ORGANIZATIONAL DEVELOPMENT THROUGH SOCIAL MEDIA
– HOW FEEDBACK CAN CREATE VALUE FOR ORGANIZATIONS OF PUBLIC TRANSPORT

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Abstract
Internet can be described as a source of gaining knowledge through useful information founded in different social media platforms. Social media is used by organizations and customers in order to share news, offers, questions and feedback to increase the communication level. The benefit of using different types of social media platforms is to share knowledge that can be used among organizations in order to make organizational developments. Facebook is one relevant type of social media platform. Facebook is used by different types of organizations to facilitate the communication and knowledge sharing to create customer- and organizational value.

The purpose of this study is to investigate how organizations handle received feedback from their customers through social media in order to improve and develop themselves. The theoretical study is based on theories that facilitate the understanding of the problem area. The empirical study is based on interviews that are made with three public transport organizations; Västtrafik, SJ and Skånetrafiken that use Facebook as a means of communication with their customers. The theoretical- and empirical study was compared and analyzed. We have reached the conclusion that Facebook can promote organizational development through the received feedback from customers. We believe that the received feedback should be in focus, as the customer is the end user, in order to create customer- and organizational values.

Keywords: Social media, Facebook, IT mediated feedback, Organizational development
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- **Västtrafik**, Josefin Viidas
- **SJ**, Gabriella Gullbrandsson
- **Skånetrafiken**, Carolin Sjöholm

We have created a greater understanding of the research area with the help from these organizations. During the research process we have been supported by Johanna Persson and thanks to her we have had access to Språkverkstaden at the University of Borås which gave us the opportunity to work in a good environment. We would also like to thank our families and friends that have supported us during the research process.
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1 Introduction

This chapter presents the background and problem discussion in order to provide the reader an understanding of the research area. The purpose, the main research question and the sub-questions are also presented in this chapter. The chapter will also discuss the target group, expected results and limitations of this research.

1.1 Readers Guide

Figure 1 below shows the structure of this research. Chapter 1 will present the background, statement of problem, theoretical framework and the purpose. The first chapter will end with the main research question, the sub-questions and expected results. Chapter 2 will include the research strategy, data collection methods, analysis methods and the evaluation methods. Chapter 2 will also present how we will conduct the theoretical- and the empirical study. Chapter 3 will be based on the theories chosen in the field of this research. The theories will be used in order to answer the sub-questions of the research. Chapter 4 contains a background of the chosen organization and the interviews made. There will be three interviews with three organizations of public transport and these will create case 1, 2 and 3. Chapter 5 is the analysis that will contain a comparison of both the theories gained and the interviews made, in order to answer the sub-questions. Chapter 6 includes discussions and will contain contribution to the field of informatics and the target group of this research. The main research question will be answered in chapter 7. Chapter 7 will also contain the evaluations of the results and suggestions for future research. It is very important to evaluate the results and state the validity and reliability of the findings.

Figure 1: The outline of the research
1.2 Background

In today’s society the Internet is used widely by all kinds of age groups. Organizations can use the Internet as a marketplace for selling and advertising their products. The Internet can also be used in order to gain knowledge through useful information (Sylvia, 2000). Through the Internet social media is becoming a more expansive information- and communication channel which is used both by individuals with personal intentions but also by organizations that sees the potential of reaching out to their consumers, customers and users. Social media can be used to form a dialogue between people and also for knowledge sharing (Carlsson, 2009). Through the social media people are sharing information, pictures, videos and it has never been easier to communicate whatever is on their minds. Social media creates the ability to share information through wikis, microblogs, communities and social networks. Popular examples of social media platforms are Blogs, Facebook, Twitter, Instagram and Youtube where users create a profile and share information with other users. Stakston (2011) points out that communication through these social media platforms can be compared with a conference, a meeting with friends or just small talk in the physical world. Stakston (2011) suggests that the starting point for an organization using the social media should be the willingness to be visible and to see the value of being exposed in different environments. According to Carlsson (2009) organizations should have a goal when using social media platforms.

According to Chaffey (2011) the popularity for using social media comes from the humans need for socializing and sharing experiences with each other. By using social media platforms organizations can communicate and meet their customers in a relative new way and actually be visible where their customers are located (Chaffey, 2011, Stakston, 2011). By being visible in social media the organization becomes more available for their customers and not being connected to a social network is more unusual than not to in today’s society. The visibility of an organization in social media can be seen as being innovative by the customers means (Zyl, 2008). If this ability is used in the right way it can become viable for the organization (Zyl, 2008). Social media can also be useful within the organization. That is because the communication will be increased within the organization which leads to knowledge sharing (Dahlgren, 2002).

Facebook is one of the most popular social media platforms in today’s society. It is used by individuals who want to communicate with other users, create new relationships or create groups for special events and these are only some of the activities that Facebook offers. The numbers of active organizations on Facebook is growing as they create their own profile page. Stakston (2011) writes that even if a social media platform such as Facebook can be perceived as a private platform for users, organizations shouldn’t hesitate to interact with their customers through Facebook. In fact, every time a user “likes” an organizations’ profile the user can be seen as a potential customer. When an organization is active on Facebook, it creates the opportunities to a deeper relationship with the customers and also to receive feedback from them as well as respond to their comments (Shih 2009). Feedback is an efficient way for improving existing products, services and the decision making. Social media can be a good tool used by organizations to create organizational development through the received feedback from the customer. The social media can therefore be used to increase the communication between the customer and the organization. According to Shih (2009) social media can also be a good tool for organizations to make final decisions through the received feedback from customers.
1.3 Problem discussion

When an organization is active on a social media platform such as Facebook their consumers, customers and users are able to give feedback and opinions through comments on the specific organizations’ profile page. Customers can also communicate with each other through Facebook without the involvement of the organization. This is a part of the trend of groundswell which includes social media platforms where users share information between themselves. The definition of the groundswell is “A social trend in which people can use technologies to get the things they need from each other, rather than from traditional institutions like corporations” (Li & Bernoff, 2008). This means that users base their decisions on reviews and comments from other users. When the user communicates with each other, the organization will have a great opportunity to create relationships with their customers. Li and Bernoff (2008) suggest that organizations should focus on the relationships rather than the technologies used in Facebook. Groundswell also gives the opportunity to increase the relationship between the organization and the customer. According to Chaffey (2011) organizations should analyze their target group to know how they are interacting and using the social media. This will help the organization to know how the organization should integrate with their customers. Even if it seems quite easy for organizations to take the step of being active on Facebook, they should focus on engaging their customers to create a deeper relationship with them (Chaffey 2011).

Problems can occur when organizations don’t take the time to answer the comments they receive from their customers on Facebook. Sylvia (2000), advocates that organizations should pay attention to the customers’ comments in order to gain feedback that will lead to improvements. The feedback from the customer can be both positive and negative. Another problem, according to Carlsson (2009) is when organizations in some cases remove the negative comments on their profile page in order to create a positive picture of the organization. The organizations should instead focus on the negative feedback in order to improve themselves. It is very important for all organizations to discuss all negative and positive feedback they receive from their customers in order to develop themselves during the communication (Carlsson, 2009).

In some cases the organization doesn’t have a goal for why they are using the social media. Organizations often lack clear guidelines to help improve themselves. Through Facebook the organization receives comments from their customers and by that they can gain knowledge. Carlsson (2009) also suggests that this doesn’t cost money but time. The time is needed in order to answer all the received comments. Time is also needed to handle the received feedback in order to make organizational improvements as resources and measurements are required during the decision making. To communicate through different social media platforms can increase organizations’ availability and the level of improvement, but it can also cause some side effects. If all received negative comments and feedback from the customer are removed, the organization will not have the opportunity to satisfy customers and gain knowledge in order to develop the organization (Carlsson, 2009).

This research will investigate how the organization can create value of being available at Facebook. There will be a focus on how the feedback and the knowledge is managed and handled by the organization in order to create organizational developments. The results of the research will help organizations to consider some factors that might lead to organizational developments through the received feedback from their customers during the communication made via social media platforms.
1.4 Purpose
In today’s society social media is becoming more used by organizations and customers as a communication channel. If organizations are visible through social media it becomes easier for the organization to interact with their customers. The customers have also the opportunity to reach out to the organization when needed through different social media platforms.

The main purpose for this research is to investigate how organizations handle the received feedback from their customers through social media in order to improve and develop themselves. This research will also give the organization insights of how to use Facebook to improve the organization through the received feedback. In order to fulfill the main purpose of the research there are four sub-purposes that will be investigated:

1. Investigate how organizations of public transport can create organizational developments through social media.
2. Investigate how the communication through social media can increase the relationship between the organization and customer.
3. Investigate how organizations can handle the received feedback from the customers through social media.
4. Investigate what implications there are for an organization of public transport when using social media as a communication channel.

1.5 Research questions
This research is grounded on one main research question and four sub-questions. The four sub-questions have all a relation to each other. By answering these sub-questions, it will become possible to answer the main question of the research.

The first sub-question will give a deeper knowledge and understanding for how organizations of public transport can use social media in order to create organizational development. The second sub-question will focus on the communication between the organization and the customer through social media. This sub-question will be used in order to gain knowledge about how organizations can communicate with their customer to create a deeper relationship. The third sub-question is about the received feedback from the customer through social media. This sub-question will investigate how the organizations of public transport can handle the feedback in order to develop themselves through the customers’ opinions. The fourth and last sub-question will consider possible implications that can occur when using social media as a communication channel. This sub-question will help organization to be aware of possible implications in order to prevent future problems.

Main question:
How can the received feedback through social media create organizational developments for public transport?

Sub-questions:
1. How can organizations of public transport create organizational developments through social media?
2. How can the communication between organizations of public transport and customer through social media be increased?

3. How do organizations of public transport handle the received feedback from the customers through social media?

4. What are the implications for organizations of public transport when using social media as a communication channel?

1.6 Target group
This research focuses on organizations of public transport that use social media as a communication channel with their customers. Organizations need to improve themselves in order to satisfy their customers. Some organizations need to focus on both the negative comments and the feedback received from their customer. This research can give the organization insights of how to use social media to improve the organization through the received feedback.

The results of this research will help organizations of public transport to improve themselves by receiving relevant feedback from their customers that can be transformed to knowledge. This research can also be used by students that want to focus on development, communication and informatics as a research area.

1.7 Expected results
The expected result of this research is to gain knowledge of how an organization of public transport can use social media in order to improve themselves through the received feedback from their customers. Therefore, the collected feedback will be used in order to gain more knowledge of how to improve the organization. When organizations receive more knowledge, they will be able to improve themselves, the products and services available for customers.

The results will also be a good base for organizations in order to solve organizational problems as the customer opinions are in focus. It is very important to understand and analyze organizational problems in order to find relevant results. Table 1 shows the main purpose, main research question, sub- purposes, research questions and the outcomes of this research.
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<td>How can the received feedback through social media create organizational developments for public transport?</td>
<td>To gain knowledge of how an organization of public transport can use social media in order to improve themselves through the received feedback from their customers</td>
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<td>Investigate how organizations of public transport can create organizational developments through social media</td>
<td>How can organizations of public transport create organizational developments through social media?</td>
<td>To find how organizational developments can be created through social media</td>
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<td>Investigate how the communication through social media can increase the relationship between the organization and customer</td>
<td>How can the communication between organizations of public transport and customer through social media be increased?</td>
<td>To find how the relationship between organization and customers can be increased through social media</td>
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<td>How do organizations of public transport handle the received feedback from the customers through social media?</td>
<td>To increase the knowledge of how organization can handle the received feedback from the customers in social media</td>
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<tr>
<td>Investigate what implications there are for an organization of public transport when using social media as a communication channel</td>
<td>What are the implications for organizations of public transport when using social media as a communication channel?</td>
<td>To find possible implications for an organization when using social media as a communication channel</td>
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1.8 Limitations and assumptions
The thesis is based on communication between organization and their customers through social media. It is also based on the positive usage of social media in order to gain knowledge through communication between the customer and the organization. In this research we will only focus on organizations of public transport that uses social media in order to communicate with their customers and develop themselves through the received feedback. The theories will be chosen in the field of the research area.

The limitations will be based on interviews with public transport organizations that use social media as a communication channel with their customers. By this, other types of organizations are not included in this research. However the results of this research can be used by other organizations that want to develop themselves through the received feedback via social media. The results of this research will be based on how organizations can create organizational developments by the received feedback from their customers.

1.9 The authors background
This master thesis is conducted by two master level students at the University of Borås, Emelie Andersson and Sama Yousif.

The authors have a Bachelor in Informatics along with a Master in Informatics where the interest and curiosity towards communication and organizations in combination with social media has increased through their studies. The research will focus on how organizations handle received feedback from their customers through social media in order to create organizational developments. The authors find this research interesting because of the widely and increasingly usage of social media in today’s society.
2 Method

This chapter includes a description of the scientific perspective, research strategy and the different data collection methods used to conduct the empirical study. It will also be followed with data analysis methods, evaluation methods and presentation methods. This chapter will also include the research process that will provide an understanding of the research flow.

2.1 Scientific perspective

According to Goldkuhl (2011) characterizing knowledge means to describe and understand the characteristics of a new upcoming phenomenon. This research is starting with a comprehensive theoretical study in order to understand the chosen research area. The theories will also give the reader a clearer view on the previous researches conducted in the field of this research. The empirical study will include three cases with three organizations of public transport which will be interviewed. The empirical study will create a deeper understanding of how organizations of public transport handle the received feedback from their customers through social media. The empirical study will also give knowledge of how organizations should handle the received feedback in order to develop.

The data collected from the theoretical- and empirical study will be analyzed and discussed in order to give relevant results and suggestions in the field of this research. The results of this research will give suggestions of how organizations can use social media in an effective way in order to develop themselves.

2.2 Research methods

2.2.1 Hermeneutic

According to Saunders, Lewis & Thornhill (2000) research methods are used to describe the source of data and how data will be processed in an efficient way. There are two types of research perspectives. The first one is positivism and the second one is hermeneutics. According to Insight (2009) positivism focuses on hypothesis testing. Hermeneutics can be described as the way to “interpret”, to “clarify” and to “explain” the unknown (Starrin & Svensson, 1994). Positivism is known that the knowledge is based on sensory experience. According to Patel & Davidson (2011) the perspective is described as the available knowledge to our sense. According to Patel & Davidson (2011) hermeneutics can be described as all the feeling and impressions are expressed in the human life. Hermeneutics can also be described as the study of interpretations of theory. Hermeneutics is known to describe factors that can impact the environmental of the study (Patel & Davidson, 2011). The hermeneutic perspective is also based on the qualitative method (Andersen, Liungman & Mårtensson, 1994). In this research there will be a collection of data from people’s thoughts and their life style. There are some factors that characterize the hermeneutics perspective and these includes; “the sentence is understood by a context”, “the parts are dependent on the whole in any interpretation” and “different understanding can be based on different theories and insights” (Starrin & Svensson, 1994).

This research will be based on the perspective of hermeneutics because of the purpose of the research. The purpose includes how organizations can create organizational developments through the received feedback from their customers via the social media. Through the gained
knowledge from the theoretical- and empirical study, the research questions can be answered. The theoretical study will be based on previous and already existing research and will create a deeper understanding of the research area. While the empirical study will be based on interviews with organizations of public transports which will give a deeper knowledge of how they handle and process the received feedback from their customers via social media in order to create organizational developments.

