; they share the same physical space, use the same resources and they make purchases based on opinions from their peers since they trust each other. The members have shared goals and interests and participate actively and have strong emotional
ties between each other in the community. Members in these communities can often be a part of customer empowerment. These communities strengthen the relationships between companies and customers in the long-run and enables feedback from customers to the company, this also increases customer trust. In the use of CRM these communities can be of good help. Alavi et al. (2011, pp. 40-41) found that high participation in the communities leads to increased reciprocity and trustworthiness from the customers. They could also see that participation from members increased if the forum had lived for a long time. These key consumers could become opinion leaders for the brands, which in turn would lead to increased value for the products and brands.

Porter et al. (2011, p. 81) mean that a membership in virtual communities fulfils various needs. The members find value in communities that provide access to information, where they can find productive relationships with others, along with the value of identifying oneself with and help others. Further needs are enjoyment, belongingness and that they can seek influence among others. This implies that the organisation behind a virtual community first needs to understand their customers’ needs and motivations. Thereafter promote participation and motivate cooperation to be able to foster the wanted engagement (Porter et al., 2011, p. 82). The Internet and the tools within social media have, as mentioned earlier, empowered customers but also enabled the co-creation of value with customers (Mohanbir et al., 2005, p. 4; Porter et al., 2011, p. 80). This type of collaboration has been important in the competitive world.

5.5 Participation among citizens

According to OECD’s PUMA policy brief of 2001 (OECD, 2001, p. 1) local governments must invest time, resources and commitment in building institutional frameworks. The authorities must also develop tools and evaluate their own performance when it comes to engaging citizens in policy-making. Further on the policy brief states that; “Governments may seek to inform, consult and engage citizens in order to enhance the quality, credibility and legitimacy of their policy decisions. Only to produce the opposite effect if citizens discover that their efforts to stay informed, provide feedback and actively participate are ignored, have no impact at all on the decisions reached or if they remain unaccounted for” (OECD, 2001, p. 1). OECD (2001, p. 1) sees active participation between citizens and government as a partnership.

One of the main tasks assigned to us is to help Örnsköldsvik increase the participation of their citizens. To be able to do this we need to find out what municipalities have done to accomplish this in the past. According to Yang and Pandey (2011, p. 880) citizen involvement is of great value from both a normative and instrumental perspective such as through the fostering of citizenship values enhancing accountability, improving trust in government, maintaining legitimacy, achieving better decisions and building consensus. By increased participation among citizens we believe the municipality will be seen as more transparent and open towards people in the community. By looking at previous research our intention is to find new ways to collaborate old methods on increasing participation into present strategies for the municipality.
Firstly, there is a great incentive to look at what the definition of citizen participation is according to other authors. Innes and Booher (2004, p. 419) argue that public participation today is seen as an involvement by two separate parties, government and citizens. These predetermined definitions, Innes and Booher (2004, pp. 421-422) write, are putting spanners in the works on any beneficial cooperation due to an “us and them” mind set.

Innes and Booher (2004, p. 422) suggest that instead of using one-way communication either from citizens to government or the opposite, or as Farmer (2003, p. 206) refers to it as the “speaking-from power” and “speaking-to power”, it should rather be a multi-dimensional model where communication, action and learning are incorporated in a coalition (Innes & Booher, 2004, p. 422). Arnstein (1969, p. 2) talks about “the ladder of citizen participation” which goes from “non-participation”, where the authority is basically a totalitarian state that manipulates and controls any kind of citizen involvement, to “citizen power” where citizens are in control and the municipality has no real power. In the middle part of this ladder however the author refers to a concept called “partnership”. In this part power is distributed evenly through negotiation between citizens and the authority. Arnstein (1969, p. 9) describes this cooperation as that “they agree to share planning and decision-making responsibilities through such structures as joint policy boards, planning committees and mechanisms for resolving impasses”.

Mulgan (2005, p. 237) argues that the best way of creating participation among citizens is through relationship building. The relationship in turn is established through the reshaping of authorities from a philosophy where the municipality organisation is a non-changing structure much like the authors describes it. Instead the organisation is moving towards becoming more flexible, “with a capacity for self-organisation“, which will encourage possibilities of co-creation with citizens and civil society (Mulgan, 2005, p. 237).

Yang and Pandey (2011, pp. 882-884) describe four major issues that that are essential to increase citizen participation:

- Multiple involvement mechanisms
- High levels of participant competence
- High levels of representativeness
- Transformational leadership

In studies made by Burns (1978), Bass (1985) and Denhardt and Campbell (2006, all cited in Yang & Pandey, 2011, p. 883) the authors argue that for citizen involvement to be a success, it is crucial for a municipality to have inspirational and charismatic leaders who can think outside the, sometimes traditional and bureaucratic, governmental box. These authority figures will be able to change the mind-sets of employees and help them see the potential of citizen participation by formulating and realizing shared goals. Closely linked to this issue is the use of multiple participation mechanisms. Again, Wang (2002, cited in Yang & Pandey, 2011, p. 883) discusses the positive impact on stakeholders that the multiple involvement mechanisms has on the consensus, responsiveness and trust in government. Further on Steward (2007) believes that the choice of mechanism depends on leadership quality. He states that “better leadership facilitates the use of mechanisms
offering more citizen control and leading to greater decision impact” (Steward, 2007, p. 1067). Yang and Pandey (2011, p. 883) also state that the transformational leadership can strengthen the impact on decision outcomes when multiple mechanisms are implemented.

Another important factor is the level of participant competence discussed by Yang and Pandey (2011). To improve the competence of the citizens participating the authors suggest educating citizens and improving their knowledge on the operational objectives. This would increase the affectivity of the participants’ efforts. This issue is directly linked to the level of citizen representativeness according to Verba and Nie (1972) and Verba et al. (1993, both cited in Yang & Pandey, 2011, p. 884). The authors argue that if you want to have every part of the community represented it is unlikely that you will get participants with the same amount of high competence and skill due to lower education and lack of experience in some parts of the community. Written in a study made by Thomas (1995, cited in Yang & Pandey, 2011, p. 884) the author believes that in most cases it is not the representativeness that should be a concern, but to have a representative group of “relevant” participants who:

- “Could provide information which is useful when resolving the issue”.
- “Could affect the ability to implement a decision by accepting or facilitating implementation”.

### 5.6 Corporate Social Responsibility

There are many classifications of Corporate Social Responsibility (CSR), one described by European commission (2011, p. 6) is; “the responsibility of enterprises for their impacts on society”. The term also includes the impact of operations in the company together with the broader impact of business up and down the value chain. CSR concerns most stakeholders in a company such as suppliers, consumers, employees and stockholders. The European Commission’s (2011) previous definition of CSR was “a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis” (European commission, 2011, p. 3). CSR is created to help organisations on four levels:

- **Build aware, knowledgeable, and motivated employees**
- Specify what the company can give back to society
- **Have long lasting customer relationships**
- **Improve the sustainable development process**

(European commission, 2011)

CSR is a very broad term, and we see some of these parts of CSR as relevant for our research. The sentences highlighted above are topics we believe can be of help when answering our problem statement for Örnsköldsvik later on. One of our main intentions is to investigate how to establish connection and increase participation within a municipality from a corporate perspective. With this in mind we regarded which subjects that would be most fitting to answer this question for us and we quickly realized that a particular field of CSR fitted the description like a glove. In a study made by Andersson and Olsson (2008, cited in Carroll, 1979, p. 500) CSR is described as directly linked with the values and
philosophy of the organisation. This encompasses legal, economic and ethical aspects together with the external environments expectations, which in this case is the society’s. CSR is created to aid the organisations’ mission, to build aware, knowledgeable and motivated employees, but also to specify what the company can give back to its stakeholders and to society (Basu & Palazzo, 2008, p. 124). The general purpose for a company who practices CSR is to give something back to their stakeholders in terms of sustainability, societal responsibility and ethical values, all of which can be applied to how a municipality should work towards its stakeholders, the citizens. The connection between CSR and global competitive advantages has never been clearer than it is today. In 2005 64 per cent of the 250 largest multinational corporations presented a CSR report either as a separate sustainability report or within their annual reports (Porter & Kramer, 2006, p. 3). Through the value pillars, mentioned above, organisations have understood the need for participation in reshaping the world and how it affects customers’ perception of the company.

Another important factor of CSR is sustainable development. According to Matten and Moon (2004, p. 332) the most prominent parts of CSR education in Europe, exceeded only by business ethics, are environmental and sustainability issues. Hopwood et al. (2003, p. 38) also state that “the concept of sustainable development is an attempt to combine growing concerns about a range of environmental issues with socio-economic issues”.

When looking at the Världsklass 2015 operation one can spot several similarities to how a typical CSR project and its incorporated values are operated. At the Örnsköldsvik’s municipality’s homepage under the Världsklass 2015 section we found information on the main purposes and intentions of the project, such as how Örnsköldsvik are going to be globally competitive and have a high standard of quality in every aspect of their organisation (Örnsköldsvik, 2012d). Further we found more documentation and more detailed information on the development work where the first topic documented is regarding sustainable development in the community. As an industrial city Örnsköldsvik need to be in a leading position on the development of energy transition and environmental engineering. The municipality believes it will be a challenge to use renewable resources to a greater extent due to the community’s great energy consumption (Örnsköldsvik, 2012g, p. 9). Therefore increased citizen awareness of the issues presented through information provided from the CSR topic will be essential in the process of creating interest and participation among the population in Örnsköldsvik.

Moreover CSR could be the solution on creating the marketing strategies needed to reach Örnsköldsvik’s citizens. Bronn and Vrioni (2001, p. 219) argue that an organisation that is socially responsible recognizes that it exists in a shared environment with relationships to a broad variety of stakeholders, in our case a variety of individual citizens. These stakeholders can be affected by and eventually affect the achievement of an organisation’s objectives. The authors conclude that “thus management of stakeholder relationships lies at the core of CSR and entails establishment of a sound/functioning two-way communication with stakeholder groups, i.e. understanding the type of support needed from each group, as well as learning their expectations of business and what they are willing to pay for having their expectations met” (Bronn & Vrioni, 2001, p. 218). Bronn and Vrioni (2011, p. 219) further argue that it is essential for organisations to state communication objectives and
strategies with the aim to strengthen relationships with stakeholders. It is crucial to know how the public perceives an organisation and what the stakeholder expects in return for their support according to the authors (Bronn & Vrioni, 2001, p. 219). When applying this to Världsklass 2015 we immediately see a strong connection between customer scepticism and the ignorance certain citizens sometimes display towards community projects.

Webb and Mohr (1998, p. 237) further explain that Cause-related Marketing (CM) campaigns can provide excellent context when exploring consumer perception of promotions and analyse behavioural responses to “do-gooding”. One way of increasing participation could be to “steer” citizens into choosing a cause to work for by first educate and inform them as mentioned earlier and later on give them a choice to work with the causes they feel most passionate about in the community (Webb & Mohr, 1998, p. 237). Robinson et al. (2012, p. 127) write; “Even though choice of the cause in CM may affect consumer reactions through these processes, we posit that a perceived personal role in helping the cause is also likely to be a key mechanism of this influence”. The authors’ investigation further exhibits that letting consumers choose the cause leads to more positive reactions to a CM campaign with low-fit causes. The authors show that this happens due to the fact that when consumers can choose to participate in low-fit causes, causes that are distant from what the organisation itself does, they feel that they have a more significant role than when making a choice from high-fit causes where the organisation is very present in the operations (Robinson et al., 2012, p. 127).

5.7 e-government

Social media can be used as a tool for municipalities and other authorities to have a two-way interaction with its citizens. In Sweden today there are roughly 80 per cent of the municipalities, county councils and regions that use social media in their work, shown in a survey from TNS-Sifo presented by the employer’s organisation Sveriges Kommun och Landssting [SKL] (Tirén, 2012). This is an increase of 20 per cent compared to two years ago. Social media have been a natural channel for communication with citizens, where the municipality easily can reach the citizens and the citizen can interact with its municipality. The study (Tirén, 2012) shows that most of the municipalities and county of councils use social media to communicate with their citizens and to have a channel for news, but more and more municipalities and county councils use social media for emergency information, branding and requirement.
Figure 4: Connection between a company’s relationship with its customers and a municipality’s relationship with its citizens. Source: The authors.

Just as companies need to strengthen relationships with their customers through the use of social media so do municipalities. The difference is that municipalities refer to its customers as citizens, see figure 4. Unlike corporations’ flexible work with social media, governments are bound to legislations as Klang and Nolin mention (2011) such as privacy, security and information policy (Nam, 2012, p. 350). In this regulated system an appropriate relationship between authorities and its servants is defined. In Sweden, municipality and government regulations are quite flexible and fast, when the need of change is evident, in comparison to other countries even though government regulations usually take more time to modify. Swedish governments and municipalities are also more open, according to the fact that all documents are official, and are often first movers in the adoption towards interacting in social media to reach citizens and other stakeholders. Klang and Nolin (2011) continue to stress that the regulations in Sweden have followed this change with Web 2.0 and the E-delegation is developed in a step towards guidelines for how governments and municipalities can use Internet and social media. Further the use of social media in governments is also depending on the freedom of access to official records.

In the Swedish E-delegation there are many reasons listed underlying social media activities for government bodies (E-delegationen, 2010, p. 17):

- Make the authority more accessible
- Reach more citizens and corporations
- Get help from users for crowdsourcing and feedback
- Improve relationships with citizens and corporations
- Increase the authorities credibility among citizens and corporations
- Reach specific groups
- Compensate for other channels
- Procure better knowledge through environmental scanning
- Reduce costs for communication

Social media will according to the E-delegation (2010, p. 17) be used to create a dialogue between the authority and the citizen or stakeholder, but also for sending information as a mean of mass-communication. The authority will also be able to get feedback from people within the community (E-delegationen, 2010, p. 17).

Nearly three decades ago it started with the term ‘open government’, which the OECD countries invested in. Open government became based on three main elements; transparency, accessibility and responsiveness (OECD, 2005b, p. 2). This was going to be a step towards the broader goal; strengthening citizens’ trust in their government. Governments have over time become more accessible and user-friendly but they are still connected with bureaucracy (OECD, 2005b, p. 5). Further the governments’ use of information and communication technologies (ICT) have increased in the last few decades (Sandoval-Almazan & Gil-Garcia, 2012, p. 72). The emergence of Internet and Web 2.0 has given governments new opportunities to be more open and accessible, but has also led to new challenges when governments shall adapt to this new era. Web 2.0 enables connection and collaboration on a new level and has arisen from the earlier term Web 1.0 when email and the websites were in focus (AGIMO, 2009, p. 3). Due to the use of ICT the governments have started to adopt new strategies more in line with its functionality. This is now called electronic government (e-government), and has become a powerful strategy for governments (Sandoval-Almazan & Gil-Garcia, 2012, p. 72). e-government can provide access to governmental information for citizens and be used for online services according to OECD (2005b, p. 5). The evolvement to Web 2.0 with popular technologies of social networking and social media such as Facebook, Twitter, social voting and multimedia sharing such as YouTube, can according to Millard (2009, cited in Nam, 2012, p. 349) foster open and user-driven governance.

Bonsón et al. (2012, p. 123) and Ballejos and Montagna (2010, cited in Sandoval-Almazan & Gil-Garcia, 2012, p. 74) state that Web 2.0 is used in local governments to improve transparency and citizen participation. “Transparency and new forms of accountability have been highlighted as key elements of good governance” (Kim et al., 2005, cited in Bonsón et al., 2012, p. 123). The objectives for the use of ICT in governments have been higher service quality, greater efficiency, deeper transparency and more engaged citizen participation (Sandoval-Almazan & Gil-Garcia, 2012, p. 72). Ahn and Bretschneider (2011, p. 414) and Bonsón et al. (2012, p. 123) further stress that e-government can lead to increased citizen participation. There is also a potential to increase interactivity and openness which will lead to increased accountability and higher trust from the citizens. Governments are under pressure to adapt to the new world and its new sorts of communication, such as the use of Internet, and by adapting to the term e-government. The Web 2.0 tools have given the governments’ new possibilities to interact, participate and collaborate (Sandoval-Almazan & Gil-Garcia, 2012, p. 72). According to OECD (2003a, p. 1) the new technique has been “a tool to achieve better government”. e-government is meant to improve a government’s relationship to its citizens and ICT will promise the use of this function. ICT has dramatically improved the way of searching, selecting and integrating all information the governments use and generate. It has also led to interactivity between the governments and its citizens regarding the improvement of consultation and
citizens’ involvement in decision-making (OECD, 2003b, p. 15). Further, Sandoval-Almazan and Gil-Garcia (2012, p. 74) mention how, for instance a Facebook page, can enable citizens to meet each other online to discuss initiatives or ideas or simply communicate with each other. This improved citizen participation can create value for both the municipality and its citizens. Onwards, the e-government portals need to continuously evolve and adapt to new Internet features (Sandoval-Almazan & Gil-Garcia, 2012, p. 73).

With e-government the citizens’ passive role may be changed. If citizens are willing to be a part of social media created by the municipality it will enrich socio-political debates and the diversity in these debates will increase. Citizens will also be able to influence governments’ decision-making. (Bonsón et al., 2012, p. 124; Ahn & Breitschneider, 2011, p. 414) Another way of interaction from the citizens is according to Sandoval-Almazan and Gil-Garcia (2012, p. 74) “the use of blogging by public officials in the major offices to promote initiatives, introduce new ideas or simply to communicate with citizens”. With Web 2.0 the citizens are being empowered to organize and collaborate but also to express themselves (AGIMO, 2009, p. xi). Further Web 2.0 will increase the free flow of information and the freedom of expression for the citizens. By being interactive the local governments can according to Bonsón et al. (2012, p. 124) make citizens engage in decisions at a local level and improve relationships with their citizens. e-government has evolved into a newer term named Government 2.0 (Nam, 2012, p. 347) which is well explained by Australian’s self-organized Government 2.0 Goggle Group, in a documentation made by a taskforce in the Australian government: “Government 2.0 is not specifically about social networking or technology. It represents a fundamental shift in the implementation of government - toward an open, collaborative, cooperative arrangement where there is (wherever possible) open consultation, open data, shared knowledge, mutual acknowledgment of expertise, mutual respect for shared values and an understanding on how to agree to disagree. Technology and social tools are an important part of this change but are essentially [just] an enabler in this process” (AGIMO, 2009, p. 2). But the differences are fuzzy between the terms and depend on which researcher and government you investigate in the matter. Since it is a pretty new term for the governments and since Internet is continuously evolving the meaning of the definitions are constantly evolving as well. Government 2.0 will open up for a two-way interaction between the government and its citizens. To connect the term Government 2.0 to an operation such as Världsklass 2015 it is used to cultivate enthusiasm and to make the citizens contribute more to their community (AGIMO, 2009, p. xii). Since Government 2.0 means being citizen-centred the local governments need to engage and empower the citizens along the whole service delivery chain.

The use of Web 2.0 by governments may have some impacts mentioned in the work by Bonsón et al. (2012, p. 125-126);

1. Improvement of public sector transparency by using social media platforms for letting citizens take part of information and activities.
2. Improvement of policy making, by using communities the governments can create new forms of participation by improving citizen engagement and social consciousness. This new way of communication may facilitate dialogue, creativity, collaboration and participation. Through this the interest for politics may increase among citizens and the two-way interaction will generate feedback for decisions and projects.
3. Improvement of public services, similar to how companies interact with customers for product improvement.
4. “Improvement of knowledge management and cross-agency cooperation” (Bonsón et al., 2012, p. 126) to enable relationships.

Bonsón et al. (2012, p. 126) state that governments can make use of these Web 2.0 tools to facilitate the distribution of information to citizens. Further they mean that governments may use social media actively to open for a corporate dialogue. In the use of social media the relationship between the authority and the citizens must according to Eccles and Krzus (2010, cited in Bonsón et al., 2012, p. 126) be based on engagement and collaboration where engagement is showed to be the key term of Government 2.0 (Bonsón et al., 2012, p. 131). Eccles and Krzus (2010, cited in Bonsón et al., 2012, p. 126) mean that collaboration occurs “through active and real-time interactions” between, in this case, the municipality’s operation group and the residents and other stakeholders. Engagement will occur when both parties put in mutual efforts to gain beneficial outcomes. As mentioned before, the use of social media can lead to increased transparency and the authors suggest the use of Facebook, Twitter, YouTube and blogs, where citizens can comment and give ideas, which will enhance the transparency and further give incentives to corporate dialogues. With tools such as ‘comments’ and ‘tagging’ all citizens are able to communicate and participate directly. In order to make the use of social media beneficial for both parties the users according to Halavais (2009, cited in Bonsón et al., 2012, p. 126) need to receive feedback from the entity, which will be achieved by hiring a social media manager, or also called a community manager. This person will be as popular to have in the public sector as it is nowadays in private corporations.

In a study made of 75 bigger local governments in EU by Bonsón et al. (2012, p. 128) Twitter seemed to be the most used social platform with 32 per cent that have an official account. Only 17 per cent have an official Facebook account and 29 per cent have an official YouTube channel. The use of social media platforms is not high and the citizens subscribed to the social media accounts are small. On Twitter the municipalities have 803 followers on average and an average of 1412 fans on Facebook. Beyond the local governments’ presence and consciousness a lot is being said about them in social media. This means that the local governments miss a lot of what citizens are saying about them online. It is here stated that a lot remains to be done in the local governments’ use of Web 2.0 tools. Citizens are more ‘inside the network’ than their municipality and the municipalities miss out on a lot of what is said about them by not engaging. How local governments need to act is summarized in Bonsón et al.’s study (2012, p. 131); “For local governments, not engaging now involves a greater risk than engaging; citizens will use these networks to talk about them, whether local governments add their voice to the conversation or not”.

“Usually citizens access government websites to find information and data for decision making; very few explicitly want to collaborate with the government” (Sandoval-Almazan & Gil-Garcia, 2012, p. 74). From this Sandoval-Almazan and Gil-Garcia (2012, p. 74) find that collaboration and participation between municipality and citizen is difficult. It needs to be built on trust, which makes it harder since governments have seen low levels of trust from its citizens in the history. Nam (2012, p. 350) further examines citizens’ attitudes
towards open government and e-government and had earlier seen a gap between the public’s expectations and perceptions, which can lead to a decrease in citizens’ trust towards their government. By championing core values of transparency, public participation and collaboration it is believed citizens’ satisfaction and trust in the government will increase (Nam, 2012, p. 350). The social media tools have been a good step in the improvement of citizen trust and citizen participation (Sandoval-Almazan & Gil-Garcia, 2012, p. 74). In his study Nam (2012, p. 354) found that some citizens in the United States of America thought the government had become a little more open and accessible but most of the citizens did not see any difference. The citizens only trusted the local governments some of the time. The studied citizens did not participate in e-government or follow their local governments in social media to some greater extent. Not to forget is that these citizens are not yet familiar with governments’ use of e-government which has affected their trust in the government. (Nam, 2012, p. 363) Further using Government 2.0 tools in the interaction with citizens hopefully will change their attitude for the better.

5.8 Conceptual framework

5.8.1 Sub-purpose 1: To review existing theories and formulate a conceptual framework including how to create citizen participation and how municipalities use social media.

Figure 5 below summarizes reviewed theories and incorporates both the citizens’ and municipality’s perspectives. We formed our conceptual framework upon two perspectives, those of citizens and the municipality, with the extra component being social media, which affects the communication between these two. We looked at theories on how businesses interact with their customers, both through social media and other means. We also include the other side of the equation, which is how citizens see the municipality and its development operations. We suggest that the ultimate goal of citizen-municipality interaction is to enhance accountability, improve trust and achieve better decision-making by letting citizens be involved on different levels in the decision process. The municipality in our case needs to find ways of communication that eventually will establish a long-lasting relationship with the citizens.

Taking these steps will create a willingness to participate and hopefully also give incentives for the inhabitants to stay in the community. A further step is to engage citizens in virtual communities. This will be an engagement where information can be shared, not only in one direction, but between citizens and between the municipality and its citizens in a two-way communication. Furthermore, e-government is a tool municipalities can use to increase citizens trust in the authority. Our conceptual framework is mostly based on the concept of e-government, which gives citizens an opportunity to be involved in the decision-making process and gain access to municipal information through social media. Further theories applied in our conceptual framework are Customer Relationship Management (CRM), where citizens will be engaged both through conventional media but also through digital media in the form of e-CRM. Thereafter we apply Corporate Social Responsibility (CSR) and Cause-Related Marketing (CM) strategies, which will provide information on how to invoke participation and compassion for the cause among the inhabitants. A goal for the
municipality is to promote solidarity among citizens by creating a sense of belongingness and familiarity, much like corporations try to make a customer feel a certain connection to a specific brand or “brand love”.

The channel where most of the interaction between the municipality and the citizens will be made is through social media. When used right, social media is a powerful tool that has created possibilities for both individuals and companies, but also challenges in terms of usage and form.

**Figure 5:** Conceptual framework summarizing theories. Source: The authors.
6. PRACTICAL METHOD

In this chapter we will describe the progress and gathering of quantitative and qualitative data through the mixed methods approach. Information is collected from both citizens through an online survey and from the municipality through qualitative interviews with relevant representatives. The chapter continues with source criticism and a discussion of the study’s reliability and validity. Further this part will end with a discussion about the ethical considerations regarding this degree project.

6.1 Qualitative step: Interview with Örnsköldsvik’s municipality

6.1.1 Construction of interviews

We have chosen to conduct a qualitative interview with Örnsköldsvik’s municipality in our study. We chose to have the interviews with employees at the communication department and with the development manager of Världsklass 2015 before we developed the quantitative survey. By meeting them first we could get a better understanding of the organisation as background for our continued study and for the quantitative study. Further, we wanted to strengthen the relationship with our contacts at the municipality and we wanted input from them regarding how to formulate some of our questions before we finished the survey. When preparing for the interviews we chose to adopt what Weiss (1994, p. 9-10) refers to as important when conducting interviews;

- Integration of multiple perspectives
- Developing of holistic description
- Learning of how events are interpreted
- Identification of variable and the framing of hypotheses for quantitative research

Weiss (1994, p. 9) describes how a qualitative interview can enable understanding on organisational and/or development of events and the importance of getting multiple perspectives on these subjects. Therefore in our research we interview representatives from different departments within the municipality, with only slight changes to the questions, to be able to receive different perspectives on the same topic asked. Furthermore our intention is to investigate how the behaviours of citizens and the municipality interrelate in our topic, described as holistic description by (Weiss, 1994, p. 10). This is directly correlated with our quantitative research survey since Weiss (1994, p. 9) argues that a qualitative interview can provide preparation for quantitative research questions, which is the progressive approach we have taken. Another factor we want to include is to gain understanding on how citizens view and interpret the municipality’s development operation and its use of social media. Weiss (1994, p. 10) refers to the importance of learning how participants interpret certain events and that interviews are a preferable option.

The questions asked in our interview were divided into different categories concerning various subjects. The different topics with questions asked to the representatives were; general questions, the respondent’s role, communication, social media, participation and Världsklass 2015. The topics were related to their respective assignments. We conducted
The interviews in Swedish for a more easy going conversation both for the respondents and us. The qualitative interviews we chose to do are semi-structured. A semi-structured interview is explained by Bryman (2008, p. 438) as when the researcher has a list of questions and topics but the interviewee is open to discuss and explain them. We used an interview guide, presented in appendix 1, including some general open-ended questions (Carson et al., 2001, p. 74). In this case the outline did not need to be followed so we asked follow-up questions according to what the interviewee was saying. The focus was on what the interviewee viewed as important to explain, which Bryman (2008, p. 438) believes is an appropriate structure.

We conducted the questions with help from our reviewed theories about social media, online relationship building, e-government and citizen participation. We thought about how we would be able to analyse the answers in relation to the existing theory within the fields. The conclusion was to base our questions on how the structure of the theoretical framework was developed, where citizens and the municipality is divided into two interdependent blocks consisted and composed of relevant theories. This will give us a clear picture of which questions that would be relevant for our qualitative and quantitative research separately.

6.1.2 Sampling and access

Given the purpose of our study we intended to interview the people with best knowledge regarding the Världsklass 2015 operation and communication from the municipality, especially concerning online communication. Through our contact with Helén Sahlin, our initial connection, we obtained the information required about who would be best suited to interview according to our preferences.

Three employees in particular were interesting to interview regarding our topic and we did not think we needed more respondents to participate to get the information we required. The three people within the municipality’s organisation we choose to interview were Helén Sahlin, manager of the information department at the municipal administration, Per-Olof Sedin, web manager at the information department, and Vanja Östman, manager of the development operation Världsklass 2015 at the Department of Business and Economic Performance. Helén is responsible for the overall information flows from the municipality while Per-Olof is responsible for all information and communication online, both at webpages and in social media channels. Further Vanja Östman manages the development operation Världsklass 2015. These were the people we reasoned to be the most relevant within the municipal organisation to meet according to our topic since they handle the overall information flows and the Världsklass 2015 operation. The proposed respondents were all able to participate in our study so we did not have any problems reaching the interviewees in our qualitative study.

We conducted the interviews at their offices in Örnsköldsvik March 21th. We thought we would be able to attain as much information as possible by meeting them face-to-face. The interviewees had received questions via our interview guide one day before our scheduled meetings so that they could prepare and were aware of which topics we wanted to enlighten. The questions were divided into topics; general questions and questions
regarding communication and relationship building, social media and the development operation Världsklass 2015. By meeting them face-to-face we were able to see how they reacted when talking about the topics and how they reacted to our follow-up questions. We also believed that it would be easier to get to know the participants if we talked with them during a real life encounter instead of over the phone. We figured that in turn, hopefully they would trust us more in our work towards them.

6.2 Quantitative step: Online survey with Örnsköldsvik’s citizens and other interested

6.2.1 Survey construction

Since we, to a great extent, have adopted a deductive approach for our study we have done the typically associated method, a survey (Saunders et al., 2009, p. 144). We conducted a quantitative study in the form of a self-administered online survey posted on Örnsköldsvik’s municipality’s official webpage, the web magazine ‘Webben 7:an’ and on their separate divisions’ Facebook pages. The aim of the survey was to investigate the behaviour of the citizens in social media, the citizens’ thoughts about participating in the municipality’s projects, their perceptions of the municipality’s use of social media and of the work the municipality does to involve citizens. The survey would enable us to measure and count results to be able to analyse the municipality’s work on involving citizens via social media. From the results we made analyses, drew conclusions and came with recommendations on how they could make more citizens involved in the Världsklass 2015 operation via the use of social media.

The survey we conducted was a questionnaire with close ended questions that was completed by the respondents themselves online, therefore called a self-administered questionnaire (Bryman, 2008, p. 216). We made a clear presentation of the questions separating the print styles for general instructions and questions as Bryman suggests (2008, p. 222). Before posting the survey we included a cover letter that provided information about the survey and its purpose for the respondents (Dahmström, 2005, p. 144). In the cover letter we also introduced who we are and gave information about how we will use the results, according to Dahmström (2005, p. 144). The anonymity the respondents have was also described.
The questions were divided into four parts according to figure 6 above; the citizens profile including their use of social media, their attitude towards the municipality’s information, their knowledge about Världsklass 2015 and lastly their attitude towards Världsklass 2015. In the end we also added a question regarding their will to participate in the overall development of Örnsköldsvik. We designed the survey both from theories and with help from the Världsklass 2015 team. We wanted to be able to analyse the findings in relation to the theories in our theoretical framework. To be able to investigate the citizens’ use of social media and to get relevant answers we needed to provide them with well formulated questions. We were able to create these questions with help from the researchers Hutton and Fosdick (2011) and Mathur et al. (2012). Regarding how municipalities involve its citizens we used Nam’s (2012) questions about e-government. Continued questions about Världsklass 2015 involvement have been developed based on Hutton and Fosdick’s (2011) suggestions, together with information and desires from Världsklass 2015 and other general theories. For questions taken from existing theories see table 1 below. Regarding the citizens’ use of social media we included LinkedIn as an alternative on the question which social media the inhabitants prefer in different circumstances. LinkedIn was included to see whether there are citizens who use social media for professional purposes to a greater extent, which in the case of Världsklass 2015 would be interesting for instance due to citizens not using social media in a more private way may be hard to reach. The questionnaire was designed in LimeSurvey and how it looked can be seen in appendix 2.
Table 1: Survey questions. Source: The authors.