2.2.2 Qualitative method

Qualitative and quantitative methods are two different approaches of research methods. A quantitative approach is focusing on statistics and numerical data while a quantitative data analysis is based on analyzing numbers and not words. This can be conducted through questionnaires where the numbers will be summarized statistically. The qualitative method includes the data which isn’t numbers, but instead it focuses on text, sound and pictures (Oates, 2010) When using a qualitative method the processing of data is usually conducted through text, books, notes from observation, interviews and recordings (Patel & Davidsson, 2011). There will be new knowledge created by gaining relevant feedback through the respondents during the interviews. In a qualitative analysis words are analyzed and therefore there will be no statistical conclusions made in the qualitative research (Oates, 2006).

In this research a qualitative approach will be used as interviews will be conducted with different organizations of public transport that are using social media as a communication channel with their customers. The choice of using a qualitative method in this research is to create a deeper understanding of how organizations of public transport handle the received feedback from their customers through social media in order to create organizational developments. In this research interviews will be conducted with organizations of public transport. The interviews will be recorded and then transcribed into text and be processed and compiled. Through the theoretical- and empirical study a deeper understanding will be created in order to answer the research questions.

2.2.3 Deductive- and Inductive strategy

The theoretical- and empirical study can be related by scientists through different strategies (Patel & Davidsson, 2011). According to Patel & Davidsson (2011) there are three research strategies used; induction, deduction and abduction. Induction research strategy means that scientists base their research on gained information in order to formulate a new theory. There are no existing theories involved in the induction research study. Deduction research strategy means that scientists base their research on existing theories in order to make hypothesis. The hypotheses that are based on the research will be tasted. The third research strategy is abduction that includes both the induction- and deduction research strategy (Patel & Davidsson, 2011).

Our research is based on both the inductive- and deductive research strategy. The research will not be based on the abduction research strategy and that is because there are not any hypotheses made. The research will be based on the collecting of data from theories (deduction) in order to create a comprehensive understanding of the research area. These theories will later on be used in order to create interviews in the empirical study (induction). The analysis will be made through the theoretical- and empirical study in order to answer the research questions.
Table 2: The research strategy in connection to the purposes, research questions, strategy, expected results and phase of the research

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<td>How can the received feedback through social media create organizational developments for public transport?</td>
<td>Qualitative</td>
<td>To gain knowledge of how an organization of public transport can use social media in order to improve themselves through the received feedback from their customers</td>
<td>Conclusion: both empirical- and theoretical part</td>
</tr>
<tr>
<td>Investigate how organizations of public transport can create organizational developments through social media</td>
<td>How can organizations of public transport create organizational developments through social media?</td>
<td>Qualitative</td>
<td>To find how organizational developments can be created through social media</td>
<td>Analysis: Empirical- and theoretical part</td>
</tr>
<tr>
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<td>How can the communication between organizations of public transport and customer through social media be increased?</td>
<td>Qualitative</td>
<td>To find how the relationship between organization and customers can be increased through social media</td>
<td>Analysis: Empirical- and theoretical part</td>
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</tr>
<tr>
<td>Investigate what implications there are for an organization of public transport when using social media as a communication channel</td>
<td>What are the implications for organizations of public transport when using social media as a communication channel?</td>
<td>Qualitative</td>
<td>To find possible implications for an organization when using social media as a communication channel</td>
<td>Analysis: Empirical- and theoretical part</td>
</tr>
</tbody>
</table>
2.3 Research process
Planning for data collection and selection of organizations to interview

Interview questions [9.1]

Case 1- Västtrafik
Case 2- SJ
Case 3- Skånetrafiken

Data/ documentation study

Processing of data

Summary of theoretical study [3.9]
Summary of empirical study [4.7]
Sub-questions [1.5]

Analyzing and comparing the theoretical- and empirical study

Analysis [5]

Discussions of the findings and answering the main research question

Discussion and conclusions [6 & 7]

End

Figure 2: The research process
2.3.1 Description of the research process
In figure 2 we describe the research process and its flow. The research process starts with the collecting of sources in order to find a relevant problem area and write the background. We have started with collecting several literatures to get a deeper understanding of different topics in order to select the most relevant one. The research questions in chapter 1.5 will help us to specify the focus of this research. In chapter 1.7 there will be expected results stated in order to understand what methods will be used in chapter 2. Chapter 2 will contain the research strategies, data collection methods, data analysis methods and evaluation methods. The methods stated in chapter 2 will be the base of how to collect relevant literature in chapter 3 and conducting interviews in chapter 4. The literature- and empirical review will be the base of the conceptual framework in chapter 3.1. The arguments for empirical study are based on the theoretical study, conceptual framework and the summary of theoretical study. The arguments will contain how relevant the empirical study in relation to the focus of this research. The empirical study will contain the interviews made with the organizations in the base of the interview questions in chapter 9.1. The outcomes of the interviews are three cases made with; Västrafrik, SJ and Skånetrafiken. There will be data and documentation studies received during the interviews. The received data through the interviews will be summarized in chapter 4.7. There will also be an analyzing and comparing of the theoretical- and empirical study in order to conduct the analysis in chapter 5. The outcomes of the analysis of the theoretical- and empirical study will be the base of discussions of the findings in chapter 6 and answering the main research question in chapter 7.

2.4 Data collection method
The data collection will be based on both theories and the conducted interviews. The theoretical data collection will be based on previous and already existing theories which will form the theoretical study. The empirical study will be based on data collected from interviews made with organizations of public transport. Both the theoretical- and empirical data collation methods will be the basis of the data analysis.

2.4.1 Theoretical data collection
In the theoretical study data will be collected in terms of previous research in literature and scientific articles. Relevant areas for collecting data in the theoretical study are for example; social media, IT mediated feedback, word of mouth, CRM and knowledge management. The data will be founded through the online library database of the University of Borås, BADA, books, search engines on the Internet and scientific articles that are related to the problem area of this research. It is important to read and understand previous researches conducted in the same field (Bryman & Bell, 2011). We will gain a greater understanding and knowledge on the problem area of this research by reading previous research. According to Oates (2006) the data should be read several times and categorized into different themes. The positive aspect of categorizing data is to later on choose the category that is most significant to the research.

2.4.2 Empirical data collection
In the empirical study, data will be collected through interviews which are a data collection method of the qualitative perspective that is chosen for this research. Interviews are chosen for the empirical data collection because they will create a greater and deeper understanding for the problem area of this research. This includes how organizations of public transport can handle the received feedback from their customers through social media in order to create
organizational developments. According to Patel and Davidson (2011) the qualitative method creates a better understanding of the chosen topic.

There are two types of interviews (Oates, 2006). The first one is structured interview which includes questions that have been conducted before the interview. While the second one is semi-structured interviews, that includes a list of questions, follow-up questions and conversations. This research will include a mix of these types of interview methods since the interview questions will be conducted before the interview, but follow-up questions and conversations will also be available. The questions for the interviews will be based on the research questions of this research. The interviews in the empirical study will also be recorded and transcribed into text. There will be three interviews with three organizations of public transport. The reason for choosing organizations of public transport is because of their high activity in social media as well as the flow of received comments from their customers. We will also collect documentation studies received from the organizations during the interview. The documentation studies will contribute to a better understanding of the different organizations.

2.5 Data analysis method

The collected data from the theoretical- and empirical study will be processed and analyzed in order to find the most relevant aspects for the research. According to Oates (2006) the starting point should be to read through the collected data and sort out the most relevant aspects for the research. In order to analyze the theoretical- and empirical study a comparative analysis will be used to compare the results from both studies. A comparative analysis regards a way of comparing objects and aspects with each other. Through a stated problem and purpose the main research question is formulated and to be able to answer the main research question analytical categories are needed (Denk, 2002). These analytical categories can for example be theories. Besides the analytical categories empirical data is also collected with the base of the main research question. Through the collected data, from the theoretical- and empirical study a conclusion can be made (Denk, 2002). The theoretical study will in the analysis be compared with the results of the interviews in the empirical study. This will be used to investigate how already existing research are used in the reality but also how theory and reality are related to each other. The sub-questions will be answered with help of the comparison between the theoretical- and the empirical study. The goal with the analysis of this study is to analyze the problem area and to answer the research questions.

2.5.1 Theoretical analysis

Oates (2006) explains theme analysis as one way of analyzing the data. It means that the data which is collected will be categorized into themes. Through this, categories can be created and patterns can be found within the data. The theme analysis will be a good approach in the research in order to get a good structure for the collected data but also to clearly see which data is relevant for the research area. The data will also be processed and elaborated so that patterns will be found. Findings from the theoretical study will be processed and analyzed and will be the base of creating the questions for the interviews in the empirical study.
2.5.2 Empirical analysis

The empirical study will include three interviews and the collected data from the conducted interviews will be processed and compiled. The interviews will be transcribed into text to get a better overview of the findings and also to be able to process the data more closely. Bryman and Bell (2011) suggest that by analyzing the interviews in form of text is a part of the research in a qualitative process. In order to analyze the findings of the empirical study the comparative analysis will be used to first analyze each interview separately in order to find the most relevant aspects. When the interviews are processed the results from each interview will be compared with each other. Through this, differences and similarities can be found between the interviews. The aim of choosing interviews in this study is to get a better understanding for the problem area and the theories that are chosen for the theoretical study. The empirical study of this research will include three interviews with three organizations of public transport and the conducted interviews in case 1, 2 and 3 that will be interwoven to gather the most relevant data needed for this research. We will also analyze documentation studies received from the organizations during the interview in order to provide a better understanding of the chosen organizations.

2.6 Evaluation method

When performing a scientific research there are criteria that could be used to evaluate the quality of the research. Goldkuhl (2011) suggests that the approach to gain knowledge should guide the actions that have been made regardless of which methods that are used in the research. According to Sandberg & Faugert (2007) there are suggestions in order to create a more qualified research. Some examples are validity, reliability, relevance and clarity that also can base the research on new knowledge (Sandberg & Faugert, 2007).

According to Oates (2006) validity means, “that an appropriate process has been used, the findings do indeed come from the data and they do answer the research question(s).” Validity is used to measure whether a concept is really measured or not (Bryman & Bell, 2011). According to Sandberg and Faugert (2007) the description of reliability is that the data collected should be conducted in a professional way. That means that the result of the research will be the same if it is conducted again and again with same methods used (Sandberg and Faugert, 2007). A research with a low reliability can be described as the result of the research is uncertain (Sandberg and Faugert, 2007). It is important to follow these criteria in order to give relevant results that later on will help answering the research questions.

In this study; relevance, clarity, reflection, credibility, accuracy and generality will be used as evaluation criteria for this research.

**Relevance** – The knowledge that are developed shouldn’t be without meaning, instead it should be relevant by the purposes and goals that are stated by the author (Goldkuh, 2011). The content should be relevant in order to achieve the purpose and the goals of this research. This can applied through relevant literature that includes books and articles were the chosen topic for this research is in focus.

**Clarity** – Decisions, results and interpretations should be clear in order for the research to be verifiable. The clarification can also lead to alternative perspectives for the author. By listening to criticism the research will be able to gain greater quality (Goldkuh, 2011). The
content will be presented with clarity to enable the reader to understand the problem area and results of this research. The research will be divided into different chapters that will give the content a clear structure for the reader to follow and understand.

Reflection - To develop knowledge the author should be critical and the results should not be taken for granted in order to gain good quality of the research. The author should reflect over the reality, look into others knowledge and carefully examine the results (Goldkuhl, 2011). During the research process we will be reflect on the different parts of the content. The theories in the theoretical study will be discussed in order to choose the most relevant for the research topic. In the empirical study there will be reflections upon the results which will lead to a conclusion.

Credibility – According to Starrin & Svensson (1994) the study can increase the credibility by choosing different ethical values. An example of that can be to use anonymous interviews. In this research there will be a clear connection between the used methods and sources when gathering information. The sources of the theories will be verified to increase its credibility. In the empirical study respondents for the interviews will be chosen in the field of the research. During the interviews there will be an open dialogue with the respondents in order to gain credibility within the answers.

Accuracy – The criteria is close related to credibility and being accurate means to investigate different types of aspects that can influence on the development of knowledge. The research process is conducted in a systematic way and the researcher seeks the truth (Goldkuhl, 2011). Accuracy is important in this research since the content and the results will be more credible. The accuracy will be used when processing the different parts of the research which will lead to an understandable structure. It will also create a greater ability to capture the most relevant aspects.

Generality – According to Sandberg & Faugert (2007) this criteria is important in order to increase the quality, knowledge and understanding of the research. In order to increase the generality in this research we will use relevant theories to create a good basis for the theory study. We will also conduct interviews and these combined with the theories will increase the generality to this research.

2.7 Presentation method

The thesis will be presented textually where the introduction and the theoretical study will help the reader to create a deeper understanding of the research area. The theoretical study will contain theories in the field of the research while the empirical study will include the conducted interviews. The data collected in this research will be analyzed, compared and discussed. Here will the results be presented with the base of the sub-questions of the research which will lead to answering of the main research question. There will also be models and tables presented in order to facilitate the presentation of the information flow in the different chapters.
3 Theoretical study

This chapter will present the different theories used in the research that are connected to the research questions. This chapter gives the reader an understanding of how useful social media is for the different organizations. IT mediated Feedback, knowledge management, firm -to- customer, word of mouth, IT as driver for organizational development and customer relationship management are main theories in this research.

3.1 Conceptual framework

3.1.1 Social media: The meeting point for organizations and customers

Today Internet can be used for searching information, communicate with people and purchase products or services online. Internet can also be used to increase the communication between an organization and their customers (Johansson & Windle, 2010). Social media, which can be explained as a meeting place for users, has become a central part when using the Internet. It includes different social media platforms such as microblogs, social networks and blogs. Social media is described as a platform which provides the user in order to express, highlight and share their thoughts (Hoyt, 2010). The purpose of using social media for many organizations is to reach out to their customers (Gross, 2012). Social media is a part of Web 2.0. According to Gross (2012) it is described as a part of integration between the user through online social networks were social media is in focus.

In this research the focus is on social media as a communication channel between organizations and customers. Facebook is a popular social media platform, used by individuals and organizations where they share information, follow interesting pages and have the ability to answer each others’ comments. An organization can use Facebook to launch and announce events, new products and services, marketing and share information’s about happenings within the organization. Organizations can also use Facebook in order to involve their customer through the Customer Involvement Management, CIM (Johansson & Windle, 2010). The outcomes of the study that Johansson & Windle (2010) made showed that organizations will gain many advantages when focusing on the communication made with their customers. These advantages include (Johansson & Windle, 2010);

- Organizations become available for their customers
- The customer involvement can create organizational improvements
- Improved products and services

This research focuses on organizations of public transport. Every day thousands of people are traveling with public transports such as trains and busses and it is when something happens people react. Opinions and comments are shared on Facebook by the users. We believe that this information flow received from the customer can create organizational improvements. The comments made by the customers can be positive but most of the comments are unlikely negative. The figure below shows the meeting point between the organization and customer on social media. This research focuses on the received feedback that takes place between the organization and the customer through social media.
3.1.2 Value- and knowledge creation through feedback

The social media creates an information flow of comments and opinions that are published and shared among users and these comments can also be answered by other users. Being available in social media can create value for the organization by creating a greater communication and increased knowledge sharing. According to Dekay (2012) organizations participation in social media enables a direct communication with customers, potential customers and employees. The social media platform such as Facebook gives organizations an opportunity to take part in a real-time conversation and these conversations can also be seen by other potential and current customers.

The organizations’ profile page on Facebook gives the customers an opportunity to comment, ask questions and share their experiences which can be answered by the organization or other customers. The feedback, which means the response such as comments, can be positive but also negative and it is important for the organization to pay attention and handle the received feedback in order to satisfy the customer and create organizational developments. According to Øiestad and Trägårdh (2005) it is important to use feedback during the communication in order to announce reactions to other people. The receiver of the feedback will have the opportunity to be confirmed in order to grow (Øiestad and Trägårdh, 2005). The feedback is a part of the communication between the organization and the customer which can create value for the organization. The information gained from the feedback can be valuable for the organization because of the ability to create knowledge about their customers. It can also give insights of what is good or what could be better regarding a product or service.