6.2.2 Sample

Our defined population are citizens in Örnsköldsvik’s municipality, which are around 55000 people, excluding those who do not use social media because of their age or for other reasons. According to desires from Världsklass 2015 our population also includes people outside of Örnsköldsvik who have a relationship to Örnsköldsvik and therefore an interest to receive information about the communities’ development. Since there is a wide population we will not be able to gather primary data from every person. Therefore we need to choose a sample from the total of our defined population (Bryman, 2008, p. 167), which we choose to do with a non-probability sample by reaching people online in the municipality’s channels. We are aware of the fact that a probability sample makes it possible to generalize findings derived from a sample of the population (Bryman & Bell, 2011, p. 185) but we have according to our research question and our time frame chosen our sample method to be a non-probability sample. The probability of choosing each unit is
not the same for all in a non-probability sample (Bryman & Bell, 2011, p. 185). Since we study social media we chose to post our quantitative survey as a link online on Örnsköldsvik’s municipality’s official webpage and on the Facebook pages for the different entities in the municipality. At the same time as the link where posted on our different media channels the Världklass 2015 team also posted it in their web magazine ‘Webben 7:an’. We did not have time to collect lists over the whole population, which would mean sending out the survey by post because email addresses to the citizens do not exist in any register. The phenomena social media is a new and evolving research topic (Bonsón, 2012, p. 130) that may require new research methods. Further, we could not use a random selection of all units in the population (Bryman & Bell, 2011, p. 176) of Örnsköldsvik’s citizens because that would have been too time-consuming. The sample in our quantitative study will be based on voluntary response since the survey will be posted on the webpage and on the Facebook pages of Örnsköldsvik’s municipality and Världklass 2015. The visitors at the pages can voluntarily choose if they want to conduct the survey or not. Gradually we had to send out the survey in an email with help from Vanja Östman to get some responses. It was still based on voluntary responses but these respondents will not be representative in the same way since they already have an interest in Världklass 2015, which is the reason to why we could access their email addresses. Vanja Östman uses the addresses to post newsletters to this group of people and did the same procedure with the survey. We are aware of the fact that some units in the population will be more likely to be selected than others (Bryman & Bell, 211, p. 176) in our study. These people may have an interest in the subject, for the municipality’s development and are probably also users of social media.

6.2.3 Access

Because we posted the link of the survey on the municipality’s official webpage, their web magazine and on their Facebook pages it become a self-selection sample since the participation in the survey was voluntary (Dahmström, 2005, p. 237). Dahmström (2005, p. 237) mentions the fact about the lack of suitable sampling frames, which can make it difficult to generalize the results. The fact that we lose respondents who do not have access to Internet does not affect us because if people do not have Internet they do not belong to the population that can be reached through social media. By posting the link for the survey on both Facebook and web sites we hoped to reach a preferable number of respondents. Further, we thought it was relevant to post the survey at three of the municipality’s Facebook pages since our study has to do with social media.

We took help from the municipality’s web manager, Per-Olof Sedin, to be able to post the link to the survey on the webpage and on the Facebook pages since he is responsible for all the administrative tasks regarding social media and web pages within the municipality. This evidently made us lose control of where the link was to be posted, but on the other hand we trusted them to know which alternative that would be best for our research. Further we do not have access to channels where we effectively can reach citizens of Örnsköldsvik. We wanted Per-Olof to post the link on more of the municipality’s Facebook pages, but Per-Olof did not think it was appropriate to post it on sites that had no affiliation to Världklass 2015. Per-Olof gave us a link to the pages so we could see the posts to the link. The link was posted on April 12th in the morning on the Världklass 2015 part of the municipality’s
The link was also posted on two of the municipality’s departments’ Facebook pages at the same time, appurtenant to ‘Culture and Leisure’ and ‘Sustainable travel’. With help from the manager of Världsklass 2015 the link was also posted on Världsklass 2015’s Facebook page, see figure 7, and on ‘Webben 7:an’, under the heading for community information, April 12th. Two of the employees also posted the link to the survey on their private Facebook timelines because they both live in Örnsköldsvik and most of their friends too. The survey was posted on a Friday and after the weekend we only had 30 answers. On April 15th Per-Olof helped us to put the survey link on the front page of the municipality’s official webpage, see figure 8. On April 17th we had 38 completed answers, which we reckoned was far from our original expectations. We had to discuss other solutions with Per-Olof Sedin and Vanja Östman. According to Per-Olof it would be very effective, and cheap, to buy advertising spots on Facebook to be able to spread the survey among the citizens of Örnsköldsvik since they had done it successfully on other occasions. The team of Världsklass 2015 was of a different opinion, they did not believe that spreading advertising under their name on Facebook were the right way to go, which meant that we had to find another solution. However, Vanja provided to resolve our dilemma, she sent an email to 105 people whose addresses she had saved from the Världsklass 2015 database. These respondents are however not a representative sample since it is people who in some way already are included in the Världsklass 2015 operation and therefore are biased. This is something we have to consider when doing the analysis of the results. On April 19th we stopped the survey to have time to collect the responses and analyse the results. We received a total of 107 answers whereof 84 where complete. The relatively small number of responses limits the range of the analytical techniques that can be applied. Care should be taken when generalizing the results to the broader context.

Figure 7: Print screen of the survey on Facebook.
6.2.4 Pre-tests and revisions

Before posting the self-administered survey we had a pre-test with seven persons to be able to see if we needed to modify some questions and also to be able to test the program we used for the survey. After the revisions we did modify some questions with better descriptions, changed answers and some questions were removed and changed in order. We also had to fix some of the technical functions for the questions. The reason to why we modified some of the questions was because they were not clear enough to our pre-test subjects.

6.2.5 Data loss

In the quantitative study we faced a great partial loss, such as uncompleted surveys with questions that had not been answered. The number of lost surveys was a total of 23 which is a partial loss of 21.5% of those starting the survey. We also consider that visitors who have visited the pages and seen the survey but decided not to participate can be seen as a partial loss. This partial loss we estimate is pretty high since the survey was posted on three
Facebook pages and two websites. The Facebook pages have a total of 711 people who ‘like’ the pages, unfortunately not every one of them sees the post on their Facebook wall. The link posted at the Facebook page ‘Världsklass 2015’ had a range of 258 people seeing it whereof 23 users have interacted and 11 talked about. We cannot see to what extent the post has been further ‘shared’. Contrariwise, the link at the Facebook page ‘Örnsköldsvik’s municipality - Culture and Leisure’ had 46 people in the range and five persons who had interacted, being a viral distribution of 2,17 %. ‘Örnsköldsvik’s municipality - Sustainable travel’ had a range of 84 people on the link to the survey. On this site there were only five who had interacted and the viral distribution was therefore only 1,19 %. This makes the response on these divisions’ Facebook pages poor. The survey was also posted on the web magazine ‘Webben 7:an’ and on the municipality’s official webpage at the front page and on the page appurtenant to Världsklass 2015. To get a hint of the number of people visiting Örnsköldsvik’s municipality’s official webpage (www.ornskoldsvik.se) during a week Per-Olof Sedin (personal communication, April 19) provided us information that during the week of April 8th to April 15th the official webpage had 21 940 visits whereof 12 618 unique visitors. By these numbers from the pages we estimate that a lot of people have seen the heading about the survey but have chosen to not look closer or to not participate.

Seven people opened the link to the survey but choose not to participate, most of the other uncompleted surveys were lost because of troubles answering question number eight; ‘Which of the following are best when...?’ This question we realized was hard to understand for some even during our pre-tests, so we probably should have considered removing it altogether.

6.3 Data preparation

To be able to process the data from our qualitative study we transcribed the text by listening to it and writing every part of the conversation in a document to be able to look back on all of the interviews in an easy way, in order to not lose important information. Since the interviews were done in Swedish we are aware of the fact that the meaning in some sentences may have been lost in translation when writing the chapter consisting of empirical observations. However we have been very thorough when examining the interviews, hence making sure that the purposes from the interviews have stayed intact. The interview material have further been analysed related to our theoretical framework.

For the data from our quantitative study we used LimeSurvey to examine statistics and thereafter we created diagrams and figures in Excel. We looked at if there were any correlation between citizens in Örnsköldsvik and respondents living in other parts of the country. However, we found that the number of people not living in Örnsköldsvik was too small to make a difference in our statistics. The descriptive numbers we procured from LimeSurvey gave us enough information to be able to answer our research question and purpose, meaning that we did not need to do any correlations or formal statistical tests.
6.4 Source criticism

We are aware of the fact that the gathering of reliable sources needs to be validated by other references. When conducting both the qualitative and quantitative research questions we have based most of our questions on previous studies, to be able to validate our findings. We know that, even though tried on several people in beforehand, the questions used for our interviews and especially our survey, have academic terms that might be confusing for the respondents. Since our target group supposedly is a wide variety of individuals we have tried to use a language which will be suitable for most ages and backgrounds.

In our interviews with the representatives of Örnsköldsvik’s municipality we did not experience any partial loss. The three persons we wanted to interview were happy to participate. The recorded interviews lasted for about one hour on average. The main questions were sent to the interviewees a day before the interviews were conducted so that they could prepare. Depending on which respondent we interviewed we did not ask all of the interview questions because some of the questions were more related to one specific respondent’s role or duties than others. We felt that the interviews were conducted in a relaxed and informative manner, where both respondents and interviewers were able to talk freely around the subject discussed. We tried to use open-ended questions to a great extent for the interviewees to be able to answer with an open mind. After further reviewing our qualitative interviews we have come to the conclusion that we might have had too many questions per respondent. With many questions, and some quite similar to others, it was hard to know which question that was relevant to ask after a specific subject had been discussed to move the dialogue forward in the direction we wanted.

Regarding our quantitative study the survey might to some people seem long and time consuming, which may have been the reason to why people choose not to start the survey or not follow it through. Some of the questions can have been interpreted as tricky to understand due to reasons such as language or purpose, even though we have tried to make them as easy as possible to understand. Still, we were of the opinion that we knew what we needed to examine and therefore kept to the questions conducted. We also conclude that it could have been a lack of knowledge or interest for some questions that affected the partial loss. Making questions not mandatory could have decreased this risk but we had the opinion that it was important for us to get an answer and not a choice named ‘no answer’ which is hard to draw relevant conclusions from. On the other hand for those who finished the survey these mandatory questions where they could not find the alternative they wanted made them choose the best suited alternative which can give misleading results. The partial loss that we cannot estimate, due to people who have seen the post about the survey but who chose to disregard it, might have occurred because of low public interest in the municipality in general among people in Sweden. People who have seen the link to the survey on the web pages or on the Facebook pages might have had a reason why they visited the site and therefore chosen to continue with their intended purpose. Due to a low response rate it might be of value for the municipality to evaluate this in relation to its number of participants and means to evoke interest.
Since the survey was online we could not control who participated in the survey but we are pretty sure the respondents did not answer several times since we made the system so that it could prevent a single IP-address to respond more than once. We were not able to analyse the tone and voice of the respondents and we could not help if they did not understand some of the questions. There were only some questions where the respondents were able to give comments.

We have to consider that the partial loss may have affected the results and its reliability. Due to low response rate our results are hard to draw relevant conclusions from and they are not reliable for generalizability for the whole population in Örnsköldsvik. Further, some respondents may have been biased since they probably already have an interest in Världsklass 2015 in some way if they found the survey in Världsklass 2015’s channels. To examine how to involve citizens, who are not involved in the municipality’s social media channel, would have required us to study these people separately. This part of the population will be hard to reach without buying advertising online. Those who received the survey by email are not a representative sample since they are already involved in the operation of Världsklass 2015. Our results will therefore be hard to apply to the citizens in general and we have to consider these facts when doing our analysis and conclusions.

In the transcription of our qualitative interviews we want to emphasize that a few words were hard to interpret since we were not able to hear all words and since the interviewees had some dialect. The words that we missed in the interpretation we want to mention did not have any influence regarding understanding the meaning of the sentences.

### 6.5 Reliability

To be able to measure the quality of our study we have chosen to insure its reliability and validity. According to Saunders et al. (2009, p. 600) reliability is to which extent the data collection techniques will provide consistent findings and if there is transparency in how the raw data made sense. Bryman and Bell (2011, p. 41) further confirms that reliability is whether the results of a study is repeatable. We believe that our research is reliable to a certain degree due to the low survey response rate, therefore we cannot be sure that the responses equal the rest of the populations opinions. However, the online survey together with our qualitative investigation still gives us data to provide an intensive analysis with the help of reviewed theories. We hope this analysis will help Örnsköldsvik’s municipality to, in some way, set up new strategies for their citizen participation.

Regarding the qualitative study, our interviews were scheduled in beforehand for us to be able to conduct the interviews in a friendly and relaxed environment. Furthermore the chance that our interviewees’ answers were biased due to pressure from higher instances feels unlikely in a non-competitive organisation such as the municipality. In addition our respondents were all in some kind of managerial position, making it even less likely for them to be affected by external forces. We still have to consider that it may have affected our answers. Introducing a high degree of structure to the interview schedule will lessen the threat to reliability, such as same approaches to the interviews according to Saunders et al. (2003, p. 103). We did send the interviewees the interview guide in beforehand and
conducted the interviews together. We tried as much as possible to follow the structure, but the interviewees were able to talk as much they wanted within the topics. This made us sometimes to change the structure since they led us into other topics or answered us before we had asked them, but this is a part of a semi-structured interview.

In our quantitative study the respondents were derived from a wide audience due to our survey being posted on different online forums such as Facebook, which includes all ages and backgrounds, together with the municipality’s homepage, which will insure a wide range of thoughts and opinions. Reliability is according to Saunders et al. (2003, p. 101) assessed by being able to yield the results in other occasions which we unfortunately are not able to do according to the low response rate. On the other hand, we do not suggest the results would be different if the questionnaire was completed at a different time. But the results may have been different if there was a wider range of residents in the municipality who answered. It is important however to be able to ensure the consistency of a quantitative study according to Bryman and Bell (2011, p. 41), which is why a greater number of respondents would have increased the probability of a reliable result.

We are aware of the fast changing pace of the social media industry and how quickly behaviours and views change with new inputs as Saunders et al. (2009, p. 327) say. Same argument can be applied to whether or not there will be a high amount of participant errors. Due to the, in our opinion, non-threatening subject and the respondents anonymity, in combination with the fact that the participants make a choice whether to do the survey or not, makes us believe that the respondents themselves will be able to make a decision whether or not they have time and energy to conduct the survey. This we assume will in turn result in our participants doing the survey without biased emotions towards the survey. However it will affect the response rate negatively.

6.6 Validity

Validity is whether findings really are what they appear to be. To investigate a research’s validity you examine if the relationship between two variables is a causal relationship according to Saunders et al. (2003, p. 101). Bryman and Bell (2011, p. 42) strengthen this statement by saying that the topic is concerned with whether a conclusion that integrates two or more variables that has a causal relationship hold ground. Saunders et al. (2009, p. 603) further develop the concept by adding that validity is to which extent the data collection method measures what was intended to be measured and if research findings really are about what they declare to be about. We believe that our quantitative study eventually will give us the final results necessary to answer our research question. The questions conducted in our survey are to a great extent based on credible theories that are indispensable for us to answer our research question and reach our purpose, which in turn increases the validity of our findings. Concerning external validity mentioned in Saunders et al. (2009, p. 158), the authors mention it as the extent to which the results of the research from a specific study are generalizable to all relevant contexts. This is confirmed by Bryman and Bell (2011, p. 43) who say that external validity is whether the results can be generalized beyond the specific research context. We do not believe that our study would be directly applicable to other governmental entities, due to the fact that our investigation
has been extensively based on a specific governmental operation. Moreover some of the respondents have been selected due to their previous encounters with the governmental operations, which make them an unrepresentative sample. We believe therefore that our results cannot be generalized and in turn will not easily be applicable to other settings. Regarding internal validity described by Saunders et al. (2009, p. 592) as the extent to which findings can be connected to interventions rather than the research design, we have worked to obtain a high degree of internal validity since our data collection is based on our theories. This will make it easier to measure the specific topics we want to examine.

6.7 Ethical considerations

In a business research it is important to consider ethics. Bryman and Bell (2011, p. 128) discuss ethical considerations for business research that we have chosen to discuss according to our study; harm to participants, lack of informed consent and invasion of privacy.

According to Bryman and Bell (2011, p. 128) it is unacceptable to harm participants. However, harm can take a number of faces, it is up to the researcher to carefully assess the possibility of what would harm his participants. Harm can be physical harm, harm to participants’ development of self-esteem, stress, harm to participants’ future employment, as examples mentioned by Bryman and Bell (2011, p. 128). All types of harm to participants shall be minimized by the researcher(s). Since we are collecting information about individuals through the online questionnaire along with information about peoples’ work tasks in the interviews we need to consider the ethical considerations that can be recognized in our study. When we posted the questionnaire we clearly informed all the respondents that the test was anonymous and that no other information would be taken that could infringe privacy in any way. In the introduction text in the survey we explained to the participants that we would not derive the respondent to the answers given and that the information will be kept confidential as Bryman and Bell (2011, p. 129) identify as good ethical codes. We further told the respondents that the answers will be officially published later on but that the individuals would not be able to identify in the published study. The respondents were also informed that the information will not be used for any non-research purpose which is further mentioned as a general rule by Bryman and Bell (2011, p. 129). In the case of Örnsköldsvik’s municipality and its employees we informed them about how the information would be supplied. Since the study was about Örnsköldsvik’s municipality it allowed us to reveal the employees’ identity, which was asked during the interviews with them. Further, the municipality is an official authority which makes it obvious to make their answers open, because of their publicity.