The outcomes of the communication between the organization and customer are feedback that includes the customer’s thoughts and experiences. By gathering and analyzing the feedback in social media the organization are able to gain and create knowledge. Through this knowledge organizations can develop themselves and be able to meet the customers’ needs. This research will investigate how the organization can create value of being available in social media and how the feedback is handled by the organization. Figure 4 shows the outcomes of the communication between the organization and customers through social media. The outcomes are feedback that can lead to value and knowledge.

Figure 3: Organizations and customers meeting point
3.1.3 Organizational development

The outcomes of this research will give knowledge of how organizations of public transport can use the received feedback from their customers in order to develop themselves. This research will focus on how organizations: interact with their customers, respond to the received feedback and how they use the received feedback in order to develop. We believe that the outcomes of this research will give greater knowledge of how the received feedback can create new knowledge in order to make the customer satisfied and improve the organization. Figure 5 shows that the value and knowledge created will give valuable insights for organizations that can lead to organizational developments.

Figure 4: The outcomes of the communication between organization and customer through social media
Figure 5: Knowledge and value leads to strategies and development
3.2 Subject areas relevant for the research

3.2.1 Social media
Social media is described as a platform which gives the user the ability to express, highlight and share their thoughts (Hoyt, 2010). The purpose of using social media for many organizations is to reach out to their customers (Gross, 2012). Social media is a part of Web 2.0. According to Gross (2012) it is described as a part of integration between the user through online social networks were social media is in focus.

3.2.2 Social media platform
Facebook is a social media platform that is used as a communication channel between users and organizations. Facebook have changed how people communicate, how organizations interact with their customer and selling their products (Kirkpatrick, 2010).

3.2.3 Active social media
According to Rishika et al. (2012) more activity from the organization will build trust and the customer will easily bond with the organization. If the organizations wants to use active social management to drive marketing efforts Miller and Tucker (2013) suggests that the organization will achieve success if the focus and the posted information is directed to the customer’s needs and interests rather than the organizations own interests.

3.2.4 IT mediated Feedback
Feedback can be used to create powerful learning and information achievement (Hattie & Timperley, 2007). According to Lind & Lind (1993) during the communication between the sender and the receiver, feedback is important to be used. According to Sharp, Rogers & Preece (2011) the user should receive information during the purchase such as order confirmation via the Internet.

3.2.5 Knowledge Management
According to Satayadas, Harigopal & Cassaigne (2001), “knowledge management (KM) is the study of strategy, process and technology to acquire, select, organize, share, and leverage business-critical information and expertise so as to improve company productivity and decision quality”

3.2.6 Firm-to-customer
Firm-to-customer communication has an advantage to improve the knowledge and the products within the organization. According to Miller et al. (2009) social media is used to facilitate the relationship between the customer and the organization. That is way many organizations are using the social media in order to create a strong relationship with their customers (Palmatier, 2008).

3.2.7 Customer-to-customer
Gallaugher and Ransbotham (2010) describe that by monitoring the customer-to-customer conversation it provides market intelligence and by this an organization are able to reinforce positive messages, correct misstatements and also reduce damage.
3.2.8 **Word of mouth**
According to Misner (1999) WOM is an effective strategy used but is difficult to understand. WOM can be used as a marketing strategy through Internet. Social media includes the customer’s thoughts, experiences and feelings which plays a relevant role for organizations to use the WOM marketing. According to McKenna (1991), “every customer is important, but your first customer can make your product a booming success or a dismal failure.”

3.2.9 **Customer Relationship Management, CRM**
According to Swift (2001) the definition of customer relationship management is, “Customer Relationship Management is an enterprise approach to understanding and influencing customer behavior through meaningful communications in order to improve customer acquisition, customer retention, customer loyalty, and customer profitability”

The figure below shows the link between the subject areas relevant for the research and the sub-questions. The result of the sub-questions will lead to an answering of the main research question in the conclusion.

![Diagram](image)

**Figure 6: Subject areas relevant for the research**
3.3 Previous studies

The theories in this research are based on different previous studies made in the field of the research area. The purpose of this research is to create an understanding of how organizations of public transport handle the feedback from their customers through social media in order to improve and develop themselves. Social media, social media platform, Firm-to-customer, customer-to-customer, Word of mouth (WOM), Enterprise 2.0, knowledge management, IT mediated Feedback, CRM and IT as a driver for organizational development are the focuses of this research.

According to Rishika et al. (2012) social media enables a greater communication between organizations and their customer. They also mean in their study that customers who use social media with the organization are able to easier gain information and access to comments sent from the organization or other customers. Porterfield, Khare & Vahl (2011) wrote a book; “Facebook marketing all-in-one for dummies” which includes relevant aspects of what organizations should think about when using Facebook as a communication channel in order to succeed. Porterfield, Khare & Vahl (2011) suggest different points that the organization should focus on when using Facebook:

- Understand the customers’ needs
- Use catchy photos
- Let the customer trust you by using a logo
- Provide service
- Answer the customers’ questions and pay attention to the complaints
- Give an opportunity for customers to reach you
- Gain relevant information from customers in order to develop the organizations different processes

Shih (2009) wrote also about what organization should think about during the communication with their customer. Shih (2009) suggests that the organization should engage their customers, give useful feedback, reach new customers, test new information in order to see how the user response and the most important thing is to, “think from the customers perspective”. In order to gain information from the customer the organization should keep these points in mind. Rishika et al. (2012) made a research on how activity from the organization will build trust and the customer will easily bond with the organization. Miller and Tucker (2013) suggest in their study that the organization will achieve success if the focus is directed to the customer’s needs and interests. During the communication between the organization and the customer McKenna (1991) suggest in his study about WOM, that organization should focus on the negative comments. That might affect the organization negatively and affect the decision making of the other customer.

In a study made by McAfee (2010), he states that smart organization should adopt Enterprise 2.0 because of the knowledge sharing during the communication. In a study made by Bughin and Manyika (2007) Web 2.0 technologies is used by organizations to communicate with their customer to encourage collaboration within the organization. Feedback can be used to create powerful learning and information achievement (Hattie & Timperley, 2007).
3.4 Social media

Social media is rapidly changing the way of communicating, between individuals but also in the way organizations are able to connect and be visible to their customers. Through the social media individuals, but also organizations, are sharing information, pictures, videos and the way of being able to share thoughts, ideas, promote products or services has never been easier. Social media increases the ability to share information through wikis, microblogs, communities and social networks. Popular example of social media platforms are Blogs, Facebook, Twitter, Instagram and Youtube where users create a profile and share information with other users. Before the existence of social media there were relationships between organizations and their customers but social media has expand the ability to approach different communication paths and also reinforce of shape the relations (Gallaugher & Ransbotham, 2010). Social media is a part of Web 2.0. According to Gross (2012) it is described as a part of integration between the user through social networks where social media is in focus.

According to Rishika et al. (2012) social media enables a greater communication between organizations and their customer which helps to establish a deeper connection. They also mean that customers who use social media to be engage with the organization are able to easier gain information and access to comments sent from the organization or other customers (Rishika et al., 2012). Through the visibility of organizations at social media there are opportunities to respond to received feedback from customers and also the ability to engage them to be active in the discussion (Gallaugher & Ransbotham, 2010). Social media is changing the way organizations relate to the market but also how it creates new possibilities and challenges for different aspects of organizations. It also opens opportunities for collaboration, consuming and creating (Aral, Dellarocas & Godes, 2013).

According to Gallaugher and Ransbotham (2010) organizations have for a long time realized the importance of listening and communicating with their customers but they are struggling with navigating in the customer-empowered environment. There are two types of relationships between organization and customer; firm-to-customer and customer-to-firm (Goodman et al., 1995), but there is also one indirect relationship, customer-to-customer (Mahajan et al., 1984). Social media has the ability to reinforce already existing relationships between organizations and their customers but it also creates new opportunities for old options. However, to know what to do and how to do it is less clear according to Gallaugher and Ransbotham (2010), regarding platforms, technologies and social norms that are constantly changing.

3.4.1 Social media platform - Facebook

The Facebook started, “on the afternoon of Wednesday, February 4, 2004, Zuckerberg clicked a link on his account with Manage.com. Thefacebook.com went live. Its home screen read: “Thefacebook is an online directory that connects people through social networks at colleges. We have opened up Thefacebook for popular consumption at Harvard University. You can use Thefacebook to: Search for people at your school; Find out who are in your classes; look up your friends’ friends; See a visualization of your social network” (Kirkpatrick, 2010)
According to Kirkpatrick (2010) Facebook, “is the second-most-visited site, after Google, and claims more than 400 million active users (as of February 2010). Well over 20 percent of the 1.7 billion people on the Internet worldwide now use Facebook regularly. Facebook added high school students in the fall 2005 and opened to everyone in fall 2006.” There are many people all over the world that uses Facebook to communicate with people from different countries as it is the major social media website (Miller & Tucker, 2013). According to Porterfield, Khare & Vahl (2011), Facebook is a powerful social network and its platform is increased all over the world and were, “people spend more than 700 billion minutes per month on facebook”. “The Facebook advertising system allows social targeting, it is possible for companies to use this `Liking' data to target people who are affiliated to their brand and to their social networks” (Miller & Tucker, 2013). Facebook have changed how people communicate, how organizations interact with their customer and selling their products (Kirkpatrick, 2010). Organizations are using the Facebook in order to; marketing of products/services, promotions, information sharing and questionnaires (Dekay 2012).

When an organization becomes visible on a social network as Facebook it creates opportunities to a deeper relationship with the customers and also to receive feedback from them as well as respond to their comments (Shih 2009). There are some advices that Porterfield, Khare & Vahl (2011) give to an organization when using Facebook as a communication channel with the customer. Any company doesn’t have to pay for sharing their information to the customer and the only thing that costs are the time and effort. It is also important to build relationships in order to know what most interests the customer (Porterfield, Khare & Vahl, 2011). According to Molich (2002) the target group has common goals and needs. That is why Porterfield, Khare & Vahl (2011) suggest that the organization should know their target group in order to reach out to them. According to Shih (2009) Facebook is a platform that helps organizations to meet new customers, engage customers and learn what interests them. Facebook is also described as, “the largest and fastest-growing online social networking site in the world” Shih (2009). According to Kirkpatrick (2010) Zuckerberg’s strategy of making Facebook international was to create the site and let the user share information in a simple way. A reporter in Spain asked Zuckerberg why he think Facebook succeeded and the answer was, “If you give people a better way to share information it will change people’s lives.” (Kirkpatrick, 2010). The figure below shows the first website layout of thefacebook in 2004.

![Figure 7: Thefacebook website layout (Wikipedia, 2013)](image-url)
3.4.2 Active social media

When organizations decide to register on Facebook and create a profile page, potential but also already existing customers can follow them. Miller and Tucker (2013) point out the importance of actively managing their presence in social media and making strategic decisions. According to Rishika et al. (2012), more activity from the organization will build trust and the customer will easily bond with the organization. If the organization wants to use active social management to drive marketing efforts, Miller and Tucker (2013) suggest that the organization will achieve success if the focus and posted information is directed to the customer’s needs and interests rather than the organization's own interests. They also emphasize that strategy of active social management is necessary and that the organization should invest in ways of measuring the return of investments (Miller & Tucker, 2013). If the organization fails to communicate regularly with their customers through social media, the customer can become skeptical and this can lead to unwanted behavioral outcomes.

3.5 IT mediated feedback

Feedback can be used to create powerful learning and information achievement (Hattie & Timperley, 2007). Feedback can also be used to decrease the misunderstanding between the sender and the receiver. Feedback includes four levels in learning and these are (Hattie & Timperley, 2007):

1. Correct or incorrect information about products
2. Processing and understanding of information
3. Greater skill in evaluation and engage
4. Personal feedback that included the self-performance

As a user, it is important to feel comfortable when communicating and purchasing a product on the Internet. That can be conducted through relevant feedback which communicates that the website is safe and that feedback equals to relevant information (Löwgren & Stolterman, 2004). According to Lind and Lind (1993), during the communication between the sender and the receiver, feedback is important to be used. According to Sharp, Rogers, & Preece (2011), the user should receive feedback during the purchase such as order confirmation via the Internet. It is important that the receiver cares about the feedback and processes it (Fiske, 2004). According to Øiestad and Trågårdh (2005), it is important to use feedback during the communication in order to announce reactions to other people. The receiver of the feedback will have the opportunity to be confirmed in order to grow (Øiestad & Trågårdh, 2005).

3.5.1 Negative comments

At Facebook, customers are able to comment and give response on the information posted on the organization's profile page. According to Pantano and Corvello (2013), comments in social media platforms, such as Facebook, can be seen as a valuable source of information as the organizations can use this information in order to improve their products as well as services. An organization's visibility at Facebook creates an opportunity for organizations to engage customers into real-time conversations, and these conversations can be seen by current but also potential customers worldwide (Dekay, 2012). The comments that are posted by customers can both be positive and negative and not surprisingly the positive comments are more desirable than the
negative comments (Pantano & Corvello, 2013). Customers affect each other in their opinions about the organization through the comments that are posted at Facebook. Ang (2011), suggests that organization not always want their customers to communicate with each other, this because of fear for the sharing of bad experiences. If a group of customer discovers that they have experienced the same bad experiences the outcome can affect the reputation of the organization. The information sharing between customers isn’t always an asset for the organization (Ang, 2011). Feedback, in terms of published negative comments on Facebook, is sometimes ignored and refused to be answered by the organization. By removing posted negative comments at Facebook can affect the organizations reputation (Dellarocas, 2006).

According to Dekay (2012) many large organizations has a lack of strategies of handling negative feedback from their customers, strategies who can transform negative feedback into useful information for the organization. As Facebook grows, organizations modify their way to use the platform as well as their behavior in how to pay attention to their customer’s opinions. Pantano and Corvello (2013), suggest that organizations are handling the feedback from their customers on Facebook in terms of the organizations own experience of using social network in general.

3.5.2 Word of mouth, WOM

Word of mouth is known to influence people’s behavior on what they know, feel and do (Buttle, 1998). Word of mouth has been used for several years and is also known to influence decisions positively or negatively (Bolfing, 1989). WOM has also a powerful influence on purchasing decisions and is known to be named as free advertising. The outcomes of WOM are expected to be based on the customer’s experiences about the products. WOM customers help to make decisions during the purchase process. The received feedback that includes information about products from friends and family is more powerful for customers than all different advertising methods. The model below shows the WOM model and its input and output (Buttle, 1998).

![Figure 8: Word of mouth model (Buttle, 1998)](image-url)
According to Misner (1999) WOM is an effective strategy used but is difficult to understand. WOM can be used as a marketing strategy through Internet. Social media includes the customer’s thoughts, experiences and feelings which plays a relevant role for organizations to use the WOM marketing. It is known that customers are affected on others thoughts about the different products which can lead to WOM communication (Trusov, Bucklin & Pauwels, 2009). WOM is a part of the communication created in social media. The received feedback through WOM communication will influence the customer and will affect their decision making (Cothrel, 2000). The customer has to evaluate if the received feedback through WOM communication is credible in order to make a relevant decision making.

The model below shows the WOM Antecedents; Satisfaction, loyalty, quality commitment, trust and perceived value (De Matos & Rossi, 2008). Satisfaction is the first antecedent which includes the satisfaction of the customer that evaluate the product/service before buying it. Loyalty includes a high engaging of WOM communication and is described as “an intention to perform a diverse set of behaviors that signal a motivation to maintain a relationship with the focal firm, including allocating a higher share of the category wallet to the specific services provider, engaging in positive word of mouth (WOM), and repeat purchasing” (Sirdeshmukh et al., 2002). The customers’ evaluation on the product and services quality is important during the WOM communication. Commitment is defined as, “an enduring desire to maintain a valued relationship” (Moorman et al., 1992). According to Morgan and Hunt (1994) trust refers to, “a willingness to rely on an exchange partner in whom one has confidence”. The last antecedent is the perceived value that includes the customers’ assessment of the product in relation to its quality convenience and costs.

Figure 9: Word of mouth antecedents (De Matos & Rossi, 2008)
The customers are in focus during the WOM communication were they expressing their feeling about the product to other people (Stone & Woodstock, 1995). That means that the decision making of buying a product is based on the received feedback during the WOM communication from other people. According to McKenna (1991) organizations should focus on the negative comments that might affect the organization negatively and affect the decision making of the other customer. That is why WOM should include more than one person during the communication. The person can spread the message widely using the WOM communication. According to McKenna (1991), “Word of mouth is governed by the 90/10 rule: 90 percent of the word s influenced by the other 10 percent. So if a company can reach the critical 10 percent, it will indirectly influence all the others. As the critical 10 percent pass the word on to others the word-of-mouth message will grow like a snowball rolling downhill.”

In today’s society the user is influenced on others expressions and feeling about different products. That can later on affect the product and the organization negatively or positively depending on our experiences. According to Rosen (2002) WOM communication can be positive if the organization knows their target group in order to follow their interests and needs. It is also important that organizations focus on preventing the negative discussions on their products or services (Rosen, 2002). The customer will be affected on the negative comments which lead to an ignorant of the marketing of the product (Grönroos, 1992). According to McKenna (1991), “every customer is important, but your first customer can make your product a booming success or a dismal failure.”

According to McKenna (1991), WOM is different in three ways which are:

1. “It is an experienced process. The message is always carried by a real person. The product is judged on this factor. The product is also judged by how knowledgeable, articulate, helpful, and diligent representatives of the company are.”

2. “The message is tuned to the individual listener. The word-of-mouth message can be changed, simplified, altered, embellished, and verified for each person.”

3. “Feedback is instantaneous. The listener, when in agreement with the speaker, will nod or show some other sign of concurrence. In disagreement, the listener will scowl or suggest alternative arguments.”

### 3.6 Enterprise 2.0

The term of Enterprise 2.0 was coined by Andrew McAfee and it is described of how organizations can adopt Web 2.0 technologies for their own purposes and gain benefits in aspects of collaboration and information sharing (McAfee, 2010). Organizations have realized that by using Web 2.0 technologies, it can lead to advantages and that the outcomes can improve the organization (Paroutis & Saleh, 2009). McAfee (2010) suggests that smart organization should adopt Enterprise 2.0 because of the knowledge sharing and also that knowledge can be kept up to date even in dynamic environments. In a study made by Bughin and Manyika (2007) executives said that they were using Web 2.0 technologies to communicate with their customer and business partners but also to encourage collaboration within the organization. There are managers who see the potential of Web 2.0 technologies (Keyes, 2012).
Popular platforms of Web 2.0 as Facebook, Twitter, Wikipedia and also the blogsphere have huge amounts of information, they are all easy to update with new information and to navigate (McAfee, 2010). According to (Rangaswami, 2006), “enterprise 2.0 is the synergy of a new set of technologies, development models and delivery methods that are used to develop business software and deliver it to users”. Enterprise 2.0 is also important for different companies as, “enterprise 2.0 is the use of emergent social software platforms within companies, or between companies and their partners or customers” (McAfee, 2006).

3.6.1 Knowledge management

Knowledge management is a part of Enterprise 2.0 and can be described as a process which supports knowledge sharing and the collection of knowledge. The expectations of knowledge management are for example that it should improve the productivity, customer relationships and the decision making (Keyes, 2012). It is also a key strategic asset for organizations as knowledge management is a set of tools who is important for the gathering and sharing knowledge within the organization (Keyes, 2012). According to McAfee (2010) knowledge management systems defines the knowledge structure of an organization.

Web 2.0 is described as a knowledge technology that, “supports the creation, sharing, storing and classification of information” (Jackson, 2010). According to Abell and Oxbrow (2001) knowledge is, “communicated through information, and the management of information creation, flow, storage and destructions essential if individuals and groups are to share and build knowledge.” According to Satayadas, Harigopal & Cassaigne (2001), “knowledge management (KM) is the study of strategy, process and technology to acquire, select, organize, share, and leverage business-critical information and expertise so as to improve company productivity and decision quality”. According to Dongsong and J Leon (2006)”As a result, many organizations have begun to re-examine and renovate their business strategies, processes, information technologies, and organizational structures from a knowledge management perspective” Abell and Oxbrow (2001) describe knowledge management as, “knowledge management is a discipline that promotes an integrated approach to the creation, capture, organizations, access and use of an enterprise’s Intellectual Capital on customers, markets, products, services and internal processes”. Abell and Oxbrow (2001) also describe the aim of knowledge management that should include:

- “Know what you know”
- “Learn what you need to know”
- “Use knowledge effectively”

Dalkir (2011) discusses the following key attributes of KM:

- “generating new knowledge”
- “Accessing valuable knowledge from outside sources”
- “using accessible knowledge in decision making”
- “embedding knowledge in processes, products and/or services”
### 3.6.1.1 Communities of Practice

According to Keyes (2012) it’s important to identify the points of knowledge creation and sharing. Communities of practice are used within the organization or across several organizations and it enable individuals to gain new knowledge faster and it can connect people as well as organizations together. This can lead to an improved network and better results for an organization (Keyes, 2012). By using communities of practice it can create value for the organization through the shared knowledge which can lead to benefits for the goals of the organization (Keyes, 2012). Wenger (2000) definition includes, “communities of practice are the basic building blocks of a social learning system because they are the social ‘containers’ of the competences that make up such a system.”

### 3.7 Customer Relationship Management, CRM

According to Swift (2001) the definition of customer relationship management is, “Customer Relationship Management is an enterprise approach to understanding and influencing customer behavior through meaningful communications in order to improve customer acquisition, customer retention, customer loyalty, and customer profitability”. According to Grönroos (2008) customer relationship management is a business concept that includes loyal customer by a relevant communication between the organizations with its customer. The focus is on how to make the customer satisfied. It also includes different types of methods in order to gain new customers by different advertising methods. According to Grönroos (2008) organizations has a goal to gain new customers and that is also conducted by sales and services provided by the organization which can be conducted through the social media.

According to Grönroos (2008) the customer should have the opportunity to have a contact with the organization through different methods and that can also be conducted by the social media. Grönroos (2008) believes that the relationship between the organization and its customer can increase during a dialogue. The organization will get different benefits by increasing the relationship with the customer and that is because they will keep in contact with their customer and follow the customer’s needs and wants. The relationship between the organization and the customer can be conducted through the social media where the customer will also receive some benefits of that relationship. The customer will have the opportunity to receive relevant information from the organization such as news and offers (Grönroos, 2008).

Customer relationship management can also be used to gain relevant information from customers in order to know their needs and what satisfies them (King & Burgess, 2008). The relationship can also help the organization to make different decision making. According to Richards & Jones (2008) the relationship with the customer can be a base of making relevant organization decisions such as prices and communication in order to success. The relationship with the customer will also increase the customer loyalty by gaining different information from the customer in order to make improvements. According to Kotler et al. (2008) it is difficult to keep in contact with the customer and increase the customer relationship with the organization. It is therefore important to follow the customer by different social media sites in order to gain relevant information from the customer and fulfill the customer expectations. If the customer is satisfied that will make the customer share feelings about the organization to other customers (Kotler et al., 2008). That can be conducted through the dialogue made with the customer by using the social media which can give the organization an opportunity to expand globally. According to Grönroos (2008) the organization should not make different promises to the customer and not fulfill it because that can affect the customer loyalty.
Grönroos (2008) also suggest that the organization should use a database in order to type the received information from the customer. This will give the organization the opportunity to focus on the customer’s needs and wants by using all the needed information that are placed in a same place.

### 3.7.1 Firm-to-Customer and Customer-to-Customer relationship

The development of information and services in today’s society is important in order to achieve the user’s needs (Fink, Kobsa & Nill, 1999). This can be conducted through communication made between the organization and the customer. This means that firm-to-customer communication has an advantage to improve the knowledge and the products within the organization. According to Miller et al. (2009) social media is used to facilitate the relationship between the customer and the organization. That is why many organizations are using the social media in order to create a strong relationship with their customers (Palmatier, 2008). The social media can be seen as a tool of gaining knowledge and experiences from customers in order to develop (Palmatier, 2008).

According to Yoon et al. (2008) organizations should focus on the communication made with the customer as the outcomes can help organizations to improve their products and services. Organizations should also play an effective role and gain relevant information during the communication. If organizations chose Facebook as their advertising strategy they need to regularly update their sites with comments, pictures in the field of the customer’s interests (Ottosson & Thunholm, 2010). It is also important for organizations to use social media in order to follow the customers and provide them with new offers and news about the organization.

According to Rishika et al. (2012) the activity in social media in terms of messages posted by the organization and also by other customer will influence the firm-to-customer relationship. This is because besides the firm-to-customer relationship that occurs at the organization profile page at Facebook customers also interact with other customers. Gallaugher and Ransbotham (2010) suggest that by monitoring the customer-to-customer conversation it provides market intelligence and by this an organization are able to reinforce positive messages, correct misstatements and also reduce damage. The comments at the organization Facebook profile page are more or less visible to other customers. Beside the fact that customers learn by observing other customers comments about the organization these reviews have become increasingly important and helpful sources of product information according to Mudambi and Schuff (2010). The customer-to-customer relationship is also important, according to Kumar et al. (2007) that suggests the traditionally concept of word-of-mouth is the convincing form of promotion.

### 3.7.2 Customer Involvement Management, CIM

The customer will be involved in different decisions made through the communication between the customer and the organization. The difference is to involve the customer in the business development by an effective relationship. Word of mouth, WOM will be increased by involving the customer in the organization development and improvement. That is because the customer will express their feelings and expectations about different products and services provided from the organization. According to Askelöf & Arndt (2009) the customer involvement management is needed in order to develop the organization. They also believe that the customer should be in focus because the competitors will try to make that
involvement and engage the customer in their decisions. According to Askelöf & Arndt (2009) the organization should identify the different areas in the organization to involve the customer and make a development. They also believe that organizations should make a plan of how to involve the customers.

3.8 IT as driver for organizational development

According to Hedman and Kalling (2002), “the role of IT is that it can potentially support people, businesses and organizations in communicating and processing data, which is used to support decision-making, coordination, control, analysis and the visualization of data in the context of a business model”. This means that IT should be used by different types of organization in order to make the right decision making by processing the received information to make organizational developments. According to Hedman and Kalling (2002) IT has been a benefit for organizations to reach out to the customer which will contribute to a reduction of costs and can increase the products and services value. IT has also increased the relation between the organization and the customer that have contributed of improvements on services and quality.

Hedman and Kalling (2002) also state that CRM through IT system can also be used to improve the organization by using the received customer information through relevant dialogues made. The customer information can also be used within the organization to make improvements in different business processes. According to Hedman and Kalling (2002) the customer will be helped in a more effective way and that will contribute the satisfaction of the customer as well as increasing the profit of the organization.

According to Smith, Mckeen and Singh (2007), IT is playing a leading role in today’s businesses were they also believe that, ”IT and business strategies should complement and support each other relative to the business environment. Strategy development should be a two-way process between IT and business”. This means that IT should be in focus for all different types of businesses in order to create value for the organization. According to Hedman and Kalling (2002), IT can help to update the skills within the organization. This will contribute to benefits for the organization in a long term since new technologies will be applied within the organization. They also state that the IT has a big role in the development of the organization, but the employees should also improve their skills to make improvements. It is therefore important to understand how valuable it is for organizations to use IT system to make developments.

According to Dessne (2012),”KM is concerned with managing knowledge in organizations and focuses on how to accomplish learning and knowing by developing knowledge systems, often assisted and formed by IT”. Knowledge management within the organization can also be improved by sharing information gained from the Internet or among discussions made between the individuals. According to Hedman and Kalling (2002), IT can also be used to increase the knowledge within the organization. Knowledge can be seen as relevant input to the organization in order to make developments. They also discussed how valuable the knowledge management that can be increased by using the IT system in order to improve the learning process within the organization. IT should support different perspectives within the organization such as; increasing the information sharing, create knowledge and create learning (Hedman & Kalling (2002)).
Knowledge management can also be developed through the information technology and also be used to support decision making and help the sharing of information within the organization. According to Paghaleh, Shafiezadeh and Mohammadi (2011), IT affects the knowledge management by:

- "IT facilitates fast knowledge acquisition, storage, and exchange in a way that has never been possible before”
- "IT integrates and unifies the separately functioning components of knowledge. This unification removes the obstacles on the way of communication between various divisions of an organization”
- "IT improves all the methods of knowledge creation, transfer, storage, and implementation”

3.9 Summary of theoretical study

In the theoretical study theories has been gathered regarding social media, IT mediated feedback, word-of-mouth, firm-to-customer, customer-to-customer, knowledge management and enterprise 2.0. The sub-questions of the research has the aim to help answer the main research question of the research, thus how organizations can handle the received feedback from the customers through the social media in order to help develop the organization. The findings of the theoretical study linked to the four sub-questions are described below.

3.9.1 How can organizations of public transport create organizational developments through social media?

The use of social media will, according to the theories, help organizations to reach out to their customers. Social media has expanded the way for organizations to communicate with their customer who also leads to the ability to create, reinforce and shape the relationship between them. By using social media customers can be engage with the organizations and by this easier gain information about the organization. The theories mean it’s important for organization to use social media in order to provide information to their customers, establish deeper relationships and gain feedback from the customer. The visibility organizations get by being active at social media creates opportunities to respond to customer’s feedback and also engage them in active discussions. According to the theories more activity from the organization in social media will build trust to customer and the relationships can be reinforced. By using social media, adopting Web 2.0 technologies the outcomes can be lead to advantages and improve the organization. The theories discuss also how important knowledge management is in relation to the organization. Communities of practice can be used within the organization or across several organizations and it enables individuals to gain new knowledge faster and it can bring people as well as organizations together.

According to the theories social media enables a greater communication between organizations and their customer and it also helps to establish a deeper connection. Customers who use social media to be engaged with the organization are able to easier gain information and access to comments sent from the organization or other customers. Social media has the ability to reinforce already existing relationships between organizations and the customers but it also creates new opportunities for old options. Facebook can be seen as a valuable source of information as the organizations can use this information in order to improve their products as well as services.
According to the theories, CRM is a business concept that includes loyal customer by a relevant communication between the organizations with its customer. The focus is on how to make the customer satisfied. This means that organizations should focus on using the CRM in order to make relationships with new customers and that is also conducted by sales and services provided by the organization which can be conducted through the social media. The relationship between the organization and the customer can be conducted through the Facebook where the customer will also receive some benefits of that relationship. The customer will have the opportunity to receive relevant information from the organization such as news and offers by a high communication level between the organization and the customer. According to the theories CRM can also be used to gain relevant information from customers in order to know their needs and what satisfies them and that can be conducted through dialogue made with the customer. CRM includes the customer involvement management which can also be used to develop the organization. According to the theories, the customer should be involved in different activities and decision making within the organization. The customer’s needs should also be in focus and the social media can help organization to receive relevant feedback from the customer in order to satisfy the customer and create organizational developments.