Furthermore, Bryman and Bell (2011, pp. 132-136) argue that the lack of informed consent is a critical aspect within business research ethics. Since our questionnaire and our interviews were voluntary to participate in we do not reckon that we would have any wide extent of informed consent. Bryman and Bell (2011, p. 133) inform about the MRS Code of Conduct that states that respondents shall be told in the beginning of the interview about the study’s purposes and use, which we have done clearly in both our qualitative and quantitative survey. The interviewees were told in beforehand about the topics that should
be discussed and the people responsible in Örnsköldsvik’s municipality have during the whole study been informed about our working progress.

The third area of ethical concerns we discuss is the issue of invasion of privacy. Transgressions of the right of privacy are not acceptable in a research as Bryman and Bell (2011, p. 136) discuss. Since it is important to respect peoples’ privacy and to be aware of the fact that different topics might be sensitive to different individuals, we informed the respondents in the qualitative study that they did not have to answer questions on any ground where they felt justified. According to Bryman and Bell (2011, p. 136) it is impossible for the researcher in beforehand to know which topics some respondents judge as sensitive. In the online questionnaire the respondents could end the survey whenever they wanted even if that led to uncompleted surveys for us. Further ethical consideration taken into account is to avoid misleading reports in our data collection. Our goal is to avoid manipulation and to report a true picture by using the exact numbers given from the statistics in LimeSurvey.
7. EMPIRICAL FINDINGS

In this chapter we present our result from both the qualitative and quantitative study. First we handle our qualitative empirical findings from the interviews and thereafter the quantitative findings from the survey. The quantitative empirical findings include appropriate figures and tables from our results. If interested, you will find excluded diagrams and tables in appendix 3.

7.1 Qualitative empirical findings

7.1.1 The municipality’s employees perception of social media and its intended use

Per-Olof Sedin has overall responsibility for most of Örnsköldsvik’s municipality’s Facebook pages and for seven to eight of their websites, including their corporations. Örnsköldsvik’s municipality started to use social media, with Facebook as a first, round 2009. They later on realized that a purpose was needed for each division when using the different media channels. It is important for them to have a strategy behind their use of social media as both Helén Sahlin and Per-Olof mention. “It was very popular a few years ago for us to be on Facebook, yes ... but why? Think about it, this is why many says that ‘everyone else has’, but yes, do they really? Sundsvall’s municipality did not, but the smaller municipalities had it because I think it becomes a bit of a ‘little brother complex’, because ‘we need to be seen’” explains Per-Olof. The purpose behind the use of social media for Örnsköldsvik’s municipality “is dialogue, opinions and service but it depends on the division. It also differs depending on the topic”. Helén says; “One must always know why, since it is obvious you must be timely, one has to follow the changing time but you have to know why you do it”.

According to Per-Olof Sedin the municipality uses Facebook mostly for their different divisions and does not have an official overall Facebook page, except from one that activates during emergencies. “We have chosen to do it in a certain way, we write Örnsköldsvik and then the division, as for example ‘Örnsköldsvik’s municipality - Culture and Leisure’ or ‘Sustainable travel’” says Per-Olof. In addition the municipality also uses YouTube since they believe videos are becoming more and more popular. Per-Olof says that unfortunately people think making a video requires a lot of time and energy but “many times it can be good enough to just take the iPhone and film for 30 seconds to get a message across”. They do have a YouTube channel with different playlists for the different divisions, so also for Världsklass 2015. Per-Olof Sedin further tells us that they eventually are going to release a joint municipal Facebook page. He continues “but we have not yet confirmed exactly how we want it to work”. The site can be used either for customer service or for marketing and so on. “You can be active on different types of sites and different types of social media channels, but the thing is that you have to be able to deliver too. The fact that you exist there does not mean you are doing it well” says Per-Olof. Both Per-Olof Sedin and Helén Sahlin mention that by having an official Facebook page for the municipality they may be able to answer a question once online instead of 30 times on the telephone, which will save time and probably also resources. This a future plan, Per-Olof says that requires “keeping track and that you have an organisation that is skilled at using
that channel”. He believes that the overall municipality does not have the qualifications yet, but the divisions do.

When we ask how they work to increase the dialogue with citizens Per-Olof tells us about campaigns they sometimes do to collect the residents’ opinions about different topics, such as a roundabout construction where they had a Facebook campaign and collected nearly 700 answers in a month. He believes that some people disregard information just because it comes from the municipality. “Advertising on Facebook has turned out well so it is probably something we will do again when it comes to getting views and opinions because it is pretty cheap and the advertising reaches many because it is so easy to select and chose an age category ... when advertising”. They have also seen that the answers are higher on Facebook compared to on the official website that no one visits just for fun. Per-Olof says that ‘likes’ on Facebook is not the whole truth, he believes in the ‘share’ function and people liking the posts because it leads to a viral spread. Communication overall goes through a range of different channels such as social media, magazines and the websites. Helén Sahlin means that when the divisions are communicating something “you do not think channel, you first think of what you should do”.

For Örnsköldsvik’s municipality social media is a platform for dialogue according to the respondents. “The most important thing is probably that it is social, it is based on dialogue, that is why we are doing it, that is the main thing to why we are doing social media, it is to bring about a dialogue” says Helén. Vanja defines, after she has asked her companion Frida Bylin, that “social media are digital platforms where there is an interaction between people”. According to Per-Olof Sedin they almost reach the whole population on Facebook because people up to 70 plus of age exist there. He continues; “and it is quite simple to check, if you try to do an ad on Facebook where one can choose age range, then you can see on the page how many thousands or hundred it is”. Later he says that you cannot only exist on social media because the reality is that everyone still does not exist there because of age and other reasons. Further Per-Olof does not think they as a municipality are bound by regulations in their use of social media, “it is all about having a little sense really”.

7.1.2 Världsklass 2015’s communication towards citizens and its use of social media

The creation of a dialogue with the citizens, together with the increased participation among them, started with Vision 2008 many years ago according to Helén Sahlin. She says; “we got participation among citizens because they saw that it really would change something for them”. Helén further argues that Örnsköldsvik has a work culture with not much discussion and opinions, more action and drive. “For the last 14 years this kind of relationship with the citizens has been really important regarding participation, and that is why Världsklass 2015 exists. It is an important cause but it is also an art to keep it alive. Dedicated enthusiasts, so to say, always exist and are willing to help, but it is not all who bother to keep this enthusiasm up forever and it is not easy to find new ones the same way”. Vanja Östman describes how the predecessor to Världsklass 2015, Vision 2008, started just because the municipality needed to encourage participation to be able to stand as a winner in the future. There was a whole organisation around the project Vision 2008 with EU funds, engaged politicians and an external board. After Vision 2008 they did not receive any more EU funds but the politicians within Örnsköldsvik thought that this type of
operations were really important for continued development so they choose to invest in a continuation plan that became Världsklass 2015 and a part of the municipality’s daily work. Vanja says; “It is about building a future and to show that there is willingness”. She describes how people have seen a change and that there is a shared will and a driving force among the inhabitants. “Now we communicate the work as an arena, a common platform for a development in Örnsköldsvik, where you will be able to invite people to participate, which is creating commitment”, tells Vanja Östman.

Regarding strategies for Världsklass 2015 the municipality is facing five stated challenges. Vanja Östman says; “We invite people twice a year, to so-called check-in-periods and say, ‘look, do you see something here, do you have any idea how you could be involved in solving this, what do you think about it, come with’”. Världsklass 2015 is then a co-financier in these selected projects. According to Vanja, Världsklass 2015 does a lot of bigger projects but it is the smaller ones which generate participation and the possibility to feel involved. There are another range of people connected to the project that do not really have a project to work on, these persons act as ambassadors for Örnsköldsvik. They are happy to be involved in any way possible and like to talk about Örnsköldsvik. In addition to these there are people who come to network meetings and Pecha Kucha nights, where inspirers present 20 pictures with 20 seconds for each picture. “And some are in the social media and want to be updated” says Vanja when she explains the wide range of different people involved in Världsklass 2015 at different levels. Världsklass 2015 does, according to Vanja, work a lot on creating participation and commitment, they try to elicit it with focus on open-space and meeting people. There are also people in the outer edge who know what Världsklass 2015 is about. Vanja says they now reach nearly 10 per cent of the citizens in Örnsköldsvik’s municipality. She has seen that there is an increased awareness about Världsklass 2015, “and there is an awareness of that something is happening in this municipality”. Regarding the continuation of Världsklass 2015 and involvement of people it is an important issue for the future of Örnsköldsvik’s municipality but Vanja means you never know with a politically driven municipality. She says; “This is no ordinary municipal operation, it is not statutory driven. This is growth funded which the municipality chooses to invest in to bring in newcomers. So it is what it is, all about population growth”. It would not be right if they intermit their development operation, then the municipality becomes overtaken by competition.

To be able to keep a good relationship and communication with the citizens Vanja believes it is important with quality over quantity. “We have had quite a few channels that we have restricted a little bit because we cannot sustain the same level on all, so right now we are in the position of removing some” she explains. She continues; “But I still think that we have the kind of relationship where you always can contact us anyway, even if I say ‘you can come to me with your ideas but you have to take responsibility and be involved on your own’ there are very many who send a wish list to me”. Unfortunately the Världsklass 2015 team cannot incorporate all wishes but Vanja and her companion Frida Bylin always greet the citizens with many thanks. Vanja believes it is important to have an open forum where it is okay to participate and come with ideas, a forum which has not existed before and that does not exist anywhere else. Vanja talks about one particular group of people who think they know what Världsklass 2015 is about and says that “they have been around for so long, but their picture of the development work is not true and they are pretty hard to reach.
because they say that they already know what we do”. She says that it is much easier to reach the curious ones, for example new arrivals.

Världsklass 2015’s strategies for social media are quite diffuse, they have as earlier mentioned had a lot of channels but are on their way to remove some. Some of these channels are also connected to the overall channels of Örnsköldsvik’s municipality, such as ‘Webben 7:an’ which is a magazine and a website for the whole municipality where Världsklass 2015 is responsible for some blogs. Vanja says; "When we made the transition we said that we should be able to describe what we do, how we do it and who we are, which was very important, so we started a project team blog, and that is no social media in that sense, except for people who comment”. She says that they also had a blog for the ambassadors. There also exists a blog for one of the challenges Örnsköldsvik faces, ‘Renewal and innovation’, that lies outside the organisation of Världsklass 2015. This blog involves for example good external environmental analyses. “We also have a temporary one which concerns functional labour market regions. We have a two-year project manager, one is working here and one in Umeå to, in various ways, it stimulates the process for us to become a functional labour market region, with a fairly defined project surrounding it”. In addition to these blogs they have Facebook pages both for Världsklass 2015 and for Pecha Kucha nights, which they need to have to be a part of the 600 pieces Japanese network. About Twitter Vanja says; “Then we have Twitter, and I have not decided if I like it or not, but that is how it is”. Vanja also explains the difficulties of having enough resources for YouTube, but that channel does exist as Per-Olof said. To manage social media is difficult for the municipality because it is all about whether they have enough resources or not. They need to prioritize and maybe start sync the channels together to make it easier. Vanja do have a lot of ideas, for example letting the participants tweet or having a Världsklass 2015 blog at Umeå’s newspaper’s website. Vanja does not think social media is a good tool when it comes to the nurturing of relationships such as having longer conversations or deeper discussions, in that case they encourage people to contact Världsklass 2015 via email or phone instead.

We talk with Vanja about the fact that the Världsklass 2015 arena is pretty broad and that the citizens involved do more concrete activities. It makes it easier to communicate these projects made under Världsklass 2015 instead of communicating the whole Världsklass 2015 operation. Vanja says that Världsklass 2015 is an arena where you should be able to test things, such as for example the use of social media, they encouraged other parts of the municipality to start with Facebook for example, “it is kind of our role”. Still they will not abandon the traditional meetings which still are of high importance, breakfast meetings for example. Most people reached through Facebook concerning Världsklass 2015 are between 35 to 45 years of age. Vanja says it is problematic to reach younger people because “you still have to meet people where they are”, the youths have other things to consider Vanja Östman believes. When Vanja is about to guess what the citizens do on social media channels she thinks they exist in these mediums for fun, to look up old friends and to ‘like’ things to be able to win stuff. What they have recognized that visitors do on Världsklass 2015 social media channels are ‘being involved in the way of ‘liking’, but not through communication that much. There are not many ideas, questions, comments or sharing. It is probably more an information forum than a discussion forum that it is used as. It would however be fantastic if the citizens themselves would begin to discuss, as a discussion
**Forum**”. She continues by mentioning that it would be very good if the citizens could meet each other on their social media channels and start projects together on their own.

Regarding the question about Corporate Social Responsibility Vanja sees the term as hard to implement. She says as follows; “We have had enough difficulties trying to get some kind of sustainability and to make the three sustainability concepts we have understandable. We think that we have done well, and worked well to making people get it, particularly both social sustainability and environmental sustainability in the operation and we have a challenge, the development work is about the social sustainability and peoples’ commitment and talent and all that is included in this concept”. The term itself does not really matter according to her.

### 7.1.3 Citizens relationship towards Örnsköldsvik

Regarding the citizens’ relationship to their city we asked about what distinguishes Örnsköldsvik from other places. Answers were the nature and the willingness to take action that is present in the community. Regarding citizens’ perception of the municipality Per-Olof says; “Generally I think they are happy with how things develop here. There is a big difference now compared to 10 years ago, things are happening, there are constructions being built all the time and now the cooperation with Umeå for example is under way. Botniabanan has made it possible for people to work in Umeå and vice versa”. Helén continues; “Over the years we have fixed many things and accomplished a few things by daring. And if you dare to do things from the municipality’s perspective, more people will dare, and you try to get as many people as possible to pull together to develop it. I think that is a special thing for Övik”. Further it is, according to Helén Sahlin, obvious to keep a good relationship with the citizens. She says that; “The fact is that the public owns the municipality”. She means that above all, the residents that live in Örnsköldsvik need to live well and be well off. “That is what politics is all about”. In the discussion on what makes Örnsköldsvik special Vanja Östman continues by saying; “I think that we still want to highlight that it is the willingness to take action and to move forward, but you can find every opinion. There are those who are frown, the sceptical ones”.

### 7.2 Quantitative empirical findings

#### 7.2.1 General questions

Out of the 84 people finishing the survey 88 % lived in Örnsköldsvik. The gender distribution was quite equal with 54 % of the respondents being women and 46 % men. The age distribution was also evenly distributed but with most respondents being between 25 and 54 years old, with the majority being between 35-44 years of age (28.5 %). Furthermore, most people who responded worked in the private sector (38 %), second being people working in the public sector with 28.5 %.

#### 7.2.2 Citizens' use and opinions of social media

The main social media people had an account with was Facebook where 87 % of the respondents answered that they were registered on the network. However the second most
popular social media among the respondents are Instagram and LinkedIn (39 % each) with YouTube and Twitter as the third and fourth with 35 % respectively 33 %. (See figure 9)

![Figure 9: Which of the following social media sites do you have a registered account with?](image)

The survey shows that what people had been doing most on Internet was to visit a company’s or organisations official web page (50 %). The number of people managing their own profile in a network, for instance Facebook or Twitter, was 35 % and the number of people visiting a friends profile in a network was 27 %. Regarding how often a person visits one’s Facebook the answers varied but most people (24 %) said that they visit Facebook once or less than once per day. The second highest rating was people who visit Facebook seven or more times per day, 20 % out of all respondents. (See figure 10)

![Figure 10: How many times per day do you visit Facebook?](image)
The question asking; ‘Which of the following is best when...?’ seemed to, as earlier mentioned, have been confusing for many respondents because of the alternative to choose different social media depending on what you prefer. This resulted in a substantial loss of relevant answers, probably because many people could not find out a single one alternative they preferred most. When it comes to which social media that is better to keep you updated on news and other information Facebook once again came out on top with 30 % of the answers, though 44 % did not answer at all. (See figure 11)

![Figure 11: Which of the following is best when you want to be updated on news and other information?](image)

Further the question of which is best when you want to be creative the respondents found it difficult to answer this question. It was 46 % that did answer, whereof 19 % choose Instagram as the social media application where they can be most creative. When it comes to which of the social media tools that are best when you want to share your opinions with others, Facebook was the most popular answer (48 %). When people want to discover the world around them they seem to prefer Facebook (23 %) and YouTube (15 %). On the question which is the best social media application when they want to feel solidarity the respondents were quite united, 50 % answered that Facebook is the best tool for that. Further, YouTube was the best tool when the respondents want to learn something new. When they want to make new contacts 31 % preferred Facebook and 14 % LinkedIn. Seek for others opinions can according to the respondents in the survey be done best through Facebook (21 %), Twitter (14 %) and blogs (13 %). At last the most common answers on the sub-question ’Which of the following is best when you want to share knowledge and experiences with other people?’ were Facebook (35 %) and blogs (10 %). (See figure 12)
7.2.3 Citizens’ opinions of the municipality’s online actions

On the question whether the municipality is more accessible due to their services being online the response was that over 80% either strongly agreed or agreed. (See figure 13) Same numbers were found regarding the sub-question that it is not a waste of money for a municipality to be active on Internet and social media where 62% said that they strongly agree and 24% answered that they agree. Further, on the question whether the citizens trust increased due to the municipality’s services being online 35% strongly agreed, 31% agreed and 26% choose the alternative ‘neither’. The citizens did disagree to some extent on this sub-question, a total of 9% disagreed or strongly disagreed. (See figure 14) Regarding if the possibility to contact the municipality increased due to their existence online 50% strongly agreed and 35% agreed. (See figure 15)
Figure 13: - Statement: The municipality becomes more accessible due to their services and information being online.

Figure 14: - Statement: My trust in the municipality increases due to their services and information being online.
Figure 15: Statement: The possibility to contact the municipality increase due to their services and information being online.

Regarding to which extent the citizens’ value their anonymity online the answers were evenly distributed. The most common answer was ‘neither’ (31%).

Most of the people appreciate municipal information being available in social media channels and the majority of the citizens in Örnsköldsvik want to receive information that way. 29 % answered ‘to a fairly high extent’ while 26 % answered ‘to some extent’ on the question regarding if social media makes it easier to access information about municipal work. There were 17 % who choose ‘not at all’. (See figure 16) The question asking if social media makes it easier to affect the municipal work was answered mostly in a negative way, a total of 56 % answered ‘not at all’ or ‘to a small extent’ and 29 % answered ‘to some extent’. (See figure 17) Furthermore, 35 % think social media makes it easier to participate in municipal work to some extent. (See figure 18)
Figure 16: To what extent does social media make it easier for you to access information about municipal work?

Figure 17: To what extent does social media make it easier for you to affect municipal work?
Figure 18: To what extent does social media make it easier for you to participate in municipal work?

7.2.4 Citizens’ relationship towards Örnsköldsvik

From our survey we see that half of the respondents have a strong relationship to the city of Örnsköldsvik (51%) and 34% feel satisfied with their relationship. There is not a significant proportion who answered that they have no special relationship or a not satisfactory relationship. (See figure 19)

Figure 19: What kind of relationship do you have to Örnsköldsvik?
7.2.5 Världsklass 2015 and the development of Örnsköldsvik

The majority of the respondents in the survey have heard about Världsklass 2015 (92 %), where nine out of ten people not living in Örnsköldsvik have heard about the operation. (See figure 20)

![Figure 20: - Have you heard about Världsklass 2015?](image)

Of those who had heard about Världsklass 2015, 35 % had seen or read something about the operation in Örnsköldsvik’s daily newspaper, Örnsköldsviks Allehanda, and 12 % had heard someone talk about it. Of those who know about Världsklass 2015 12 % work in a company which is involved in the development work. Half of the people (50 %) had heard about the operation and had read about Världsklass 2015 but were not involved to a greater extent and did not have any greater knowledge about the operation. (See figure 21) Most of the people who knew about Världsklass 2015 did not seem to follow them on their website or on social media. In the survey we saw that 44 % of the respondents never have visited Världsklass 2015’s website. It was 20 % who answered that they have visited the site two to three times. Regarding Världsklass 2015’s Facebook page up to 65 % had not visited it. The percentage of people who had visited their Facebook page more than seven times was 8 %. (See figure 22) Further, 64 % of the respondents had not visited any of the blogs Världsklass 2015 handle and 8 % had visited the blogs more than seven times.
Figure 21: - How much do you know about the municipality’s development operation Världsklass 2015?

- Participate in the work
- Well versed in the work and would have preferred to have been committed
- Well versed in the work but do not want to get involved
- Know what the operation is about, follow the work and would have preferred to have been involved
- Know what the operation is about and follow the work
- Heard / read about the development operation
- Heard / seen anything about the name

Figure 22: - How many times have you visit Världsklass 2015’s Facebook page?

Of the respondents in the survey, most of them do not want to participate in Världsklass 2015 at all (26 %). There were 23 % who answered ‘to a small extent’ and ‘to some extent’ and only 14 % who answered ‘to a fairly high extent’. (See figure 23)
Figure 23: To what extent do you want to participate in Världsklass 2015?

The question ‘To what extent do you have the opportunity to take part of information about Örnsköldsvik’s municipality’s work?’, 35 % of the respondents answered that they were able to receive information to some extent and 35 % answered that they were able to get the information to a fairly high extent. Of the total number of respondents 19 % answered ‘to a small extent’. (See figure 24)

Figure 24: To what extent do you have the opportunity to take part of information about Örnsköldsvik’s municipality’s work?

The respondents mostly want to get information about the municipality’s work via the municipality’s website which 57 % answered, while 56 % also answered that they want to receive information via social media. Thereafter, their newspaper Örnsköldsviks Allehanda
is the third most popular channel to get information via, which 46% of the respondents answered. The open meetings also seem to be appreciated by the citizens since 29% answered that they want to get information through these as well. The respondents could also answer by commenting on the questions, here some answered that they would like to get information via the magazine ‘Webben 7:an’ which is sent to the citizens by post. (See figure 25)

![Figure 25: How do you want to receive information about the municipality’s work?](image)

When the respondents were asked to which extent they want to participate in the development of Örnsköldsvik the positive answers were higher than the question regarding their will to participate in Världsklass 2015. It was 35% who answered that they to some extent wanted to participate and thereafter 20% answered that they wanted to participate to a high extent. (See figure 26)
When the respondents were asked in which areas they wanted to participate for the development of Örnsköldsvik there was an even distribution of their area of choice. Regional development and Business development in the municipality were the two most wanted areas to participate in, 37 % respectively 36 %. Included areas from respondents were ‘support of non-profit sport clubs’ and ‘development of commerce’. There were 14 % of the respondents that would not consider participating. (See table 2)
<table>
<thead>
<tr>
<th>AREA</th>
<th>PERCENTAGE OF RESPONDENTS PICKING A CATEGORY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional development</td>
<td>37 %</td>
</tr>
<tr>
<td>Competence questions</td>
<td>17 %</td>
</tr>
<tr>
<td>Business Development</td>
<td>36 %</td>
</tr>
<tr>
<td>Social sustainability issues</td>
<td>20 %</td>
</tr>
<tr>
<td>Tourism issues</td>
<td>20 %</td>
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<tr>
<td>Environmental issues</td>
<td>19 %</td>
</tr>
<tr>
<td>Innovation development</td>
<td>17 %</td>
</tr>
<tr>
<td>Cooperation between business and university</td>
<td>21 %</td>
</tr>
<tr>
<td>Work for creative open environments</td>
<td>20 %</td>
</tr>
<tr>
<td>Would not consider to participate</td>
<td>14 %</td>
</tr>
<tr>
<td>Other</td>
<td>8 %</td>
</tr>
</tbody>
</table>

Table 2: - In which area would you be willing to be involved in Örnsköldsvik development?
8. ANALYSIS

In this chapter we analyse our empirical findings from the qualitative and the quantitative study in relation to our theoretical framework. We fulfil our sub-purposes in this part and summarize our analysis with key insights. We end this chapter with a development of our conceptual framework.

8.1 Sub-purpose 2: To examine the municipality's use of social media and in what way they plan on building relationships and increasing participation through this media.

The municipality of Örnsköldsvik has realized that it is important to have a purpose in the use of social media, as many other organisations, they do not exist in the social media channels just because they have to and because others do. According to Hutton and Fosdick (2011, p. 569) it has become more important for companies and organisations to be active within social media since customers being active within these have increased drastically. The municipality have realized that they need to have a purpose and that they need to have available resources to be able to handle the channels, therefore their focus now is mainly on Facebook and on YouTube. “You can be active on different types of sites and different types of social media channels, but the question is whether you will be able to deliver. Just because you exist on social media does not mean you are doing it well” says Per-Olof Sedin, web manager. Vanja Ostman, manager for Världsklass 2015, continues by saying; “We have had quite a few channels that we have restricted a little bit because we cannot sustain the same level on all, so right now we are in the position of removing some”.

According to our empirical findings 87 % of the citizens have a Facebook account which gives an indication that the municipality reaches its audience quite well. Theories by Hutton and Fosdick (2011, p. 564) say that videos have been evolving as Per-Olof also claimed, and the authors further say that the social networks such as Facebook, Twitter and LinkedIn are the most dominant competitive forces. In the study made by Bonsón et al. (2012, p. 128) Twitter seemed to be the most used social platform with 32 per cent of the local governments in the EU having an official account. The study also showed that 17 per cent have an official Facebook page and 29 per cent a YouTube channel, which is not consistent with Örnsköldsvik’s municipality where Facebook is the social network liked mostly and thereafter YouTube. In the study it was also shown that the number of citizens subscribed to the local governments’ social media channels is low, which is a problem for Örnsköldsvik’s municipality as well. Klang and Nolin (2011) stress that governments are bound by regulations in their use of social media, which according to Per-Olof Sedin is not consistent to Örnsköldsvik’s municipality. He says they are flexible in their use of these channels and have not met any resistance.

Hutton and Fosdick (2011, p. 566) mean that organisations that are using social media have to understand why people engage in these medias. The employees within the municipality can only guess what citizens normally do on social media. The Världsklass 2015 team believes in different solutions on how to reach the citizens. Vanja does not think it is very important right now to attract more visitors to their pages, she is happy for those who are there. As companies meet new challenges with the emergence of social media, the
municipalities also do. According to Ang (2010, p. 31) social media has led to different ways on how to manage customers. Municipalities need to engage citizens in a different way now when they are reachable via the online communities. Neither Vanja nor Per-Olof could say that they had seen the citizens’ opinions of the municipality being active on Facebook and other channels. Per-Olof means that according to that the citizens come with opinions via Facebook they would appreciate their existence on this channel. Alavi et al. (2011, pp. 40-41) state that if the company had high participation in the online communities it could lead to increased reciprocity and trustworthiness, the participation among customers would also increase if the online community had lived for a long time.

Porter et al. (2011, p. 81) mean that a membership in virtual communities fulfils various needs for the users. The members find value in communities that provide access to information, where they can find productive relationships with others, along with the value of identifying oneself with help from others. Sandoval-Almazan and Gil-Garcia (2012, p. 74) mention how, for example a Facebook page, can enable citizens to meet each other online and discuss initiatives or ideas or simply communicate with someone else. This improved citizen participation can create value for both the municipality and its citizens. This is what Vanja and Frida in Världsklass 2015 hope to reach. Vanja says; “The citizens are being involved in the way of ‘liking’, but not through communication very much. There are not many ideas, questions, comments or sharing. It is probably more used as an information forum than a discussion forum. It would however be fantastic if the citizens themselves would begin to discuss, as a discussion forum”. She also mentions that it would be very good if the citizens could meet each other on their social media channels and start projects together on their own. On the other hand the municipality have seen a greater response in their use of social media compared to their official webpage where the surveys have not received a great number of responses or creation of discussions. The use of social media can lead to increased transparency and the use of Facebook, Twitter, YouTube and blogs, where citizens can comment and give ideas, will enhance the transparency and further give incentives for dialogues about the municipality’s work. With tools such as ‘comments’ and ‘tagging’ all citizens are able to communicate and participate directly. In these online communities the researchers say that participation and cooperation need to be promoted and motivated if the organisation wants to foster the wanted engagement (Porter et al., 2011, p. 82). Yang and Pandey (2011, p. 880) mean that citizen involvement is of great value from both a normative and an instrumental perspective such as through the fostering of citizenship values, enhancing accountability, improving trust in government, maintaining legitimacy, achieving better decisions and building consensus. As Farmer (2003, p. 206) discusses the changed relationship where citizens now can “speak-from power” instead of “speaking-to power”, Örnsköldsvik’s municipality tries to create a dialogue with its citizens online and seeks for the citizens opinions and commitment. The Web 2.0 tools increase the free flow of information and the freedom of expression for the citizens (AGIMO, 2009, p. xi).

Rather than encouraging dialogue and discussion on the forums, which social media has the potential for, the municipality according to Per-Olof choose to buy advertising on Facebook instead. He says; “Advertising on Facebook has turned out well so it is probably something we will do again when it comes to getting views and things like that because it is pretty cheap and the advertising reaches many because it is so easy to select and chose an age
category ... when advertising”. According to Vanja their forum on Facebook have been more like an information forum rather than a discussion forum; “there are not many ideas, questions, comments or sharing”. Arnstein (1969, p. 2) talks about a world where we have gone from a totalitarian state to citizen involvement and “citizen power”. Further he means that it should be an evenly distributed power between the parties, meaning cooperation. Mulgan (2005, p. 237) argue that the best way of creating participation among citizens is through relationship building. Örnsköldsvik’s municipality can use many suggestions from authors and theories to further increase their knowledge about citizen participation to be able to build a stronger relationship between citizens and the municipality. Enhanced participation will benefit both the city and the municipality. Some propositions for the increase of citizen participation are multiple involvement mechanisms, high levels of participant competence, high levels of representativeness and transformational leadership (Yang & Pandey, 2011, p. 883). A further factor mentioned is to educate the citizens and improve their knowledge of operational objectives. An example of this can be the five challenges the Världsklass 2015 operation is working towards as goals for the development work.

Kaplan and Haenlein (2010, p. 61) define Web 2.0 “as a platform whereby content and applications are no longer created and published by individuals, but instead are continuously modified by all users in a participatory and collaborative fashion”. The explanation of social media according to the employees at the municipality is that it is based on dialogue, which is kind of what the authors Kaplan and Haenlein mean. The Världsklass 2015 team defines it as; “social media is digital platforms where there is an interaction between people”. “The most important thing is probably that it is social, it is based on dialogue, that is why we are doing it, that is the main thing to why we are doing social media, it is precisely to bring about a dialogue” continues Helén. The purpose the municipality has with social media is right, apart from the fact that their networks lack this interaction in most cases.

The project of Vision 2008 and later on the operation Världsklass 2015 started due to an increased global competition. Örnsköldsvik wanted to stand as winners in the future and not the opposite. Politicians saw this as important together with getting an increased participation among citizens. As Berry (2002, p. 61) already in 1983 stated it is now known that it is more expensive to attract new customers than keeping existing ones. As Helén Sahlin says it is important for Örnsköldsvik’s municipality to keep its customers but she also means that it is another kind of relationship compared to a company and its customers, because the citizens own their municipality. We still believe municipalities overall need to adopt this thinking of keeping customers in an increased global competition. Therefore the municipality should adopt Berry’s (2002, p. 62) relationship marketing strategies such as Core Service Strategy, Relationship Customization, Service Augmentation and Internal Marketing. The customer shall according to Berry get incentives to stay, where Örnsköldsvik’s municipality has given its residents hope of development by starting the development operation Världsklass 2015.

The relationship to the municipality from the citizens’ perspective seems to be good but of course there exists people who are sceptical. Regarding relationship building the municipality does not have any strategies for how to build and maintain relationships with
its so-called customers as the theories of Customer Relationship Management involve. We are aware that a municipality is not similar to a company regarding high competition and earning money from its customers but we believe Örnsköldsvik’s municipality can adopt some of the elements from CRM. A municipality should also build valuable long-term relationships according to us. By reading the contents from the citizens online the municipality can track the citizens and better understand them, both their behaviour online and their opinions and interest for the municipality. Since Helén Sahlin says their municipality is a municipality that dares to do things and try new initiatives they should also dare to read comments about themselves online, as Alavi et al. (2011, p. 37) say is critical for some companies. Through the online communities the municipality can gain a lot of knowledge about the citizens’ opinions and ideas. Furthermore, relationship building is the best way to create citizen participation according to Mulgan (2005, p. 237). According to Eccles and Krzus (2010, cited in Bonsón et al., 2012, p. 126) the relationship in the use of social media must be based on engagement and collaboration, therefore we see that commitment and good relationships between the municipality and residents goes hand in hand.