3.9.2 How can the communication between organizations of public transport and customer through social media be increased?

Through the communication between the organization and the customer, the firm-to-customer relationship, which occurs on social media, can create advantages as improving the knowledge and products within the organization. According to theories organizations are using social media in order to create a deeper relationship with their customers and by frequently activity from the organization, the customer will easier bond with the organization. According to the theories social media is used to facilitate the relationship between the customer and the organization. Social media can help organizations to meet new customers, engage the customer and learn about the customers’ needs. Social media and in this case Facebook can be used as a tool of gaining feedback, knowledge and experiences from their customer which can lead to development of the organization.

According to the theories the target group has common goals and needs. That is why organization should know their target group in order to reach out to them and increase the relationship. Organization will also achieve success if the focus on the posted information is directed to the customer’s needs and interests rather than the organizations own interests. Through the visibility of organizations at the social media there are opportunities to respond to the received feedback from customers and also the ability to engage them in active discussions. The theories suggest that the main focus should be to build relationships in order to know what most interests the customer.

3.9.3 How do organizations of public transport handle the received feedback from the customers through social media?

The organizations profile page at Facebook can the customer take part of the information the organization are posting as well respond on the posted information. Besides from this customers share their thoughts and experiences as well as both positive and negative feedback is posted. The comments that are made by the organization and the customers are more or less visible for others. According to the theories, organization can observe the customer-to-customer conversations which can provide valuable feedback that can be used to reinforce
positive comments, correct misstatements but also reduce possible damage. As all the comments are available for other, this means that the customer can be influenced by others feedback. The feedback that the organization receives from their customers creates knowledge. As the theories points out knowledge management regarding gathering and sharing knowledge can help an organization to develop. Through the theories it shows the importance to share knowledge within the organization as well as across different organizations by using the social media.

In order to be able to answer this sub-question fully, besides from the theory, data from the empirical study has to be collected. This is conducted in order to investigate how the received feedback in social media is handled in order to create organizational developments. According to the theories it is important that the receiver care about the received feedback. The organizations reputation can be affected if organizations remove the negative comments.

3.9.4 What are the implications for organizations of public transport when using social media as a communication channel?

The use of social media can seem easy but according to theory it isn’t always clear of what to do or how to handle social media platforms such as, Facebook technologies and social norms that are rapidly changing. In the theory of WOM and customer-to-customer relationships, customer influences each other about their thoughts on the organization. According to the theories, WOM can cause disadvantages such as, “word of mouth is governed by the 90/10 rule: 90 percent of the words influenced by the other 10 percent. So if a company can reach the critical 10 percent, it will indirectly influence all the others. As the critical 10 percent pass the word on to others the word-of-mouth message will grow like a snowball rolling downhill”. This communication can affect the different organizational decisions as well as the reputation of the organization. According to the theories, organizations who fail to communicate regularly with their customer can lead to dissatisfied customers and unwanted outcomes. According to the theories many large organizations has a lack of strategies of handling the negative feedback from their customers, strategies who can transform negative feedback into useful information for the organization.

In order to be able to answer this sub-question fully, besides from the theories, data from the empirical study has to be collected in order to investigate if the organizations find implications when using social media as a communication channel.

3.10 Arguments for empirical study

This research is based on investigate how the organization of public transport can create value of being available on social media. The focus is on how the feedback and the knowledge is handled and processed by the organization in order to make developments. Public transport is the organization in our research. Every day thousands of people are traveling with public transports and when something happens people react. Opinions and comments are shared on social media. We believe that all feedback the organization receives will help improving the organization. The theories have helped us understand the research area, but there is some lack of information that needs to be improved. In the theories we didn’t find information of how the received feedback from the customer is handled by the organization. We believe to find this information through the empirical study. The empirical study will be based on organizations of public transport that uses the social media platform, Facebook.
4 Empirical study

This chapter presents the interviews conducted with the different organizations of public transport. There will be different questions asked in order to gain knowledge, understanding and relevant information to answer the research questions. This chapter will also include the purpose, sampling methods, a brief description of the different organizations interviewed and a summary.

4.1 Purpose

The empirical study will include interviews with three organizations of public transports. We will investigate how organizations use the received feedback from their customers on Facebook in order to develop themselves. This will be conducted with the base of the research questions and the theoretical study of this research. Through the theoretical study a greater understanding of the research area was created but to answer the sub-questions and the main research question an empirical study has to be conducted. Without the empirical study we are unable to reach the purpose of this research. The empirical study will contain three cases, where three organizations of public transport will be interviewed. This will give relevant insights of how organizations should use social media platforms such as Facebook in an effective way in order to develop themselves. The interview questions are stated in chapter 9.1.

4.2 Sampling

As stated in chapter 2.4, the empirical study is conducted by interviews made with three public transport organizations. We started to search on public transport organizations that use Facebook as a communication channel with their customer. These organizations have customers that use the Facebook in order to share comments on the organizations’ Facebook page. Facebook is used by both public transport organizations and their customer to discuss and inform relevant feedback. Facebook is also used by customers to share their experiences and thoughts of their usage of the different public transport organizations.

To get an overview and understanding of how organizations is handling the received feedback to develop, we choose to conduct interviews with the following public transport organizations; Västtrafik, SJ and Skånetrafik. The empirical study was based on these organizations because of the flow of comments on their Facebook pages. That will be relevant for the research, as information will be collected in investigating how the received feedback from customers is handled to make organizational developments. The interviews were made with one person in each organization. The person chosen is responsible for the organizations’ Facebook page and the team working within the same department.

4.2.1 Västtrafik

Västtrafik is a public transport organization that includes 2 700 busses, trains, trams and boats in Västra Götaland of Sweden. The organization was founded in 1998 and has developed until today. There are now more than 22 000 stops and approximately 39 000 miles driven each day. Västtrafik is seen as the second large public transport. According to Västtrafik they are located at four locations in the country in order to see how they can make local improvements.
The organization is used by many people daily where people preferred to drive collectively to reduce the environmental damage.

Västtrafik is using the social media to keep in contact with their customer as they state on their Facebook page: “Västtrafiks’ Facebook page is a place for us and our travelers. We are working on the page and answer posts, working in the communication department and customer service. On Västtrafiks Facebook page, you are welcome with questions, comments and tips for improvement regarding our work. We strive to maintain a constructive dialogue with travelers and other visitors - your opinions are valuable to us” (Västtrafik, Facebook 2013)

4.2.2 SJ

SJ is a public transport that stands for ”Statens Järnvägar” which is a Swedish word for the state railways. The organization was founded in 1856 which means that it is one of the oldest public transport organizations. SJ is focusing on the efficiency and an environmentally friendly travel. Their goal is to make more people using the public transport where they care and are responsible about their customer. There are approximately 100 000 travelers’ daily using the trains.

SJ is also using Facebook as a communication channel with their customer and that is because, “the SJ’s Facebook page is you, the customer, or if you want to know more about our business feel free to ask us questions, give us tips for improvement, criticisms or convey your thoughts and ideas about our business” (SJ, 2013). They also believe that all dialogue made with their customers on Facebook are very valuable for the organizations improvements. SJ (2013) also believes that being on Facebook is an important strategic investment for the communication in order to follow their customers.

4.2.3 Skånetrafiken

Skånetrafiken is a public transport that is located south of Sweden in the region of Skåne. The organization was founded in 1999 and that was when Kristianstad and Malmö were merged to become one region. Skånetrafiken is also governed by public transport committee. There are approximately 250 000 people using the busses and trains daily in Skåne. Skånetrafiken do also research on how the customer is satisfied in order to develop themselves and meet the customers’ needs.

Skånetrafiken is also available in social media and the purpose of that is, “to be where the customers are and to engage in constructive dialogue about public transport in Skåne. People talk about Skånetrafiken in social media every day and we want to be there to meet, help and answer questions” (Skånetrafiken, 2013). Skånetrafiken (2013) have also a goal to, “strengthen the brand and our relationship with our customers, to increase people’s confidence on Skånetrafiken and their understanding of the reality in which we operate in. By giving our customers the right information at the right time, we can increase customer satisfaction”. They also believe that this can be conducted through the relevant received feedback from their customers.
4.3 Data collection

The data from the interviews was collected in two ways. The interview with Västtrafik was performed at their office in Gothenburg and the interviews with Skånetrafiken and SJ were instead performed by telephone. This is because of the geographical distance to their main office that was placed in Stockholm and Helsingborg. The interview questions were prepared with the base of the findings of the theoretical study and also the purpose of this research which is how organizations of public transport handle the received feedback from customers to make developments. During the interviews there were a number of already prepared questions but along with these there were also follow-up questions which were associated with different conversations. When the interviews were performed a recorder was used to record the interview in order to not miss important aspects during the interview. There were also notes taken during the interviews beside the recorded information. This is also stated in chapter 2.4 of this research.

To get a deeper understanding of the organizations used, we also searched information on their web pages. Documentations were also received from two of the organizations; Skånetrafiken and Västtrafik. This collected data was used to understand the organizations’ history and how they are using Facebook to develop themselves.

4.4 Case 1 - Västtrafik, Josefin Viidas

This interview is made with Josefin Viidas who has worked two and a half year at Västtrafik and she is responsible for the Facebook page of the organization. Before she started working at Västtrafik, she lived in Stockholm where she worked as a web editor, writer and with internal information. She believes that social media is a useful channel, but that deepens on the purpose of its use. Västtrafiks’ strategy of using the Facebook was from the beginning, to build the brand and to use it as a customer service channel. Through Facebook there are easy questions that can have a quick answer from the organization. According to Viidas more complex questions doesn’t work in practice at Facebook and these questions is better answered by the customer service department. Västtrafik is an organization who handles and coordinates all public transport in the region of Västra Götaland. During the interview Viidas explains that drivers of the public transports aren’t employees of Västtrafik instead they are employed and connected to other organizations. Viidas believes that there is a competition among those organizations that drives the traffic for Västtrafik and that Göteborgsspårvagnar is a big entrant.

There are today five employees who have access to the login of Västtrafik Facebook page where all the comments are handled between 8pm to 16.30am at weekdays. Viidas works with coordinating Västtrafiks’ Facebook page and also with other projects within Västtrafik that can create value for the organization. Within the organization there is an intranet where the employees can communicate with each other when problems and questions occur. Example of questions can be; “have you seen this post at Facebook, how should we handle it?”, “can you add a new bus line between distance A and distance B?”.

4.4.1 Facebook’s role in the organization

Västtrafik has been at Facebook in two years and the reason of their connecting to Facebook was to follow their customers in order to be close to them. As they realized that other companies were connected to Facebook they felt that Västtrafik was expected by the
customers to be visible at this social media platform too. There were also pages created at Facebook such as “Hate Västtrafik” and Viidas means that instead of starting a discussion they created their own Facebook page where they could control the information stated by the customer. The positive aspect at being connected to Facebook according to Viidas is that it is a fast way of communicating with their customers but there is also the ability to control the discussions made. In order to investigate the customer experiences of Västtrafik, customer surveys are made. These surveys included telephone interviews and questionnaires that include questions about the customers’ feelings towards the organization. The negative aspect to be connected at Facebook is the difficulty of knowing if the customer is satisfied. In the interview Viidas explains that they want to increase the communication with their customers to develop themselves.

4.4.2 The relationship between the organization and customers through Facebook

Today Västtrafik has 6800 followers at Facebook but according to Viidas this amount as quite small in comparison of all their travelers in the whole region. She believes that the visibility at Facebook is a right decision in terms of the ability to help their customers. Västtrafik tries to follow their customers in order to make more satisfied customers. Viidas points out that there will be new functions created at Facebook that will make it easier for Västtrafik to sort posted comments received from their customers. She means that sometimes a question can be answered quickly but in the rapid flow of comments it happens that the customer experience that the question hasn’t been answered. That is because the question disappears among all other comments that are published.

4.4.3 IT mediated feedback through Facebook

In terms of how the feedback and the comments posted on Facebook is gathered, Västtrafik has demands where concrete questions including the date, time, bus line has to be taken first. The questions and answers are inserted into a customer issue system. This system is called “Bomerang” in the organization of Västtrafik. Viidas describes that she email the question from Facebook to the customer service department and they post these questions into the systems. She also says that the question can be sent directly to the customer service department or to the right organizational department. Ordinary emails from customers are also inserted into “Bomerang”.

If a bus is late, Västtrafik can see this through the GPS that is inserted in every bus. By this, Västtrafik can measure if the bus actually is late or if the comments only come from complaining customers. Customers affect other customers in terms of their traveling experience. For example if the customers are happy with their travel they can affect other customer. Viidas means that when negative comments are posted by customers they try to answer all the comments with the exception from harassment or spam. A customer that posts the same comment several times has to be given the same answer. That is because of all the new comments that are posted that can affect the visibility of the old comments posted.

All the received comments from customers are important to Västtrafik. Viidas describes that if one bus always is full it can be a good idea to put in an extra bus in order to measure if there has been a change. The number of travelers with the number of seats can also be measured in order to see if it meets up with the expectations. Viidas means that it’s the quantity of customer that is complaining about the same situation, that controls their decisions. According
to Viidas there are comments that can easy be handled such as “why isn’t there a basket in this area”. The statistics shows that the target groups who complain at Västrafiks’ Facebook page are mostly between the age 18 to 24. According to Viidas this can depend on that the traveler’s doesn’t have a license or how they have been raised. Through Facebook, Västrafik can see statistics of all the posted comments, and how many “likes” they have received from their customer. According to Viidas, strategies of how to handle the feedback are changed all the time. If one question is posted on Facebook, they contact the customer and replies to the question. The goal are to answer the question on the same day that the question is posted. In the monthly meetings that occur they discuss how they should use Facebook, what language is appropriate and how to respond to their customers. By being visible at Facebook everyone can see the posted comments on Västrafiks’ Facebook page which means that Västrafik tries to be as effective as possible. According to Viidas customers will always complain, but they believe that organizational improvements can be conducted through the received feedback from the customer.

4.4.4 Development of the organization through the received feedback on Facebook

Facebook gives Västrafik a fast communication with their customers and it is in the monthly meeting they are discussing the received feedback from their customers. It sometimes happens that comments gets misunderstood which can lead to an uncertainty of how to handle these comments in the right way by the organization. Västrafik are trying to improve this matter in terms of keeping track of customers to know them more in order to know how to respond to the received comments. Viidas means that by being active on Facebook can help the organization to improve in a faster way as questions and requests are available for all the users.

According to Viidas the received feedback from the customers might not include concrete information. They are therefore making some measurements in order in know how the received feedback can help the organization to make developments. All comments are important and can lead to improvements. Viidas also believes that by being visible at Facebook the customers’ opinions get noticed in order to create organizational improvements.

4.5 Case 2 - Sj, Gabriella Gullbrandson

This interview is made with Gabriella Gullbrandson who is a manager of social media platforms and works in marketing. She is also responsible for the organizations’ social media platforms. She believes that her work is very interesting as they communicate with new people every day through the social media. According to Gullbrandson, SJ consist of 4500 employees located throughout Sweden. SJ includes both physical stores and customer service via telephone and social media, where they meet customers’ needs. She has previously worked in sales and marketing where the focus was in social media platforms and then began to work in SJ where she has been working there in five years. They are four people that work with social media in the organization where they control the content both strategically and operationally. She believes that social media is challenging and an effective way to communicate with customers. SJ is active on different social media platforms and these are; Facebook, Twitter, YouTube, LinkedIn and Flickr.
4.5.1 Facebook’s role in the organization

SJ have been using Facebook since 2009. The reason for that was because they did an analysis first to find out the circumstances of using Facebook as a communication channels with the customers. Te result of the analysis showed that the customers needed them to be available on Facebook. There were also a planning phase in order to take this decision, but according to Gullbrandson it is important to follow the customers and be available for them. Their Facebook page is handled by different functions in the organization. There are different web editor that works to improve their Facebook page in order to create an effective communication with the customer. There are also editorial for the customer service related to customer issues.