As a municipality that has seen the advantages of reaching customers via social media Örnsköldsvik’s municipality could adopt a lot of good strategies from the term e-government. To begin with, the E-delegation (2010, p. 17) includes a list of reasons underlying these e-government activities. Of these, Örnsköldsvik’s municipality may use social media to be more accessible, reach more citizens and corporations, get help from users for crowdsourcing and feedback and improve their relationships with citizens and corporations. Further they may increase the municipality’s credibility, reach specific groups for different causes and compensate for other channels, for instance the telephone exchange, improve their environmental scanning and reduce costs for communication. The use of social media has led to new opportunities to reach these goals (AGIMO, 2009, p. 3). According to authors such as Bonsón et al. (2012, p. 123), Sandoval-Almazan and Gil-Garcia (2012, p. 72), Ballejos and Montagna (2010, cited in Sandoval-Almazan & Gil-Garcia, 2012, p. 74) and Kim et al. (2005, cited in Bonsón et al., 2012, p. 123) we suggest that Örnsköldsvik’s municipality shall use e-government strategies to improve transparency and citizen participation and to increase accountability and openness. The municipality shall use these tools within Web 2.0 as new possibilities for interaction, participation and collaboration with customers (Sandoval-Almazan & Gil-Garcia, 2012, p. 72). An important issue to bring from e-government and Government 2.0 is to open up for a two-way communication. To be citizen-centred the local governments need to engage and empower the citizens along the whole service delivery chain (AGIMO, 2009, p. xii). These tools will also be used for the distribution of information to the citizens (Bonsón et al., 2012, p. 126). As Vanja mentions it is a great part of the function of the blogs and the Facebook page of Världsklass 2015, an information forum. According to Sandoval-Almazan and Gil-Garcia (2012, p. 74) another way for interaction is “the use of blogging by public officials in the major offices to promote initiatives, introduce new ideas, or simply to communicate with citizens”. This is exactly what Världsklass 2015 is doing on its blogs. Världsklass 2015 communicates and promotes citizens to bring their own initiatives and start new projects, so hopefully this will lead to even higher citizen participation. With Web 2.0 the citizens are being empowered to organize and collaborate but also to express themselves (AGIMO, 2009, p. xi) just as in the projects they have started. Bonsón et al. (2012, p. 126) state that
governments can make use of these Web 2.0 tools to facilitate the distribution of information to citizens. Further they mean that governments may be active in their use of social media to open for a dialogue. The costs and resources for information will also be reduced with e-government, as Helén Sahlin and Per-Olof Sedin mention they will be able to answer a question once online instead of 30 times on the telephone.

Regarding Corporate Social Responsibility Vanja Östman says; “We have had enough difficulties trying to get some kind of sustainability and to make the three sustainability concepts we have understandable. We think that we have done well, and worked well on making people getting it, particularly both social sustainability and environmental sustainability in the operation and we have a challenge, the development work is about the social sustainability and peoples’ commitment and talent and all that is included in this concept”. According to CSR Europe’s (2011) explanation of CSR it is what it all is about; “the responsibility of enterprises for their impacts on society”. The European Commission’s (2011, p. 3) definition of CSR is “a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis”. According to these definitions the operation of Världsklass 2015 does involve some parts of the concept CSR, they take responsibility and they work for sustainability. We highlighted some aspects from the European Commission's (2011, p. 3) report that we thought fit well with Världsklass 2015: Build aware, knowledgeable, and motivated employees, have long lasting customer relationships and improve the sustainable development process. Therefore we do believe some of the CSR-strategies are adoptable for Världsklass 2015. One strategy that lies within the Cause-related Marketing concept is to let the citizens chose causes to work with (Webb & Mohr, 1998, p. 237) by educating and informing them and by letting them be involved in things they feel passionate about. This is what Världsklass 2015 is doing to some extent as Vanja explained; “Within the arena we are able to invite people to participate, which is creating commitment. We invite people twice a year, to so-called check-in-periods and say, ‘look, do you see something here, do you have any idea how you could be involved in solving this, what do you think about it, come with us’”. Within Världsklass 2015 the citizens have the possibility to start their own projects with support from the operation. The term CSR does further include letting the stakeholders, in this case we refer to the citizens, affect the achievement of an organisation’s objectives. We connect this to the projects that the citizens in Världsklass 2015 can be involved in. These projects can thereafter be connected to the five challenges that Världsklass 2015 and the whole municipality have as objectives.

8.2 Sub-purpose 3: To examine the citizens’ use of social media and their view on how the municipality communicates the operation Världsklass 2015, and how they make the citizens involved. We are also going to review whether the citizens themselves have any inputs on how to improve the communication.

The most dominant force within social media now is the social networks, such as Facebook, Twitter and LinkedIn. Visiting a friends profile was the second most popular after watching video clips online according to a study by Hutton and Fosdick (2011, p.
Evidently what the citizens of Örnsköldsvik do mostly on the Internet is use social media, visit different websites and listen to music. Of the respondents, 87% have a Facebook account. The percentage of people who have an account on LinkedIn was 37%, meaning that there are quite a few who use social media in some way a professional purpose. Further it has been more important for companies and their brands to be active within the social media since the number of consumers visiting a company’s or brand’s website has decreased significantly according to Hutton and Fosdick (2011, p. 569). In our quantitative study we saw, however, that what people had done most on the Internet the past week was ‘visit a company’s’ or organisation’s official webpage. That does on the other hand not show us if it is a reduction or not. But nowadays many people also manage their pages on Facebook, which 35% had done in the last week, and look around at other profiles which 27% of the respondents in the survey had done the last week. Sandoval-Almazan and Gil-Garcia (2012, p. 74) mention how, for instance a Facebook page, can enable citizens to meet each other online to discuss initiatives or ideas or simply communicate with each other. This improved citizen participation can create value for both the municipality and its citizens. By looking at the respondents in the quantitative survey we saw that Facebook is a good tool for this since 50% think Facebook is best when they want to feel solidarity. Facebook is according to 48% of the respondents also best when they want to share opinions and according to 21% best when they want to seek others opinion. This shows that Facebook can be a discussion forum for Örnsköldsvik’s municipality and a forum where the citizens meet each other.

Moreover it seems like the general public opinion is that the municipality being active on different social media channels is a good thing and that it is not a waste of money. Presumably due to the high number of active respondents’ usage of social media. Further our research has shown that people prefer to receive news and information through social media, which is an indication that there is a correlation between the two variables. This is further strengthened by Millard (2009, cited in Nam, 2012, p. 349) who argues that governments’ use of social media foster open and user-driven governance. However, the municipality’s performance on social media, as Per-Olof Sedin mentioned in the interview, is not only about being in different social media, but how effectively you use the social media tools. As French et al. (2012, p. 122) mention, the need for a position which can, not only handle digital information such as social media and other channels, but also “cope with the volume, nature, and velocity of the content needed to use them effectively” is evident. e-government will according to researchers (Bonsón et al., 2012, p. 123; Ballejos & Montagna 2010, cited in Sandoval-Almazan & Gil-Garcia, 2012, p. 74) lead to increased transparency of the municipality, for instance municipal information. However as seen in the results of our survey where citizens were asked to what degree it facilitated that the information were provided on social media and whether social media makes it easier for citizens to influence the municipality’s work, only a small number thought that it was very helpful. While most people thought that it helped them only to some extent. According to OECD (2003b, p. 15), Internet Communication Technologies have dramatically improved the way of searching, selecting and integrating all information the governments use and generate. It has also led to interactivity between the governments and its citizens regarding the improvement of consultation and citizens’ involvement in the decision-making. When looking at Örnsköldsvik’s citizens’ responses on whether the municipality’s use of social media makes it easier to participate in community projects, most people answered to some
extent or to a fairly high extent, which gives an indication that the municipality’s efforts has paid off, but that improvements still evident.

Over half of the people answered that they had a strong relationship towards Örnsköldsvik and over 36% felt that they were satisfied with their relationship to the city. This is an indication that the citizens of Örnsköldsvik probably also are open to contribute to maintain the overall wellness and growth of the city and community. To create an even stronger love and passion for the region, which will lead to an increased willingness to participate as Vanja mentions is the key factor and ingredient needed in Världsklass 2015, they need to formulate strategies to reach and touch the inhabitants where their individual fires burn the brightest. Current CRM managers work towards the maximization of customers’ lifetime-value for the organisation. This statement implicates that customer relationship for businesses concerned about their clientele’s well-being is of utmost importance. This is performed through the managing of a customer’s life cycle, creating customer portfolios necessary for the mapping of behaviours, the migration of customers from one segment to the other, managing customer experience and making offers to the right segment at the right time (Ang, 2010, p. 32). Similarly executed strategies could help a municipality with the mapping of behaviours and opinions. We realize that privacy regulations and other delicate rules are important for a municipality to follow. In regards to the increased use of social media we believe that if the municipality can reach the individual, not only a group of people, it would gain more knowledge on what kind of desires and opinions the citizens have for their city and therefore also the municipality. Another factor is the topic of brand love, which Carroll and Ahuvia and Shimp and Madden (2006, respective 1988, cited in Long-Tolbert & Gammoh, 2012, p. 392) write as “a marketplace phenomenon that refers to a deep or intense emotion that customer experience in relation to a particular brand”. This love we argue could just as easily a citizen has towards a place where he or she lives. A “strong relationship” we reckon, is as close to love as any other affection in our opinion, which in turn opens up for a willingness to participate, given that the right information and opportunity is provided.

Social media will according to the E-delegation (2010, p. 17) be used to create a dialogue between the authority and the citizen or stakeholder, but also for sending information as a mean of mass-communication. This is strengthened in the case of Örnsköldsvik by the fact that more than 50% of our respondents wanted to receive information from the government either from social media or through the municipality’s website. We noticed a difference between people who wanted to be active in the development operation Världsklass 2015, 20% either wanted to participate to a fairly high extent or to a high extent, in comparison to people who wanted to participate in the development of Örnsköldsvik, 37% to a fairly high extent or to a high extent. Intrinsically the two questions asked in the survey both have to do with the development of Örnsköldsvik and a reason for this difference can according to us be that Världsklass 2015 is a narrower area and can be diffuse to understand for some. The willingness to help for Örnsköldsvik’s development can be connected to brand love, if they love their city they want to participate for its future. However, since Världsklass 2015 ultimate goal is to develop Örnsköldsvik and create participation we argue that there is a communication error somewhere because the message that Världsklass 2015 is operating on account of Örnsköldsvik’s development seems to be lost to a certain number of the respondents.
It is crucial to know how the public perceives an organisation and what the stakeholders expect in return for their support according to the authors Bronn and Vrioni (2001, p. 219), which is important for Örnsköldsvik’s municipality to be aware of. Furthermore, we believe that the more information the municipality can receive on what the public’s preferences, hobbies and values are, the easier it will become for them to trigger the right spark in different individuals. Presumably most people believe in something and want to help change something they find is flawed or unjust in society, then it is the municipality’s job to evaluate whether this is a general public opinion or idea that should be adopted and implemented or not. The same philosophy is found in the business world, as Baranov and Baranov (2012, p. 15) and Berry (2002, p. 62) describe; that it is important to give the customers customized information according to their preferences and values.

On the question what the citizens would prefer to be involved in, in the municipality’s projects, the answers varied with none of the alternatives sticking out profoundly. This is another indication that depending on whom you ask everyone has a different view on what they believe is important and what they have an interest in. You might be more interested in public health if you work in medicine or more inclined to participate in a project encouraging young people to do sports if you are involved in a football club yourself, as examples. Robinson et al. (2012) discuss the importance of letting people decide for themselves what they believe is important and then encourage them to get involved in any way they can. Robinson et al. (2012, p. 127) write; “Even though choice of the cause in Cause Marketing may affect consumer reactions through these processes, we posit that a perceived personal role in helping the cause is also likely to be a key mechanism of this influence”. One way to reach the citizens according to Webb and Mohr (1998, p. 237) is to first educate and inform on the existing causes, which hopefully will inspire and create interest further on.

8.3 Sub-purpose 4: To investigate in what way the two parties could be able to work in coherence with each other, and through cooperation facilitate the communication in both directions.

We have seen in our quantitative study that the citizens appreciate that the municipality is reachable online, however they do not agree that it makes it easier to affect municipal work. Despite this there are not many who follow Örnsköldsvik’s municipality’s divisions in social media. The municipality wants to reach its citizens online and in the social media channels and they want them to participate in these channels. Therefore we see that the municipality needs to work to attract more people to its channels instead of cease in this development. By examining theories within the subject we state that an increased participation from citizens online may lead to a better development for Örnsköldsvik as a city. When Per-Olof says that they reach nearly the whole population on Facebook he means that they can be reached by buying advertising spots where you specify age and living area. On the Facebook pages where an interaction with citizens can be achieved to a greater extent they do not yet reach such a large part of the population. The advertising might be of better use to attract more people to the pages. Vanja did say that Världsklass 2015 now reach around 10 per cent of the population, where we in our study saw the positive number that 92 % of the respondents had heard about Världsklass 2015 and 42 %
of these know a lot about the work and follow the operation in some way. On Facebook on the other hand they do not reach this high percentage of the residents.

Since the respondents in most answers regarding which social media application that was best for different options answered Facebook and thereafter YouTube and blogs we can see that Örnsköldsvik’s municipality and Världsklass 2015 now invest in the right channels. The citizens want to receive information, share opinions, discover the world, feel solidarity, make new contacts and share opinions through Facebook. This shows what a great forum Facebook can be for Världsklass 2015 as they want to make Facebook a discussion forum. Through this strategy, the participation from citizens hopefully also increases. We believe that Världsklass 2015 and the whole municipality need to make more use of Facebook’s potential. The respondents thought that YouTube was best for learning new things and discovering the world, meaning that the municipality through this channel can reach out with information about projects and work in progress as they do now. Today Världsklass 2015 sees blogs as a good channel to reach out with information about the on-going work in an informative way and they do have a few blogs. The respondents in the survey answered that blogs are good when they want to share knowledge and experiences (10 %) and seek for others’ opinions (13 %). This means that blogs can continue being a forum where information but also opinions in issues regarding Örnsköldsvik’s development are to be found. By knowing what the different social media channels are good for the people managing the channels can make use of the potential and in better ways reach the citizens wherever they prefer to do the certain things.

Grönroos (1994, p. 8) mentions decreasing costs as one of the reasons to why relationship marketing has been popular, researchers within the businesses saw that keeping customers through relationship building decreased costs for both companies and customers. Beyond that relationship marketing is good for cost reduction, the fact that companies and organisations now are able to work with relationship marketing via social media decreases the costs even more. It was 62 % of the respondents in the survey that strongly agreed that it is not a waste of money that the municipality’s information and services are available online. Further did 66 % of the respondents agree or strongly agree that their trust increase to the municipality due to the municipality’s information and services being available online. According to Berry (2002, p. 73) trust is very important in relationship marketing, as two parties in a relationship need to trust each other. Further it is important that the citizens get core services and service quality (Berry, 2002, p. 73) provided by the municipality. Woodcock et al. (2011, p. 53) write that in Social Customer Relationship Management (SCRM) the focus of social media is the connection with the customer and to build trust between company and customer, which is the case for Örnsköldsvik’s municipality in their use of social media. Social media has given companies an opportunity to be more personal towards its customers and has been a useful tool for marketers in their relationship and brand building. Further, an important part in long-term relationships is to be accessible and service-minded (Baydoun et al., 2001), which 58 % of the citizens strongly agree that the municipality becomes by being online. Through SCRM companies can respond faster to customers and take part of their conversations (Woodcock et al., 2011, p. 53) as in the idea of an online customer service for the municipality. The employees interviewed in the qualitative study think it is easier and less expensive to have the customer service in social media because questions can be answered faster and they do not
need to answer the same question several times on the telephone. Here good internal marketing is required (Baydoun et al., 2001) and we argue that the municipality needs to work on their strategies for social media to achieve good relationships with citizens in their customer service. As Porter et al. (2008, p. 80) mention the social media platforms can be involved in the overall corporate strategies.

Alavi et al. (2011, p. 40) mention core characteristics of members in online communities. Some of these, such as sharing the same physical space, trusting each other, having shared goals and interests, participating actively and having strong emotional bonds between each other, should be good to have among users in Världsklass 2015 online communities. If the citizens created strong emotional ties to each other the communities should be more alive and should according to Alavi et al. (2011, p. 40) led to more feedback to the municipality and increased trust among citizens towards the municipality. This in turn would lead to an increased participation. This is further strengthened by Sandoval-Almazan and Gil-Garcia (2012, p. 74) that mention how a Facebook page can enable citizens to meet each other online to discuss initiatives and ideas or simply to communicate.

As French et al. (2012, p. 119) discuss about the involvement of customers, Örnsköldsvik’s municipality is able to list in which areas the citizens are willing to participate. A way, in addition to what we found in the quantitative study, is to have a person who “monitors” what is being said about the organisation on everything from Facebook to Twitter and blogs as French et al. (2012, p. 122) discuss. Another issue in the increase of participation is the fact that the majority of the citizens do not want to participate to a greater extent. This can depend on a lot of different factors, they may not have an interest or the time. An issue can be lack of knowledge of what they can do and in which extent they can participate. For increased participation the municipality needs to encourage participation even more and make it fun. Världsklass 2015 nowadays does it good, as Vanja says; “We have the kind of relationship where you always can contact us anyway, even if I say ‘you can come to me with your ideas but you have to take responsibility and be involved on your own’, there are very many who send a wish list to me”.

Communication from the municipality goes according to Helén Sahlin through a lot of different channels, such as magazines, websites and social media. The most appreciated information channels according to the citizens were via the official website, social media, Örnsköldsviks Allehanda and open meetings which give the municipality the opportunity to utilize these most. Vanja says that they will not abandon the traditional meetings even if they require time, which we see is consistent with what the citizens like.

8.4 Key insights from the analysis

In this section we present key insights from the analysis. We have drafted the important points from each of the sub-purposes two to four. Sub-purpose two regards the municipality’s use of social media and their plans for building relationships with citizens and increasing participation. The third sub-purpose regards the citizens’ perspective of the municipality acting online and their behaviour. Lastly, sub-purpose four is about how the two parties, the municipality and its citizens, can cooperate.
This section ends with a revised version of our conceptual framework, presented in figure 5 in section 5.7.1, where we present key points from our analysis for what the municipality should do in terms of their current situation. We compare the reviewed theories presented in the conceptual framework with the current situation of Örnsköldsvik’s municipality and Världsklass 2015 that we have investigated. (See figure 27)

**Sub-purpose 2: To examine the municipality’s use of social media and in what way they plan on building relationships and increasing participation through this media.**

- The municipality have seen the importance of having a purpose with its use of social media
- The two dominant forces Facebook and YouTube are used
- The municipality should increase the number of users on their social networks and promote and motivate participation to a higher degree through these channels
- Dialogue is important in the municipality’s use of social media
- The potential of the municipality’s online forums are not utilized enough
- The municipality needs to utilize the mapping of citizens behaviours and opinions which is feasible through social media
- The municipality does not have any strategies for how to build and maintain relationships with the citizens
- The use of CSR strategies should be implemented to facilitate the municipal work

**Sub-purpose 3: To examine the citizens’ use of social media and their view on how the municipality communicates the operation Världsklass 2015, and how they make the citizens involved. We are also going to review whether the citizens themselves have any inputs on how to improve the communication.**

- The citizens do not find value in the municipality’s social media channels
- Facebook is most popular, and best when people want to meet each other and seek for others’ opinions
- Citizens want to participate in Örnsköldsvik’s development to a higher degree compared to in the Världsklass 2015 operation
- Citizens appreciate the municipality being online but the municipality needs to improve the citizens’ possibilities to influence municipal work
- By gaining information on the residents’ interests the municipality can encourage more citizen involvement

**Sub-purpose 4: To investigate in what way the two parties could be able to work in coherence with each other, and through cooperation facilitate the communication in both directions.**

- The municipality needs to work to attract more citizens to their social media channels
- The municipality shall continue invest in Facebook, YouTube and blogs
- Facebook can be a great forum for discussion, - make use of its potential
- Monitoring of opinions and suggestions posted from citizens online are important for the municipality
The municipality should use social media for relationship building with citizens and to increase trust. Seen that transparency increased by municipal information being online.

**Figure 27:** Revised conceptual framework. Source: The authors.

<table>
<thead>
<tr>
<th>MUNICIPALITY</th>
<th>CITIZEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Does not have strategies for long-lasting relationship building</td>
<td>- Appreciate getting municipal information online</td>
</tr>
<tr>
<td>- Does not use CRM-type processes and tools</td>
<td>- Do not feel that they can participate and affect via social media</td>
</tr>
<tr>
<td>- The citizens’ trust increase with the municipality’s availability online, they access information easier but there is no significant increase of citizen participation</td>
<td>- Do not want to participate in some greater extent</td>
</tr>
<tr>
<td>- Världsklass 2015 involves sustainability aspects but has not considered using CSR-strategies</td>
<td>- Feel belongingness to the city and trust to the municipality when acting online</td>
</tr>
<tr>
<td>- The citizens have strong relationships to the city, but there is no sense of belongingness on social media or towards the municipality</td>
<td>- Involve citizens through two-way communication and make it more attractive to participate</td>
</tr>
<tr>
<td>- Should conduct strategies for building long-lasting relationships</td>
<td>- Encourage more discussion from citizens in the social media forums</td>
</tr>
<tr>
<td>- Use of CRM-type processes and tools</td>
<td></td>
</tr>
<tr>
<td>- Attract more citizens to social media channels and develop strategies to reach increased citizen participation via social media</td>
<td></td>
</tr>
<tr>
<td>- Use some CSR-strategies</td>
<td></td>
</tr>
<tr>
<td>- Create common goals for the citizens</td>
<td></td>
</tr>
</tbody>
</table>

**SOCIAL MEDIA**
- Used as an information forum
- Attract more to the channels, should be used as a discussion forum more
- Enhance two-way communication and interaction
9. CONCLUSIONS

In this chapter we draw conclusions from our analysis in the previous chapter. Conclusions are presented for the four sub-purposes we have used in order to answer our research question. Further, we answer our research question and in the end we summarize our conclusions in a description showing our contribution from the study.

9.1 Research question and purpose

In the beginning of our study we formulated a research question acting as our main purpose:

How can a municipality create participation among citizens via social media for a development operation?

Further we formulated four sub-purposes that helped us answer our research question. To answer the sub-purposes we reviewed existing theories and conducted a qualitative and a quantitative study. The answers in the qualitative study were received from three respondents with the purpose to examine how the municipality actively uses social media and how they, through this media, build relationships with their citizens. In the quantitative study we received 84 answers where the purpose was to understand how citizens use social media and their opinions of the municipality’s development operation, together with the citizens’ willingness to participate and improve communication between the two parties. We emphasize the fact that the low response rate makes it difficult to draw relevant conclusion from this quantitative study. The empirical findings were analysed together with each other and with existing theories regarding relationship marketing, customer involvement, relationship building, citizen participation, Corporate Social Responsibility and e-government.

The overall purpose of our degree project was to understand how to effectively use communication strategies within social media to strengthen relationships with citizens and to increase their participation in the municipality’s development projects. The following sub-purposes are constructed to help us fulfil our overall purpose and answer the research question. Our conclusions are aimed to help a municipality’s communication with its citizens especially in the area of development operations and citizen participation.

9.2 Sub-purpose 1: To review existing theories and formulate a conceptual framework including how to create citizen participation and how municipalities use social media.

In a review of existing theories we looked at them from the municipality’s and the citizens’ perspective, with social media as an important factor. We found that the ultimate goal for municipality-citizen interaction is to enhance accountability, improve trust and achieve better decision-making by letting citizens be involved on different levels in the decision processes. Good communication strategies are important tools when a municipality wants to increase citizen participation. Our conceptual framework is built upon the municipality,
the citizen and social media as an extra component. What we found important for the municipality is to build long-lasting relationships and use Customer Relationship Management-type processes. A municipality will further enhance accountability, improve trust and increase citizen participation with e-government. Furthermore, they can use some CSR-strategies to try to create a sense of belongingness for their citizens which will improve relationships. When looking from the citizens’ perspective they will be involved through a two-way communication, gain access to the government through social media and feel belongingness and trust towards the company/organisation/municipality. We found that social media is a powerful tool used to enhance two-way communication and interaction and that it will work as a channel to connect citizens and municipality with each other.

9.3 Sub-purpose 2: To examine the municipality's use of social media and in what way they plan on building relationships and increasing participation through this media.

Regarding Örnsköldsvik’s municipality’s use of social media we can conclude that their different divisions have a clear purpose when handling the social media channels but they do not have any concrete strategies for their overall use. The municipality mainly uses Facebook and thereafter YouTube and blogs to reach the citizens with information. The managing of existing resources is a reason to why their social media usage is narrowed down to a few platforms only. The overall purpose with social media for the municipality is dialogue and interaction on the platforms. The municipality does not feel that they are bound to regulations in their use of social media as governments can be. The employees at Örnsköldsvik’s municipality do think the citizens appreciate that they can reach the municipality online and take part of municipal information online. The Facebook pages have ‘likes’ but the citizens, especially at the Världsklass 2015 page, do not discuss and comment that much. The social media channels act more as information forums instead of discussion forums where citizens reach each other which can lead to increased citizen participation. The municipality does see a greater response from their social media channels compared to their official webpage but sometimes they use advertising on Facebook instead of utilizing the potential of the online community. Världsklass 2015 encourages citizens to participate in projects but should according to us do it even more in these social media communities.

Further, we can conclude that the municipality needs to work on how to improve the relationship between municipality and citizens since they do not have any strategies for how to build and maintain these relationships. They also need to educate the citizens in regards to operational objectives such as the challenges that act as goals for the Världsklass 2015 operation. For Örnsköldsvik’s municipality it is important to keep existing residents and the fact is that the citizens own the municipality. Furthermore the municipality should monitor what is being said about them online to learn more about the citizens’ opinions. Another thing we have seen is that the Världsklass 2015 operation includes some of the sustainability aspects from the concept Corporate Social Responsibility which could enable them to use CSR-strategies to make the Världsklass 2015 operation more attractive.
9.4 Sub-purpose 3: To examine the citizens’ use of social media and their view on how the municipality communicates the operation Världsklass 2015, and how they make the citizens involved. We are also going to review whether the citizens themselves have any inputs on how to improve the communication.

The most commonly used media for Örnsköldsvik’s citizens is Facebook. We can conclude that this multifunctional social network is favoured both as a mean to acquire information, share opinions, feel solidarity and to make new contacts on the web for the citizens. Our study also concludes that the citizens prefer to receive information about the actions of Världsklass 2015 through social media and that they were positive towards the fact that the municipality is active in these channels. However, our research also showed that the way of affecting municipal work through social media only gave some positive reviews from the users. This indicates that the municipality still needs to define clearer strategies on how to inform and include citizens through communication and reciprocation. Further, we can conclude that there is an overall willingness to help the city of Örnsköldsvik and a strong sense of solidarity among the public. However, more knowledge on citizens’ behaviours and opinions is needed to include them in the decision-making, as were confirmed by the survey answers. Another varying answer was the ones regarding which area of development the citizens would like to be part of if possible. Due to the differentiating answers we can conclude that it is crucial for the municipality and especially Världsklass 2015 to map, through social media, what the public feels strongly about. By doing so they will be able to understand which causes that are most important to support in the development operation.

9.5 Sub-purpose 4: To investigate in what way the two parties could be able to work in coherence with each other, and through cooperation facilitate the communication in both directions.

We compared our empirical findings from the qualitative and the quantitative study with each other and with existing theories. Thereafter we came up with courses of action for how Örnsköldsvik’s municipality and their citizens can communicate with each other to achieve better cooperation. These practical recommendations are showed later on in chapter ten.

There are many congruent variables between how the citizens would like to cooperate and the municipality’s present thoughts on communication and cooperation with the citizens. These findings have indicated that the municipal representatives’ thoughts on social media in many ways are consistent with the citizens’ views seen in our quantitative data. There are also similarities between how citizens use social media and the way Örnsköldsvik’s municipality operates in these channels. Facebook and YouTube are the citizens most favoured social media channels and also the municipality’s main objectives. We can conclude that the communication between the municipality and its citizens is improving due to the implementation of social media. This both according to answers from the representatives of the municipality, who sees social media as a way to reduce repetitive questions and answers but also in the positive responses from citizens regarding the municipality’s use of social media. Further we saw that municipal information being online
increased trust by citizens towards their municipality which according to theories can improve the relationships.

9.6 Research question answer

Our conclusions show that a municipality by building trust can start to establish long-lasting relationships that will lead to cooperation between municipality and citizens and to increased citizen participation. An important part for the municipality is to try to understand its citizens’ behaviours and opinions. Further they need to improve their two-way communication and encourage the citizens to participate in the municipality’s social media forums.

9.7 Contribution

Municipalities’ working within social media is a pretty new topic, which we have regarded together with encouragement for citizen participation in relation to a specific municipal operation. Therefore we believe that we contribute with some new findings. Our study contributes with a strategic mind-set based on theories that can be used as a framework for future improvements on social media usage in municipalities. We provide a clearer picture on how the relationships between municipalities and citizens are shaped and progressed through social media. We also contribute with an understanding that there is a gap between strategies according to theories, on how Örnsköldsvik’s municipality works with social media, build relationships with its citizens and increase citizen participation, and with how reality works. Further we give a clear explanation that there exists a communication gap between what Örnsköldsvik’s municipality wants the citizens to do and what the citizens are aware of that they can involve themselves in, and what they actually want to contribute with. Our study can be used by municipalities who want to increase their citizen participation within a specific operation with the help of social media and who want to improve their relationships to the citizens.
10. RECOMMENDATIONS

Our recommendations to Örnsköldsvik’s municipality and the Världsklass 2015 operation will be featured in this chapter. We will provide both practical recommendations, to be used by the municipality for future reference, and theoretical suggestions for other researchers investigating this area. The recommendations are based on our analysis and conclusions. Furthermore we stress the importance for Örnsköldsvik’s municipality to at least consider the recommendations made to them, since we believe that an implementation of concrete social media strategies is a necessity. We believe that most of these recommendations would be directly applicable on other municipality operations as well as Örnsköldsvik’s municipality.

10.1 Practical recommendations to Örnsköldsvik’s municipality, Världsklass 2015

Firstly we recommend Örnsköldsvik’s municipality and Världsklass 2015 to keep using Facebook and make use of its potential. Since videos are a rapidly evolving media we suggest them to also develop strategies regarding their use of YouTube. They shall also continue to communicate and promote commitment via Världsklass 2015 blogs. Furthermore, the municipality should use all these online tools to communicate information to citizens and other stakeholders. We recommend the municipality to include practical strategies in the daily social media operations. They can create a “chief content officer” role that will be in charge of monitoring messages from the public, handle the volume, nature and velocity of the content from social media and work on strategies to improve communication on where to be, to shorten the response time to the citizens.

The municipality and the operation Världsklass 2015 need to increase the number of ‘likes’ and ‘followers’ in their social media channels. It is important for them to engage the citizens and other stakeholders in different ways. The municipality needs to be committed to these social media tools to make the citizens dedicated to them. They should make it easier for the citizens to discuss and to meet each other in these forums, especially on Facebook which the citizens think is good for sharing opinions and feeling solidarity.

To be active in social media the employees managing these channels need to understand the citizens’ use of social media. They need to make the communities valuable for the citizens, provide them with the wanted information and enable them to meet each other online to discuss, which will lead to increased transparency of the municipality. For this to work, an improvement of the online dialogue with the citizens is needed.

An increase of the citizens’ trust is required to be able to build and maintain long-lasting relationships. We recommend the municipality to set up strategies to do this, because this will lead to increased citizen participation. The municipality should also adopt some elements from Customer Relationship Management, such as reading contents of what is being said about them online to gain knowledge about the citizens’ opinions and ideas. Further we recommend the Världsklass 2015 team to make it easier for the citizens to influence municipal work via social media and to participate in municipal work via social
media. They need to open up for a two-way communication and improve this communication to counter the uneven power relationship. The citizens should be empowered. Furthermore the municipality have to keep existing citizens and attract more, this will be done by giving the citizens incentives to stay.

We suggest that the municipality informs and educates employees about social media practises to improve service on all levels. Örnsköldsvik’s municipality may use social media to be more accessible, reach more citizens and corporations, get help from users for crowdsourcing and to get feedback and improve their relationships with citizens and corporations. Further they can increase the municipality’s credibility, reach specific groups for different causes and compensate for other channels, for instance the telephone exchange, improve their environmental scanning and reduce costs for communication in their use of social media. Good internal marketing is also required.

We propose an improvement of the explanation of Världsklass 2015 for the citizens and other stakeholders and a clearer communication about the possibility to participate in this operation. To be able to create a stronger solidarity within the whole municipality they need to communicate that Världsklass 2015 regards the development of the whole city Örnsköldsvik.

Lastly, we recommend the Världsklass 2015 operation to implement CSR-strategies with focus on causes that are important for the individual, meaning letting the citizens choose causes and projects to be involved in. Further, Världsklass 2015 should educate the citizens in the goals of the municipality and the city. They should communicate the sustainability aspects involved in Världsklass 2015 and continue to improve the sustainable development process. Implementation of these strategies will facilitate the municipal work.

10.2 Theoretical recommendations for further research

In our study we focus on a particular operation within Örnsköldsvik’s municipality but we also look at it from a wider perspective, how the whole municipality uses social media overall. For future research we recommend to study a particular municipal project only or to compare projects where the goal is to involve citizens among several municipalities in Sweden. This can also be done in other countries or in a comparison study with other countries. Another aspect could be how a municipality can manage all different divisions’ use of social media to make strategies for how all channels can be managed effectively together. An example for clearer understanding of how this would be executed is by doing an activity map of the different processes.

Social media is still a young phenomenon. It does not exist many wide spread good strategies for how municipalities should use social media effectively to increase citizen participation and improve relationships building with citizens. Therefore we recommend more concrete strategies to be developed. We also recommend studies to be done continuously and with on-going improvement to study how this fast changing media affects municipalities in their work.
In our degree project we chose to conduct a quantitative study with the citizens in the region of Örnsköldsvik but also with other people interested in Örnsköldsvik. We recommend future researchers to use focus groups to gain a deeper understanding of citizens’ use of social media and of their opinions. Further, we recommend for future research within Örnsköldsvik to try to get a wider range of respondents by trying other methods than the ones we used. We also provide the tip to primarily investigate the citizens living in Örnsköldsvik. If there is time, future researchers could meet the citizens in real life for conduction of the survey, misunderstandings when answering the survey can then be explained easier.