According to Gullbrandson, there are many benefits for the availability for the organization in Facebook. She believes that they have an associated access where they are available on Facebook from 6pm to 22am during the week and 8am to 22pm on weekends. She believes that their customer can contact them when it suits them. Another advantage is that they receive information about different points of view that can help the organization to develop. According to Gullbrandson, the received feedback is important in order to develop the organization. Another advantage of using social media is the rapid connections with their customers where they can inform their customer about relevant information such as; traffic location, news, offers. They also inform their customers on pure facts, information and also entertainment related offers. The disadvantages according to Gullbrandson include:

- They don’t have a full control of who they communicate with
- If something bad happens that can be quickly spread on our page and affects other customer
- It needs time to answer all the comments from customers

4.5.2 The relationship between the organization and customers through Facebook

According to Gullbrandson they have many customers active on their Facebook page, where they have approximately 2 million visitors every day. They also have 17,000 followers on their Facebook page where there are a mix of both positive- and negative comments. She believes that they are active on answering the customers’ questions and that the relationship between the organization and their customers have been improved. Their focus during the communication is to meet the customers' needs. She also believes that it can be difficult to control their customers and read all the discussion made by the customers. There are also some comments about the organization that are not available on their Facebook page, which they believe can be difficult to see and discuss. She believes that they must also accept that these people have chosen to have a separate dialogue. SJ have a goal to have a communication with customers and discuss different points of view in order to gain relevant feedback and make organizational developments.

4.5.3 IT mediated feedback through Facebook

In order to collect feedback from their customers, Gullbrandson says that the editorials makes the illumination on the major issues on the received feedback from the customer and then discusses it. In order to know what things are important for the organization, it is important to do the illumination and make a discussion with different managers within the organization. There are also issues that can be solved without any help or discussion within the
organization. SJ have also a goal to respond to all customers directly and take care of all the relevant feedback received. As there are different departments in the organization different questions will be forwarded and handled by different people in the organization. The processing of feedback is different in different departments.

Gullbrandson believes that they have been involved in the social media for a long time which means that they now have more knowledge to handle different questions. She also believes that all received feedback from customers is important for both the customer- and organizational value. The negative comments are important for the organization in order to improve the different processes and are forwarded to the right department in the organization. There are also different strategies used in order to collect the different feedback through the Facebook. The different procedures for how this is handled are linked to the editors. According to Gullbrandson they use an internal chat within the organization where they can directly and quickly forward relevant feedback to the right department in the organization.

4.5.4 Development of the organization through the received feedback on Facebook

The person who communicates with the customer through Facebook is the person that forwards the feedback to the editor, in which they have guidelines on how this feedback is handled. The received feedback will be measured and evaluated on how useful it is in order to create an improvement for both the organization and the customer. During the interview Gullbrandson gave an example of how the received feedback from customers can make an improvement:

“In autumn when we started running a new bus line in Dalarna where there have been many customers who put their views on social media about it, which we a period later made a change and improvement on”

There are also many other tasks that are discussed within the organization that leads to an improvement. They also focus on listening to the customers and answer the questions received in order to meet customers’ needs. There can also be problems with the evaluation of how useful different missions are. The organization is first measuring the quantity of people that agree with different changes. SJ believes that it can be difficult to measure how many people are experiencing the same situation, since all their customers are not available on their Facebook page. There are missions that need a long process of measurement to fulfill both the customers’ needs and the organizational improvements. There are other missions that are not possible to be improved where the organization need to inform the customer about. According to Gullbrandson all received feedback from the customer is discussed within the organization where they also make different questionnaires on their Facebook page in order to gain relevant and useful feedback from their customers. All feedback is compiled and discussed within the different departments of the organization. According to Gullbrandson it is important to discuss the different missions that are most discussed among the customers where she believes that this discussion will lead to developments. She also believes that the organization have developed after they have joined Facebook. That is because they have focused on the customer and that all received comments are more or less relevant to create customer satisfaction.
According to Gullbrandson the different employees within the organization have also learned a lot through the years. The employees also focus on all received comments and feedback from customers to make different discussions regardless of how they are collected; by phone, email, or social media platforms. The organization also use a database that includes all received facts and questions from customers, but also answers in order to quickly check the different missions and information. She also believes that the discussion made within the organization have helped them to develop while measuring different missions.

4.6 Case 3 - Skånetrafiken, Carolin Sjöholm

This interview was conducted with Carolin Sjöholm and she is a project manager and communicator for social media platforms. She worked previously with cultural and media where she has worked with festivals, written some articles and made some radio shows. She decided later on to work in Skånetrafiken where she has been working there in four years. She takes care of Skånetrafikens’ intranet, parts of the organizations website, web development, web projects and in different social media platforms. They are approximately 300 workers in Skånetrafiken and it is an investment in the region of Skåne. This means that they are tax-funded to fifty percent and the rest is ticket sales where they are also politically controlled. There is also a committee consisting of representatives who are also involved in the different decision making. According to Sjöholm they are employed to implement the various things that politicians have decided such as starting a new bus line. There are also traffic developers that are involved in order to make different decisions for improvements. Skånetrafiken consists of many different organizations that have different tasks and there are approximately fifteen bus organizations and two for train organizations; Veolia and Arriva. There are about 5000 people in total that works in Skånetrafiken.

According to Sjöholm it is difficult to say that social media can be seen as a communication channel because it depends on the purpose of its use and the target group that uses it. She believes that for older people, maybe social media is not as relevant to use as a communication channel. She also believes that it is important to look at the purpose, goal and target group before deciding to be involved in different social media platforms. Relevant contains is also important to reach out to many customers, meet their needs and requirements. According to Sjöholm they are active on Twitter, blogs and Youtube where they upload different commercial videos. The organization has also an internal communication channel called “Järner” in order to facilitate the communication between the different departments in the organization.

4.6.1 Facebook’s role in the organization

Skånetrafiken have been on Facebook for two years. The reason of their involvement was because they noticed that many of their customers were on Facebook and Twitter. They also saw that there were many pages on Facebook such as “Hate Skånetrafiken”. They decided to use a separate Facebook page to reach out to their target groups because it was requested a lot from their customers on Twitter. Twitter was their first social media platform used as a communication channel with their customer. They have now over 13,000 followers and by that they can measure how important it is to be available for customers and answer their questions. Sjöholm says that she is responsible for the management of Facebook with five other employees that also answers the received questions from the customer. They all work in
the same department: Press and Information Department where they also have a lot of contact with the customer service department that helps to answer difficult issues.

There are also some benefits of using Facebook and these are according to Sjöholm:

- We are following the customers in order to follow their needs
- Respond to customer questions
- Receive feedback that includes suggestions for improvement
- Post offers and publish news

The disadvantages to be on Facebook are that it requires much time. Even if it doesn’t cost to create a new account on Facebook, but time and resources costs money. There are also questions that are stated many times, but they have to answer these questions and that take time. That can be because customers don’t check the previous answers stated. Sjöholm believes that it can be difficult to work within an organization that have different employees in terms of experiences, communication with customers and the language used. Other difficulties that rise within all departments can be lack of information during a decision making. According to Sjöholm it is also difficult to concentrate on not wasting time, money and resources, but instead focus on things that can improve the organization to meet customers' needs.

4.6.2 The relationship between the organization and customers through Facebook

According to Sjöholm, it feels that Facebook have improved the connection between them and their customers. They also feel that they have made many customers satisfied through various dialogues. There are also different questionnaires that are published in the Facebook page to see what the customers think about their decision. Sjöholm believes that it can sometimes be difficult to saturate different decisions because all of their target group are not available on Facebook. She also says that they don’t oversee how customers discuss with each other outside their Facebook page because that will need time. They focus only on how customers are discussing within their Facebook page. There are many comments that they remove every day such as spam or that includes bullying. All the received comments are attached to the customer issue system. They believe that this will facilitate the work within the organization where they can quickly check the different questions and answers that are previously received from customers. There are comments that don’t need to be forwarded where they can easily be solved.

They believe that the quantity is important where they focus on how many people those are discussing and willing to make a change. The organization has a goal to implement a new strategy where all the issues are automatically entered, stored and categorized in the customer service issue. That will reduce the time needed to manually type all useful feedback.

4.6.3 IT mediated feedback through Facebook

The received feedback from customers is collected through the organization by copying it and pasting it in the customer issue system. The feedback will later on be forwarded to the right department in the organization. The feedback can be received through social media platforms, phone or customer service department. The right department in the organization will receive the feedback and make discussion for improvements which means that there is not one
department that handles all the received feedback. There are some received comments from customers which need a direct help from the organization. This means that the customer have to send their contact information to the organization in order to contact and help them directly. There are other comments that take a long time to be answered and during that time there will be several comments posted on the organizations’ Facebook page. This means that the time is needed when working with different social media platforms.

According to Sjöholm, Facebook might not be seen as a good tool for customer dialogue and customer support tools. That is because it includes a lot of customers and feedback. She believes that it is important to focus on the most relevant feedback received in order to improve the organization and to reach customer satisfaction. According to Sjöholm, it depends on what kind of glorification to be answered and demanded in order to answer different comments. She also believes that it is important to understand their customers and form a dialogue to gather more information. She believes that the good thing on Facebook is that the relevant feedback is available for others.

4.6.4 Development of the organization through the received feedback on Facebook

According to Sjöholm, they are responsible to send the relevant feedback to the right department. She also believes that all feedback leads to improvements. There are some comments that include information about the cleaning inside the bus which means that they have to contact the right organization that works within Skånetrafiken in order to handle it. This means that Skånetrafiken should have a good communication with the different organizations working for it, in order to improve themselves. Sjöholm believes that their use of Facebook should include suggestions for organization improvements and not be handled as a customer service channel. She believes that all received feedback from customer must be discussed within the organization in order to make a quick and relevant decision. In some cases they have to measure different situations and evaluate the outcomes. Sjöholm believes that their organization has developed by joining the Facebook, but they still need to follow their customers in order to gain more useful feedback.
### 4.7 Summary of empirical study

#### Table 3: The summary of the empirical study in relation to the sub-questions and the three cases

|---------------------|-----------------------------|-------------------|-------------------------------|
| How can organizations of public transport create organizational developments through social media? | - To be able to follow their customer  
- Measurements was made of how valuable it is to be available on the social media  
- There were Facebook pages such as “Hate Västtrafik” which they wanted to control  
- It is a fast way of communication with customers  
- The received feedback from customer will make organizational developments  
- Share relevant information | - To be able to follow their customer  
- Measurements was made of how valuable it is to be available on the social media  
- There were Facebook pages such as “Hate SJ” which they wanted to control  
- The received feedback from customer will make organizational developments  
- They are able to be available for a longer working time on Facebook  
- Share relevant information | - Being available for their customers  
- Measurements was made of how valuable it is to be available on the social media  
- There were Facebook pages such as “Hate Skånetrafiken” which they wanted to control  
- The received feedback from customer will make organizational developments  
- Rapid connection to their customer  
- Share relevant information  
- Reach the customer’s needs, help them and receive comments for improvements |
| How can the communication between organizations of public transport and customer through social media be increased? | - Increasing the ability of helping and satisfy their customer  
- The communication helps them to understand their customer  
- Helps the organization to fulfill their customers’ needs  
- Through the relationship with the customer the organization will gain relevant information, develop the organization and satisfy the customer | - Increases the ability to help their customers  
- Questionnaires are used to increase the relationship with the customer  
- Through the relationship with the customer the organization will gain relevant information, develop the organization and satisfy the customer | - Increases the ability to help their customers and satisfy their needs  
- Facebook helps them to improve their connection to the customer  
- Questionnaires are used to increase the relationship with the customer  
- Through the relationship with the customer the organization will gain relevant information, develop the organization and satisfy the customer |
| How do organizations of public transport handle the received feedback from the customers through social media? | - A customer issue system is used to facilitate the information sharing within the organization  
- Comments are sent to the customer service department and gets inserted into their customer issue system.  
- Through the system the comment is delegated to the right person who handles area of the comment  
- The received feedback from customer is discussed within the organization  
- Feedback is discussed and measured in terms of how the feedback can create value for both the organization and the customer | - SJ uses a database that includes all received questions and answers in order to be able to help the customer when needed  
- The received feedback from customer is discussed within the organization  
- Feedback is discussed and measured in terms of how the feedback can create value for both the organization and the customer  
- The negative comments are important for organizational improvements | - A customer issue system is used to facilitate the information sharing within the organization  
- Comments are sent to the customer service department and gets inserted into their customer issue system.  
- Through the system the comment is delegated to the right person who handles area of the comment  
- The received feedback from customer is discussed within the organization  
- Feedback is discussed and measured in terms of how the feedback can create value for both the organization and the customer |
| What are the implications for organizations of public transport when using social media as a communication channel? | - It is sometimes difficult to measure if the customer becomes satisfied  
- Complex questions doesn’t work in practice at Facebook  
- Comments posted includes sometimes lack of concrete information which makes them difficult to answer  
- Misunderstanding of comments and it can be difficult to know how to handle it in the right way  
- Customers can affect other customers when comments are posted at the organizations Facebook pages | - It takes long time to answer some questions which leads to several new posted comments during that time  
- Difficult to evaluate how relevant the comments are in relation to organizational developments  
- Difficult to measure the quantity of the unhappy customers in order to make changes as all their customer are not on Facebook  
- Customers can affect other customers when comments are posted at the organizations Facebook pages | - Facebook isn’t a good tool for a dialogue with the customer because of the amount of customers and the flow of comments  
- Working with social media is time consuming  
- Customers can affect other customers when comments are posted at the organizations Facebook pages  
- Difficult to have control over the dialogue between the customers about the organization |
5 Analysis

This chapter includes an analysis of the theoretical- and the empirical study. The research sub-questions will be answered in this chapter. This chapter will also provide a deep understanding of the research area in order to answer the main research question. The research sub-questions are:

1. How can organizations of public transport create organizational developments through social media?
2. How can the communication between organizations of public transport and customer through social media be increased?
3. How do organizations of public transport handle the received feedback from the customers through social media?
4. What are the implications for organizations of public transport when using social media as a communication channel?

5.1 Analysis method applied

In chapter 2.5 it is described how the collected data from the theoretical- and empirical study will be analyzed in order to find relevant outcomes for the purpose of this research. The collected data of the theoretical study gave a deeper understanding for the research area while the empirical study is based on the theoretical findings. When the theoretical data was collected we analyzed the theories and categorized them into themes such as headlines, where patterns between the theories were found. The theme analysis was used to analyze the different categories in the theories. The relation between these patterns created the structure of the theoretical study and became the base for the empirical study. Through the theoretical study questions was prepared for the interviews in the empirical study. During the interviews with the three cases in the empirical study a recorder was used to record all the interviews. After each interview the recorded data was transcribed into text in the empirical study. The three cases were compared in order to find similarities and differences. The outcomes of the empirical study are the empirical findings. Thus, the theoretical- and the empirical findings were analyzed and compared with the base of the sub-questions.

![Figure 10: The analyzing process](image-url)
5.2 How can organizations of public transport create organizational developments through social media?

In today’s society there are organizations that use the social media to communicate with their customer to follow their needs and requirements. Many organizations feel that social media is a good way to respond to their customer by helping them to answer different questions. All the interviewed organizations agree with the point of that their usage of social media has helped them to gain relevant feedback in order to develop themselves. According to chapter 3.4 the use of social media helps organizations to reach out to their customers. Social media can be used in order to expand the way for organizations to communicate with their customer who also affect to the ability to create, reinforce and shape the relationship with the organization. In chapter 3.4 there is a suggestion for organizations to engage customers in social media. That is because it will be easier to gain feedback from the customer which can be used by organizations. According to Västrafik they have conducted measurements in order to know how valuable it is to be available on social media. All that measurements showed that their customers were active on the social media. Västrafik also realized that they could gain benefits through the communication made with their customers through different social media platforms.

Västrafik, SJ and Skånetrafiken are also active on other social media platforms besides Facebook. That is because they wanted to create a dialogue with their customers. For the interviewed organizations there were already pages on Facebook such as “Hate Västrafik”, “Hate SJ” and “Hate Skånetrafiken” and by that they created their own Facebook page where they could control the discussions. This decision was made by the interviewed organizations in order to control all the feedback in order to satisfy their customers. In chapter 3.4.1 theories discuss of the visibility of organizations on social media. This is by being active and social media creates opportunities to respond to customers’ feedback and to engage them in different discussions. SJ believes that there are many benefits of being available on Facebook. According to SJ they receive feedback about different points of view that can help them to improve the organization. SJ also believes that social media can create rapid connections with their customers where they can inform their customer about relevant information such as; traffic location, news, offers. In chapter 3.4.1 it is stated how important it is for organizations to be active in social media in order to build trust with customers and the relationships can med reinforced. According to Skånetrafiken there are benefits of using Facebook and these includes; following the customers’ needs, respond to customers questions, receive feedback that includes suggestions for improvement and post offers and publish news.

There are other benefits that SJ discusses with their usage of social media. SJ believes that they have gained new knowledge from the discussion made with their customer through Facebook. The interviewed organizations agree with the point that during the communication with the customer they have the opportunity to gain new knowledge that can be used to improve the organization. The gained feedback during the communication with the customer will lead to an increased communication within the organization which leads to knowledge sharing (chapter 1.2). In chapter 3.6.1 there are discussions of the importance of knowledge management is in relation to the organization usage of social media. Västrafik believes that the discussion made within the organization can also lead to new knowledge within the organization. The interviewed organizations are using different internal communication systems in order to communicate with the employees within the organization to share relevant feedback, make different discussions and decisions. In chapter 3.6.1.1, communities of practice is discussed and that can be used within the organization or across several
organizations because it enables the employees to gain new knowledge faster and it can connect the customers and the organization together.

The interviewed organizations agree with the point of that they should focus on the satisfaction of the customer and that is conducted by focusing on the received feedback. In chapter 3.4 it is stated that social media enables a greater communication between organizations and their customer in order to establish a deeper connection. In chapter 3.4 the discussion about social media shows that it has the ability to reinforce already existing relationships between organizations and their customers. By this it is stated in chapter 3.4.1 that Facebook can be seen as a valuable source of information as the organizations can use this information in order to improve their products as well as services. SJ uses a longer working time on Facebook than the other organizations which they believe is better for their customer that can contact them when it suits them. The positive aspect at being connected to Facebook according to Västrafik, is that it is a fast way of communicating with their customers but there is also the ability to control different discussions. The interviewed organizations also believe that being visible at Facebook gives the customers the ability of getting their opinions noticed in order to make organizational improvements.

Chapter 3.4.2 points out the importance of being active in social media in order to make different strategic decisions. The same chapter gives suggestion that the organization will achieve success if the focus and the posted information is directed to the customers’ needs and interests rather than the organizations own interests. According to the interviewed organization they all believe that their usage of the social media is because of their customers. They want to follow their customers in order to achieve a better organization image. In chapter 3.4.1 it is stated that organizations participation on Facebook enables a direct communication with customers, potential customers and employees. According to the theories in chapter 3.4.1, Facebook gives the organizations an opportunity to take part in a real-time conversation. In chapter 3.5 it is stated of how important it is to use feedback during the communication in order to announce reactions from other people.

The social media enables the opportunities for organizations to grow and communicate with their customers. According to chapter 3.7, it is stated that the organization will get different benefits by increasing the relationship with the customer and that is because they will keep in contact with their customer and follow the customers’ needs and interests. The relationship between the organization and the customer can be conducted through the Facebook where the customer will also receive some benefits of that relationship. The customer will have the opportunity to receive relevant information from the organization such as news and offers. Customer relationship management, CRM in chapter 3.7 is defined as a business concept that includes loyal customer by a relevant communication between the organizations with its customer. The focus is on how to make the customer satisfied. This means that organizations should focus on using the CRM in order to make relationships with new customers and that is also conducted by sales and services provided by the organization which can be conducted through the social media. Västrafik, SJ and Skånetrafiken use the social media to keep in relation with their customers. They also focus on the satisfaction of their customer by involving them in different decision making.

In chapter 3.7.2, it is stated that by using the customer involvement management, the organizations will gain many advantages when focusing on the communication made with their customers. Through the involvement of the customers’ thoughts the organizations will have the opportunity to improve products and business. CRM includes the customer
involvement management which can also be used to develop the organization. In the same chapter it is stated that the customer should be involved in different activities and decisions made by the organization. The customers’ needs and interests should also be in focus and social media can help organization to receive relevant feedback from the customer in order to satisfy the customer and develop the organization.

5.3 How can the communication between organizations of public transport and customer through social media be increased?

The organizations in today’s society are using social media to communicate with their customer and to follow their needs and interests. Organizations will gain relevant feedback in relation to the customers’ needs during the communication with their customer through different types of social media platforms. In all organizations there are customers that should be in focus by answering their questions and engage them in different decision making. According to chapter 3.4.1 the target group has common goals and needs. That is why organizations should know their target group in order to reach out to them and increase the relationship. That can be conducted by using the Facebook and communicate with the customer in order to answer their questions. The organizations interviewed have a group of employees that take care of their Facebook page. They use the social media to answer the customers’ questions, inform their customers with relevant information and to engage them with different decision making. The organization will also achieve success if the focus on the posted information is directed to the customer’s needs and interests rather than the organizations own interests.

All the interviewed organizations agree with the point that there are some questions that lead to a longer processing time while other questions can be answered quickly. According to SJ it is important to be active on answering the customers’ questions because that can increase the relationship between the organization and their customers. It is also important to meet the customers’ needs in order to create a more valuable relationship. SJ have up to 2 million active users daily where they both share negative- and positive comments. SJ believes that it can be difficult to control all these visitors. SJ are also active on other social media in order to increase the relationship with their customer. According to chapter 3.4.1 Facebook can help organizations to meet new customers and engage in order to understand the customers’ interests. In the same chapter it is stated how important Facebook is as a tool of gaining feedback, knowledge and experiences from customers which this can lead to the development of the organization.
Another important factor during the communication between the organization and their customer through social media is to respond to the received feedback. According to chapter 3.4 this will also engage customer in an active discussion with the organization. Skånetrafiken believes that Facebook have improved the relationship between them and their customers. According to Skånetrafiken, Facebook can be used in order to satisfy their customers through various dialogues. They have also used different questionnaires in order to involve their customer in different decisions that can be used to create organizational improvements. The interviewed organizations also believe that during the communication with their customer it is important to focus on how many people that are discussing and willing to make a change. Different decision making will be taken due to the quantity of the agreeing customers during the communication through the Facebook. Some organizations feel that it can be difficult to make a decision because their entire customers are not engaged in the decision making through the social media. They believe that it is important to gain more feedback during the communication with their customer in order to make the right decision.

The interviewed organizations have a goal to create a useful communication with customers and discuss different things in order to gain relevant feedback, develop the organization and satisfy their customer. According to chapter 3.4.1 the main focus for all organizations should be to build relationships in order to know what most interests the customer. The interviewed organizations are also active on other social media platforms and that can be a good decision in order to follow the customer and to increase the relationship. They also believe that Facebook have increased the relationship with their customer and they now have the ability to know what satisfies their customer.

5.4 How do organizations of public transport handle the received feedback from the customers through social media?

Through organizations’ Facebook page customers has the ability to share their thoughts and experiences of the organization. The organization can create a dialogue with their customers as they share information on upcoming events or general information that can be relevant to the customer. According to chapter 3.5 the received feedback from customer can create new knowledge. Chapter 3.6.1 states the importance of knowledge sharing and this can contribute developments of the organization. Västtrafik and Skånetrafiken handle the received feedback through a customer issue system where relevant comments at Facebook are inserted in the system. SJ uses a different approach where there is a database with questions and answers which helps them to answer the received feedback in a quick way. The received feedback from customer at Facebook is discussed within the three organizations and it is used to improve the organization. By discussing the received feedback, relevant decisions can be made. According to Skånetrafiken, it can be in some cases necessary to measure the outcomes before making a decision. The collected feedback can be measured in order to evaluate how the feedback can create customer- and organizational value.

According to chapter 3.5 it is important to take care of the received feedback and handle it within the organization. When Västtrafik, Skånetrafiken and SJ receive comment at their Facebook pages they have a goal to answer the comments as fast as possible. An easy question is answered right away by the organization but the more complex questions are forwarded to the right department within the organization. When Västtrafik and Skånetrafiken receive a comment that includes a complex question at their Facebook pages the question is forwarded to the customer service department who insert the question into the customer issue
system. Through this system the question will be forwarded to the right department that will handle the question.

The comments that are posted at the organizations’ Facebook page can be both positive and negative. As customers share their experiences with each other at the organizations’ Facebook page, they will have the opportunity to create a conversation. According to chapter 3.6 the customer-to-customer conversation should be observed by the organization where comments can be valuable sources of feedback. By observing these conversations valuable feedback can be gathered and then be used to correct misstatements, reduce possible damages and reinforce positive messages. As the comments on the organizations’ Facebook page can both be positive as negative it is important as stated in chapter 3.5.1 to not remove the negative comments because this can affect the reputation of the organization. According to SJ negative comments that are posted at the organizations’ Facebook page isn’t always a disadvantage. The negative comments are important for organizations in order to make improvements.

5.5 What are the implications for organizations of public transport when using social media as a communication channel?

In chapter 3.4 it is stated that even if it can seem easy to handling social media platforms such as Facebook there are still some difficulties in order to keep up with the changes regarding social norms and technologies. Problems can occur when the organization are evaluating the relevance of the received feedback from a customer. Västtrafik, Skånetrafiken and SJ measures how many customers who have comment on the same experience at Facebook in order to investigate if there can be a possible improvement. According to SJ the measurements can sometimes be difficult because all their customers aren’t active at their Facebook page.

When customers are commenting at the organizations’ Facebook page they affect each other. According to Västtrafik customer influence each other, because if one customer has a positive attitude it can influence other customer positively but by this it can also be the other way around. If negative comments are posted at the organizations’ Facebook page it affects other customers to post more negative comments. According to chapter 3.5.1 organizations often has lack of strategies of handling negative feedback received from their customers. This regarding strategies who can transform the negative feedback into useful information. According to Västtrafik negative comments are answered as fast as possible but harassment and spam is not accepted. According to SJ it can be difficult to control the conversations made between customers at Facebook. In chapter 3.4 and 3.5.2 it is stated that customers are influencing each other in their thoughts about an organization. The conversations between the customers can affect decision making as well as the reputation of the organization as stated in chapter 3.5.2. The visibility of an organization can create a fast communication channel between organization and customer. It can be difficult in some cases to know if the customer is satisfied or not.

According to chapter 3.4.2 organizations who fail to be active at Facebook and don’t communicate regularly with their customer can lead to unwanted outcomes. According to Skånetrafiken, Facebook isn’t a good tool for a dialogue between the organization and its customer. This is because of the huge amount of comments posted by the customer. According to Västtrafik, the complex questions shouldn’t be handled at Facebook, instead these questions should directly be handled by the customer service department. Sometimes it is difficult to answer comments that are posted at the organizations’ Facebook page because
of the lack of concrete information from the customer. Customers can experience that their questions are not answered fast enough and this is due to the flow of new comments posted. The interviewed organizations believe that Facebook is time consuming and it can be difficult to handle all the received feedback from the customer. They also believe that the received feedback can create many organizational values and are therefore important to be in focus.

5.6 Results of the analysis

The results of the analysis have helped us understand the research area where the different theories are connected to the practical stages made within the organization. Figure 11 below shows the input from customer that includes comments, questions and opinions through the communication made between the organization and customer via Facebook. There are also inputs from the theoretical study in chapter 3 that describes the appropriate theories connected to the field of practice. The organizational function that takes care of the input received from the customer will send the feedback to the right organizational department. In some cases there are simple questions that are forwarded to the customer service and are saved in the customer issue system. The manager sends the feedback to the appropriate organizational function that discusses the different inputs from customer in order to make a decision. Through the decision making the organization will gain some benefits that will include active social media, organizational development and knowledge management that lead to organizational change.

The outputs to customer are response to customer and also an increased communication level between the organization and the customer. Through the requests and complaints from customers the organizations are able to make organizational changes that will lead to improvements which include for example:

- Additional traffic lines
- Improved customer service
- Cleaner busses

The outcomes and contribution of this research will be discussed with the base of Figure 11. This will be described in the upcoming chapters 6 and 7.
Processing of Feedback received from customer through Facebook

Input from customer
- Comments
- Questions
- Opinions

Input from theories
- IT mediated Feedback
- IT as a driver for organizational development
- Negative comments
- Word of mouth

Organization

Customer services

Customer issue system

Appropriate organizational function

Discussion

Decision making

Active social media

Organizational Development

Knowledge management

Organizational change

Output to customer
- Response to customer
- Increased communication

Output of organizational change
- Organizational improvements

Figure 11: The result of the analysis
6 Discussion

This chapter includes: the contribution to the field of informatics and contribution to the target group. The chapter will also include the value of the results conducted in this research in the field of Informatics and the target group. The different theories in chapter 3 will also be discussed in this chapter.

6.1 Contribution to the field of informatics

The contribution of this research is shown in figure 11 which describes how the feedback is handled by organization of public transport. The organizations discuss the received feedback that is inserted into a customer issue system or checked with a knowledge database. This database includes previous questions and answers in order to respond to the customer or make organizational improvements along with the customers’ demands or requests. Through the received feedback and partly negative comments, the organizations believe that they are able to improve, develop and create customer- and organizational values. The possible organizational developments of public transport can include:

- Increased communication and dialogue with the customer
- Improved service contributed by the organizations
- Increased communication within the organization

The theories discussed in chapter 3 are in the field of informatics where the focuses are on organizational developments through the received feedback from customer via social media. The results of the research showed how social media can be used among organizations to increase the organizational developments. Social media can be used by customers to state comments, questions and feedback that can be used by the organization to make improvements. Social media includes the customers’ thoughts, experiences and feelings which should be in focus by the organization. According to the theories in chapter 3.1.1 and 3.4, social media enables a greater communication between organizations and their customer. The organization will also achieve success if the focus is directed to the customers’ needs and interests. The theories in chapter 3.5.1, suggest that the organization should focus on the negative comments that might affect the organization negatively and affect the decision making of other customers.