Finally we chose not to look at the effectiveness and the financial aspects of increasing citizen participation via social media. Thus, it would be interesting to look at the effectiveness for municipalities using social media to investigate these facets. Future researchers can also look at the financial aspects for the municipality, since resource allocation is an issue for municipalities and saved money can be used for other activities that benefit the residents and the city. Moreover, one can look at the importance for municipalities to build good relationships with its citizens and investigate if it leads to advantages for a municipality and its citizens.
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<http://www.ornskoldsvik.se/kommunochpolitik/kommunensorganisation.4.33413099136f658053c1ed5.html> [Collected: 2013-02-12]


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PERSONAL COMMUNICATION


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APPENDIX 1: The interview guide

Interview 21 mars 2013 - Per-Olof Sedin, web manager and Helén Sahlin, manager of the information department at the municipal administration

SWEDISH:

Generella frågor:

1. Vad särskiljer / är speciellt med Örnsköldsviks kommun?
2. Vilka styrkor och svagheter har Örnsköldsvik?

Din roll:

3. Vad är dina arbetsuppgifter?

Kommunikation:

4. Hur arbetar Örnsköldsviks kommun för att kommunicera med invånare och upprätthålla en relation med dessa?
5. Hur ser Örnsköldviks kommuns relation ut till invånarna?

Sociala medier:

6. Hur definerar ni social media?
7. Hur arbetar Örnsköldsviks kommun med sociala medier och vad är strategierna för dessa?
8. Hur resonerar ni kring relationskapande via sociala medier?
9. Vilka är er målgrupp för sociala medier?
10. Vad anser ni att ni bör tänka på när ni vill nå ut till er målgrupp genom sociala medier?
11. Hur tror du Örnsköldsviks invånare använder sig utav sociala medier?
12. Ser ni någon positiv feedback från invånarna gällande er hemsida och sociala medier?
13. Hur involverade har invånarna varit i dessa forum?

Engagemang:

14. Vilken bild tror du att invånarna har av Örnsköldsvik?
15. Till vilken grad är invånarna i kommunen engagerade i kommunens projekt och hur gör ni för att få dessa engagerade?
ENGLISH:

General questions:

1. What distinguishes / is special with Örnsköldsvik’s municipality?
2. Which strengths and weaknesses does Örnsköldsvik have?

Your role:

3. What are your work requirements?

Communication:

4. How does Örnsköldsvik’s municipality operate regarding communication and to keep a good relationship with the citizens?
5. What is Örnsköldsvik’s municipality’s relationship like to its citizens?

Social Media:

6. How do you define social media?
7. How does Örnsköldsvik’s municipality work with social media and what are their strategies on this matter?
8. How do you reason regarding relationship building via social media?
9. Who is your target group for social media?
10. What do you reckon that you need to think about when you want to reach your target group through social media?
11. How do you think the citizens of Örnsköldsvik use social media?
12. Have you seen any positive feedback from the citizens regarding your homepage and social media?
13. How involved have the citizens been in these forums?

Engagement:

14. What perception of Örnsköldsvik do you think the citizens have?
15. To what extent are the citizens in the municipality engaged in a municipal project and what do you do to make them engaged?

Interview 21 mars 2013 - Vanja Östman, development manager Världsklass 2015

SWEDISH:

Generella frågor:

1. Vad särskiljer / är speciellt med Örnsköldsviks kommun?
2. Vilka styrkor och svagheter har Örnsköldsvik?
3. Berätta om Världsklass 2015!
4. Berätta om din roll i Världsklass 2015!
Kommunikation och relationer:

5. Hur arbetar Världsklass 2015 för att kommunicera med invånarna och upprätthålla en relation med dessa?

Engagemang:

6. Till vilken grad är invånarna i kommunen engagerade i Världsklass 2015 och hur gör ni för att få dessa engagerade?

Sociala medier:

7. Hur definerar ni social media?
8. Hur arbetar Världsklass 2015 med sociala medier och vad är strategierna för dessa?
9. Hur resonerar ni kring relationskapande via sociala medier?
10. Vilka är er målgrupp för sociala medier?
11. Vad anser ni att ni bör tänka på när ni vill nå ut till er målgrupp genom sociala medier?
12. Hur tror du Örnsköldsviks invånare använder sig utav social medier?
13. Hur involverade har invånarna varit i dessa forum?
14. Ser ni någon positiv feedback från invånarna gällande er hemsida och sociala medier?

ENGLISH:

General questions:

1. What distinguishes / is special with Örnsköldsvik’s municipality?
2. Which strengths and weaknesses does Örnsköldsvik have?
3. Tell us about Världsklass 2015!
4. Tell us about your role in Världsklass 2015!

Communications and relations:

5. How does Världsklass operate regarding communication with citizens and to maintain a relationship with them?

Engagement:

6. To what extent are the citizens in the municipality involved in Världsklass and how do you make them involved?
Social media:

7. How do you define social media?
8. How does Världsklass operate with social media and what are the strategies?
9. What are your thoughts on relationship building via social media?
10. Who are your target group for social media?
11. What do you believe that you need to think about when reaching your target group via social media?
12. How do you think Örnsköldsvik’s citizens use social media?
13. How involved have the citizens been on these forums?
14. Have you seen any positive feedback from the citizens concerning your homepage or social media?
APPENDIX 2: The survey

Världsklass 2015 och sociala medier - invånarens perspektiv

Hej du som hittat till vår enkät!

Vi är två studenter från Handelshögskolan vid Umeå Universitet som nu skriver vårt examensarbete i samarbete med och för Ornskoldsviks kommun, Världsklass 2015 och vi behöver din hjälp!


Tack för din medverkan!

Gabriella Bolin och Marcus Winberg i samarbete med Ornskoldsviks kommun, Världsklass 2015

Vid frågor kontakta oss på gabriellabolin@hotmail.com eller marcus.winberg1@gmail.com

---

**En kommentar om sekretess**

Den här enkätan är anonym.

De svar på enkätan som sparas innehåller ingen information som kan identifiera den som svarat utom om denna frågs specifikt ställts i enkätan. Även om det krävs en behörighetskod för att kunna besvara enkätan sparas inte denna personliga information tillsammans med svardata. Behörighetskoden används endast för att avgöra om du har svarat (eller inte svarat) på enkätan och den informationen sparas separat. Det finns inget sätt att avgöra vilken behörighetskod som har ihop med ett visst svar i den här enkätan.

---

**Del 1 - Din profil**

**Vart bor du?**

Välj ett av följande svar

- Ornskoldsviks kommun
- Annan kommun i Västernorrland
- I övriga Sverige
- I annat land

**Dag identifierar mig som?**

Välj ett av följande svar

- Kvinna
- Man
- Väljer att inte svara
**Älder?**
Valj ett av följande svar

- Yngre än 15 år
- 16 - 24 år
- 25 - 34 år
- 35 - 44 år
- 45 - 54 år
- 55 - 64 år
- 65 år eller äldre

**Huvudsaklig sysselsättning?**
(*dvs. vad du gör mer än 50 % av en arbetsvecka*)
Valj ett av följande svar

- Anställd inom offentlig sektor
- Anställd inom privat sektor
- Arbetssökande
- Företagare
- Pensionär
- Studerande
- Annat
### Vilka av följande sociala medier har du ett registrerat konto hos?

Välj de alternativ som stämmer:

- [ ] Facebook
- [ ] Twitter
- [ ] Blogg (driver egen)
- [ ] YouTube
- [ ] Instagram
- [ ] Linkedin
- [ ] Inget av dem

### Vad har du gjort MEST på Internet den senaste veckan?

Välj minst ett och max tre alternativ.

- [ ] Besökt företags / organisationens officiella hemsida
- [ ] Besökt en vansida i ett socialt nätverk (ex. Facebook & Twitter)
- [ ] Hanterat egen sida i ett socialt nätverk (ex. Facebook & Twitter)
- [ ] Låst blogg(ar)
- [ ] Hanterat egen blogg
- [ ] Lagt en kommentar på en blogg
- [ ] Lagt en kommentar i ett socialt nätverk (ex. Facebook, Linkedin)
- [ ] Laddat upp ett foto på en fotodelningssida (ex. Facebook, Instagram, Flickr)
- [ ] Lyssnat på radio/ljud online (ex. Spotify)
- [ ] Delat ett videoklipp med en vän
- [ ] Satt videoklipp online (ex. YouTube)

Annan: [ ]
Hur många gånger per DAG besöker du någon av dessa sociala medier?

<table>
<thead>
<tr>
<th></th>
<th>Mindre än 1 gång per dag</th>
<th>1-2 gånger per dag</th>
<th>3-5 gånger per dag</th>
<th>4-7 gånger per dag</th>
<th>Mer än 7 gånger per dag</th>
<th>Aldrig</th>
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</thead>
<tbody>
<tr>
<td>Facebook</td>
<td>☐</td>
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<td>Bloggar</td>
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</tbody>
</table>

Om du inte är medlem i något av dessa välj alternativ 'aldrig'.

Vilken av Facebook, Twitter, Bloggar, YouTube, Instagram och LinkedIn är bäst när DU ska ...?

<table>
<thead>
<tr>
<th></th>
<th>Facebook</th>
<th>Twitter</th>
<th>Bloggar</th>
<th>YouTube</th>
<th>Instagram</th>
<th>LinkedIn</th>
<th>Inget svar</th>
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</thead>
<tbody>
<tr>
<td>Vara kreativ</td>
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<td>Dela med dig av dina åsikter till andra människor</td>
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<tr>
<td>Upptäcka världen runt omkring dig</td>
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<td>Känna samhörighet</td>
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<tr>
<td>Hålla dig uppdaterad om nyheter samt annan information</td>
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<td>Lära dig något nytt</td>
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<tr>
<td>Söka efter andra människors åsikter</td>
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<tr>
<td>Dela med dig av din kunskap samt upplevelser till andra människor</td>
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</tbody>
</table>

Nästa
* I vilken utsträckning instämmer du i följande påståenden?

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<tbody>
<tr>
<td>Kommunen blir mer tillgänglig genom att dess information och tjänster finns på Internet.</td>
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<td>Det är INTE slöseri med pengar att kommunens information och tjänster finns på Internet.</td>
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<tr>
<td>Mitt förtröende för kommunen ökar för att dess information och tjänster finns på Internet.</td>
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<tr>
<td>Möjligheten att kontakta kommunen ökar av att kommunens information och tjänster finns på Internet.</td>
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</table>

* I vilken grad värdesätter du din anonyemit när du uttrycker din åsikt om kommunen?

Valj ett av följande svar

- 1. Inte alls
- 2. I mindre grad
- 3. I viss grad
- 4. I ganska hög grad
- 5. I mycket hög grad

* I vilken grad gör sociala medier det enklare för dig att ta del av information om kommunens arbete?

Valj ett av följande svar

- 1. Inte alls
- 2. I mindre grad
- 3. I viss grad
- 4. I ganska hög grad
- 5. I mycket hög grad
I vilken grad gör sociala medier det enklare för dig att påverka kommunens arbete?

Välj ett av följande svar

- 1. Inte alls
- 2. I mindre grad
- 3. I viss grad
- 4. I ganska hög grad
- 5. I mycket hög grad

I vilken grad gör sociala medier det enklare för dig att engagera dig i kommunens projekt?

Välj ett av följande svar

- 1. Inte alls
- 2. I mindre grad
- 3. I viss grad
- 4. I ganska hög grad
- 5. I mycket hög grad

Vilken relation anser du dig ha till Örnsköldsvik?

Välj ett av följande svar

- Jag känner en stark relation till Örnsköldsvik
- Jag känner mig tillfreds med min relation till Örnsköldsvik
- Jag har ingen speciell relation till Örnsköldsvik
- Jag har en icke tillfredsställande relation till Örnsköldsvik

Nästa

Fortsatta senare    Avbryt och rensa svar
Del 4 - Kommunens utvecklingsarbete Världsklass 2015

Har du hört talas om Världsklass 2015?

Välj ett av följande svar

- JA
- NEJ

Hur har du hört talas om Världsklass 2015?

Välj ett av följande svar

- Örnsköldsviks Allehanda
- Tidningen Nolaskogs
- Hemskickat informationsblad
- På kommunens hemsida
- Hört personer berätta om det
- Sett information om utvecklingsarbetet på stan
- Arbetar inom kommunen

Hur mycket vet du om kommunens utvecklingsarbete Världsklass 2015?

Välj ett av följande svar

- Hört / Sett något om namnet Världsklass
- Hört talas / Läst om utvecklingsarbetet
- Vet vad utvecklingsarbetet innebar och följer arbetet
- Vet vad utvecklingsarbetet innebar, följer arbetet och hade gärna varit engagerad i det
- Väl insatt i utvecklingsarbetet men inte själv intresserad av att engagera mig
- Väl insatt i utvecklingsarbetet och hade gärna varit engagerad i det
- Är själv engagerad i utvecklingsarbetet
- Är själv engagerad i utvecklingsarbetet och skulle vilja göra mer
- Anmärkning: 
- Inget svar
*Hur många gånger har du besökt Världsklass 2015 hemsida?

Välj ett av följande svar

- 0 gånger
- 1 gång
- 2-3 gånger
- 4-7 gånger
- Fler än 7 gånger

*Hur många gånger har du besökt Världsklass 2015 Facebook sida?

Välj ett av följande svar

- 0 gånger
- 1 gång
- 2-3 gånger
- 4-7 gånger
- Fler än 7 gånger
*Hur många gånger har du besökt någon av de bloggar som behandlar utvecklingsarbetet Världsklass 2015?*

Valj ett av följande svar

- 0 gånger
- 1 gång
- 2-3 gånger
- 4-7 gånger
- Fler än 7 gånger

*Till vilken grad skulle du vilja vara engagerad i Världsklass 2015?*

Valj ett av följande svar

- 1. Inte alls
- 2. I mindre grad
- 3. I viss grad
- 4. I ganska hög grad
- 5. I mycket hög grad

*I vilken grad har du möjlighet att ta del av information om Örnsköldsviks kommuns olika projekt och arbeten?*

Valj ett av följande svar

- 1. Inte alls
- 2. I mindre grad
- 3. I viss grad
- 4. I ganska hög grad
- 5. I mycket hög grad
Hur vill du ta del av information om Örnsköldsviks kommuns projekt och arbeten?

Välj de alternativ som stämmer

☐ Genom sociala medier
☐ Via hemsidan
☐ Via postutskick
☐ I Nolaskogs
☐ I Örnsköldsviks Allehanda
☐ Affischering
☐ Öppna möten
☐ Vill inte ta del av informationen

Anrat: [ ]

* Till vilken grad skulle du vilja vara engagerad för Örnsköldsviks utveckling?

Valj ett av följande svar

☐ 1. Inte alls
☐ 2. I mindre grad
☐ 3. I viss grad
☐ 4. I ganska hög grad
☐ 5. I mycket hög grad
Inom vilket område skulle du kunna tänka dig att vara engagerad för Örnsköldsviks utveckling?

Välj de alternativ som stämmer

☐ Regionala utvecklingsfrågor
☐ Kompetensförsörjningsfrågor
☐ Näringslivsutveckling
☐ Sociala hållbarhetsfrågor
☐ Besöksnäringsfrågor
☐ Miljöfrågor
☐ Innovationsutveckling
☐ Samarbete mellan näringsliv och universitet
☐ Arbete för kreativa oppna miljöer
☐ Skulle inte kunna tänka mig att vara engagerad

Annat: _______________________

[ ] Skicka

[ ] Fortsätta senare  [ ] Avbryt och rensa svar

Tack för att du tog tid och besvara vår enkät!

Gabriella Bolin och Marcus Winberg i samarbete med Örnsköldsviks kommun, Världsklass 2015

APPENDIX 3: Quantitative empirical findings – excluded diagrams and tables

Figure 1: Where do you live?

Figure 2: I identify myself as…?
Figure 3: Age?

Figure 4: Main occupation? (meaning what you do more than 50% of a working week)
**Figure 5:** What have you done MOST on the Internet the past week?

**Figure 6:** How many times per day do you visit Twitter?
Figure 7: How many times per day do you visit blogs?

Figure 8: How many times per day do you visit Instagram?
Figure 9: How many times per day do you visit LinkedIn?
Figure 10: What was your reason for visiting this page where you found the survey?
Figure 11: Statement- It is NOT a waste of money that municipal information and services are available online.

Figure 12: To which extent do you value your anonymity when you express your opinion online?
**Figure 13:** How have you heard about Världsklass 2015?

**Figure 14:** How many times have you visited Världsklass 2015's webpage?
Figure 15: How many times have you visited one of the blogs regarding the development work Världsklass 2015?