The focus of this research is on the received feedback from the customer through Facebook where the feedback can be used to create powerful learning and information achievement for the organization (chapter 3.5). IT can be seen as a driver for organizational development and according to the theories it plays a leading role in all type of businesses (chapter 3.8). IT can also be used to increase the communication between the organization and the customer by sharing useful information as stated in chapter 3.7 and 3.7.1. There are some organizations that have lack of strategies to handle negative feedback received from the customer through the Facebook. In chapter 3.5.1 it is stated that negative feedback can be transformed into useful information and knowledge. That is why the customer relationship management is an effective theory to use by organizations. This theory includes different types of methods in order to gain new and more satisfied customers by involving them in different organizational decision making (chapter 3.7). The organization should therefore focus on the customer and gain all useful feedback to make developments within the organization. The organization will therefore receive different benefits by increasing the relationship with their customer through different social media platforms.
The theoretical- and empirical study contributed to useful results in the field of informatics (chapter 3 & 4). The empirical study showed how organizations handle the received feedback from the customer in order to make developments. The organizations believe that there will be improvements within the organizations by helping and satisfying the customer. The organizations of public transport also believe that the received feedback will facilitate to understand the customers’ needs and requests. The received feedback can be a tool to make improvements within the organization, but in some cases there are organizations that don’t have the knowledge of how to handle the customers’ feedback.

The results of this research have contributed to a deeper understanding of the benefits gained by the organization through their usage of social media. According to the theories, informatics is about the processing and presentation of the information. We believe that this is shown through the outcomes of the research questions stated in chapter 1.5. These questions include how organizations are handling the received feedback from customers by the organization of public transport in order to make developments.

Through this research a greater understanding has been conducted of how organizations can use social media to communicate with their customers in order to make developments. There has also been an understanding of how the received feedback from their customer on Facebook is handled by organizations. The outcomes have created a deeper understanding of the importance for organizations of being visible at different social media platforms such as Facebook. It is nearly expected from customers that the organization should be active in social media platforms and be available for a dialogue. Before conducting this research we had some understanding of the advantages for an organization to be visible on Facebook, for example the communication between an organization and a customer can be increased. The organization posts relevant information, news and offers at their Facebook page and their customers can therefore respond to it. Feedback can be created during the communication which organizations can use for organizational improvements. The relationship between the organization and the customer will also be increased.

The theories in chapter 3 have helped us to understand the difficulties that the organization face when handling the social media in general. The theories have also helped us to understand how negative comments are important to be handled by the organization in order to make beneficial changes. The theoretical findings in chapter 3.9 show the importance of customer involvement, sharing knowledge and the use of social media by organizations. The theoretical findings have not shown how the received feedback from the customer is handled by the organization. These findings were instead gathered in the empirical study. The summary of the empirical study in chapter 4.7 shows that the received feedback from customers is valuable in order to create organizational improvements.
6.2 Contribution to the target group

The research focuses on organization of public transport that uses social media to communicate with their customers in order to gain feedback. Organizations need to improve themselves in order to satisfy their customers. Some organizations need to focus on both the negative comments and the received feedback from their customer in order to make improvements. The results of this research are described in chapter 5. The theoretical study has helped us understand the research area while the empirical study has helped us to understand how organizations handle the received feedback through Facebook in order to make improvements. The target group of this research is stated in chapter 1.6 and it is organizations of public transport that use social media as a communication channel with the customer which can lead to improvements through the received feedback. The target group is also students that want to research in the field of this area.

The results of this research will help organization to focus more on how to gain relevant feedback in order to make developments. The results have also shown how valuable the communication is between the organization and the customer. The organization of public transport will receive many benefits through the communication and these include:

- Increase dialogues with the customer
- Gaining feedback that can be transformed to knowledge
- Knowledge sharing within the organization
- Improve the employees skills
- Understand customers’ needs and interests
- Increase customer satisfaction
- Involve customer in different decision making

We believe that the list above can be used to develop the organizations’ different processes. We also believe that the organization should focus on all comments shared by the customer through social media. Both negative- and positive comments can contribute to organizational improvements and according to the theories the received feedback can be used to create powerful learning and information achievement within the organization. The results of this research will also help organizations to make internal improvements by increasing the discussions among the employees. The discussions made within the organization about the customers’ feedback will create knowledge sharing among the employees. The research can also be useful for students that want to understand how organizations can develop themselves through the different studied theories. The reader will also have the opportunity to understand how organizations of public transport are dealing with the received feedback. We believe that this research will contribute to the developments of new insights of how to handle the received feedback in order to make organizational developments.
7 Conclusion

This chapter includes the answering of the main research question in relation to the knowledge gained through the research. This chapter will also include method evaluations, result evaluations, possible to generalize and ideas for the future research.

7.1 How can the received feedback through social media create organizational developments for public transport?

The results of the empirical study showed that the social media have increased the communication between the organization and customers. The received feedback from the customer through social media has helped organizations to understand the customers’ needs and interests. As stated in the theoretical study it is important to involve the customer in different decision making processes. The received comments from the customer can be a base for organizational improvements, but there are still some organizations that lack of handling all received feedback from the customer. The received feedback will lead to discussions made within the organization. These discussions can create new knowledge within the organization. The theories states that the organization should focus on both negative- and positive comments in order to reach success. We believe that the organizations should also focus on the customer discussions such as WOM, in order to collect all relevant feedback and save it in the customer issue system. These discussions can also affect other customers negatively.

We believe that the received feedback should be in focus by the organization, as the customer is the end user. We also believe that the received feedback can be used to increase the learning and information achievement within the organization. The interviewed organizations believe that social media have helped them to increase the communication with their customer but as time costs money they also believe in some cases that social media should not be described as a customer service platform. The organizations receive several comments during the day which means that it takes time to answer all the received comments. There are organizations that measure the received feedback in how valuable it is for the organizational developments. We believe that all received feedback should be discussed within the organization. We also believe that the organization should make measurements before being active in social media platforms. There can be implications for the organization to handle all the received feedback. This means that the organizational measurements should be conducted to understand the benefits received in order to satisfy the customer and create organizational developments through social media.

We believe that in some cases the organization should invest more resources for managing the social media in order to involve the customer in different decision making and have the opportunity to make efficient organizational developments. It is therefore important to consider that the received feedback have made changes for both a more developed organization and satisfied customers. Here are some examples of insights for organizations of public transport when using the received feedback through social media:

- Increased communication with customer
- Availability for customer when needed
- Receive feedback that can make organizational changes
- Organizational improvements
- Increased discussions within the organization
- Sharing of knowledge
- Customer involvement
- Satisfied customers

We believe that the organization of public transport should focus on all discussions made by the customer through social media. Social media can be a valuable way to develop the organization by processing the received feedback in order to make organizational developments. An organization should also help the customer by answering all different types of questions which means that the organization will need patience, time and resources. That is why organizations should make measurements before entering the social media environment. These measurements should include what benefits organizations will gain when being active on social media. We believe that all organizations should be active on different types of social media platforms in order to gain relevant feedback and make organizational improvements. Some organizations may lack resources, but we believe that the customer should be in focus and involved in different decisions made by the organization.

The use of social media can have different purposes and this research shows that the main purpose is, as mentioned in the empirical study; that organizations are using social media to share information with their customers in order to create dialogue. It is also mentioned that customers expect the organizations of public transport to be available on Facebook. We believe that Facebook is becoming the new customer service, relating both positive- and negative aspects. The customers have the ability to ask questions and share their opinions through the social media. While organizations have the ability to reach out to their customers and receive feedback that can be used for improvements and developments. The feedback that is received in Facebook is therefore valuable for both the customers and the organizations. We believe that the possibilities for effective organizational improvements can be processed more quickly through the usage of social media platforms. The organization has the ability to receive feedback in a faster way and be effective in the organizational development process.

We believe that if the interviewed organizations wouldn’t exist in social media they would miss valuable opportunities to, for example, respond to questions, learn of complaints and develop themselves through the received feedback. The received feedback will create discussions that can lead to knowledge sharing within the organization. However, as mentioned in the empirical study, Facebook becomes more or less a customer service function. That is because the customer share comments and questions on the organizations’ Facebook page and expect to get response quickly, but Facebook is not customized to be a customer service function. That is why organizations should state a goal before being active on Facebook. The empirical study shows that the goal is to reach out to customers and satisfy them, but handling Facebook is time consuming.

We believe that social media is a great asset in order to gain important feedback that organizations can use to improve themselves. We also believe that more resources are needed to be able to use Facebook as a source of communication in order to handle the received feedback from the customer in a more efficient way. Implications that can arise within the organization can be the lack of information during the decision making process because all the organizations’ target groups are not available on Facebook in order to contribute with further suggestions for improvements. However, Facebook have helped organizations of public transport to make organizational improvements and increased the discussions within the organization.
7.2 Method evaluation

In this research a hermeneutics perspective has been used with a qualitative approach which has given a deeper understanding of the research area. The theoretical study created a useful base for the empirical study where it was investigated how organizations use social media in order to gain feedback from their customers which can lead to organizational developments. The chosen data collection method in the empirical study was interviews with organizations of public transport. The three cases have given relevant and useful information to the research and by interviewing three different organizations we had the ability to compare relevant aspects of the findings. Through the theoretical study we gained knowledge about the importance of; social media platforms, shared knowledge, received feedback and to involve the customer during the development process. Even if the collected theoretical data gave us an insight in these aspects we needed to investigate how the feedback actually was handled by organizations of public transport. This was way a qualitative approach was chosen because interviews would fill the gap in the theories of how organizations can handle the received feedback from their customers through different social media platforms such as Facebook in order to make developments.

In this research a combination between a deductive and an inductive research strategy was made. Through the deductive research strategy, already existing theory was collected which later on were compared with the empirical study. In the empirical study, the inductive research strategy resulted in the empirical findings which created a deeper understanding for the purpose of the research. In the analysis a comparative method was used where a comparison between the theoretical- and empirical study was made. Through this, conclusions were made. The received documentations from the organizations interviewed were also analyzed to create a deeper understanding of the different organizations chosen.

7.3 Result evaluation

This study have been based on evaluation criteria described in chapter 2 which are; validity, reliability, relevance, clarity, reflection, credibility and accuracy. These criteria have been in mind during the whole research in order to conduct beneficial results.

Validity
We believe that the results made by the implementation of the empirical study are relevant in relation to the research area. The theoretical study included scientific articles and books which helped us to understand the research area. The theoretical- and empirical findings can also be described as a base of answering the research questions in an efficient way. The results have also been used in the analysis that included the answering of the sub-questions through the theoretical- and empirical study. We believe that our results are based on valid outcomes from both the theories and the interviewed made where all data have been processed and analyzed in a carefully way.

Reliability
The data collected in the theoretical- and empirical study is conducted in a professional way. We believe that the results of the research will be the same if it is conducted again and again with same methods used. The theoretical study has been conducted through articles and books in the same field of the research. The interviews conducted in the empirical study were recorded. We believe that this have helped us to listen to the answers from respondents when
needed. The theoretical- and empirical study has also been used to answer the research questions in an efficient way.

**Relevance**
The knowledge that is developed is connected to the purposes and goals of the research. This has been applied through relevant literature that includes books and articles where the chosen topic for this research is in focus. We believe that the topic of this research is relevant for organization in order to increase the communication with their customers and gain knowledge through social media platforms.

**Clarity**
Decisions, results and interpretations have been clear implemented in order for the research to be verifiable. The content has been presented with clarity by using different chapters that enables the reader to understand the problem area and results of this research. The different chapters have also made the research more structured to read.

**Reflection**
The developed knowledge has been critical evaluated where the results have been analyzed which have led to a good quality of the research. We have reflected over the reality, looked into others knowledge and carefully examined the results. We have also during the research process reflected on the different parts of the content. The theories have been discussed and chosen in the field of the research area. The empirical study included reflections upon the results which have led to valuable conclusion.

**Credibility**
We have used different ethical values in order to increase the credibility of the research. We have asked all the interviewed organizations if they want to be anonymous in our research. The research includes a clear connection between the used methods and sources of the gathered information. The sources of the theories have been verified in order to increase its credibility. In the empirical study the respondents have been chosen in the field of the research area. During the interviews there has been an open dialogue with the respondents that increased the credibility of the received answers.

**Accuracy**
We have investigated different types of aspects that have influenced the development of knowledge beneficially. The research process has been conducted in a systematic way where we have focused on conducting the research in truthfulness. The accuracy has been used when processing the different parts of the research which have led to an understandable structure and increased credibility.

### 7.4 Possibilities to generalize

In this research we collected relevant theories which gave us a greater understanding for the purpose of this research. The theories helped us to gain knowledge of how organizations can use social media as a communication channel with their customer, the importance to be active in social media platforms and the sharing of knowledge within the organization. This knowledge created the theoretical study and became the base for the empirical study. Three cases were included in the empirical study where three organization of public was interviewed. The reason for choosing organizations of public transport and specially
Västtrafik, SJ and Skånetrafiken was based on their activity on Facebook. In public transport, new situations occur frequently and the customers have very often opinions that are posted at Facebook. By interviewing these three organizations there were a possibility to compare the cases with each other that contributed to relevant findings. Thus, by only interviewing organizations of public transport the empirical findings can be generalized within public transport. However, the feedback may be handled in the same way by other organizations as within public transport, but to be able to make that statement a broader investigation has to be conducted. The outcomes of this research can be used by other types of organizations that want to develop through the received feedback from their customer through social media.

The purpose of this research was to investigate how organizations handle feedback from their customers through social media in order to improve and develop themselves. In the empirical study organizations of public transport was in focus. We believe that the generality of the outcomes of this research can be increased by interviewing several organizations that uses Facebook. However, the theoretical study is based on relevant theories from book, articles and publications from the University of Borås where we believe the generality is increased.

### 7.5 Ideas for future research

Our research can be used by organization to understand the benefits they will receive by using the social media as a communication channel with their customer. The social media includes the customers’ feedback which can be used by organizations to develop themselves in order to satisfy the customer. As we are focusing on organizational development by the received feedback from customer, we believe that the customer will not have a beneficial impact on our research. It could therefore be interesting to focus on research areas that include both customer- and organizational perspectives. It would also be interesting to research on other types of organizational developments techniques in the field of informatics.

The empirical study includes interviews made with three public transport organizations. It could be interesting to implement the same study but with several organizations in order to increase the generality. It could also be interesting to focus on other types of organizations that also use the social media as a communication channel for developments. We have also focused on Facebook as a social media platform and it could be interesting to focus on other types of social media platforms such as; Twitter, Youtube, Instagram and Flickr. We believe that all types of social media platforms can have a beneficial impact on the development of the organization by the received feedback from the customer. The focus was also based on the positive usage of social media by organization, but there might also be some negative impact on the organization when using the social media as a communication channel with the customer. There might also be some new technologies made in the future that can also be used in order to develop the organization and could therefore be interesting to research on.
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9 Appendix

9.1 Interview questions

Initial questions
Can you tell us about your organization?
How long have you worked in the organization?
What is your role within the organization?
What was your previous experience before you started working in your organization?
What are your duties within the organization?
What do you think about social media in general as a communication channel?
Are you active on other social media sites beside the Facebook?

Facebook's role in the organization
How long have you been on Facebook?
Why did you join the Facebook?
What/who is it that handles the administration of Facebook?
What are the advantages of being on Facebook?
What are the disadvantages of being on Facebook?

The relationship between the organization and customers through Facebook
Has your relationship with your customers improved by your connection to Facebook, and if so, how?
Do you oversee how customers discuss with each other on Facebook about the organization?

IT mediated feedback through Facebook
How do you collect feedback from Facebook?
How do you handle the feedback you receive from your customers?
How do you process the feedback you receive from your customers?

How do you handle negative comments received from customers?

Are there strategies for how feedback, collected information is handled?

**Development of the organization through the received feedback on Facebook**

What functions are taking care of the received feedback from customers on Facebook?

Who picks up the feedback?

How does feedback lead to improvements?

Are there problems about the collection of feedback on Facebook, if so, how can that be improved?

Do you discuss the received feedback from customer within the organization?

Do you have any general strategies for collecting feedback/information?

How do you use the feedback in order to develop the organization?

Has your organization developed after your connection to Facebook?

**Additional questions**

Is there anything else you would like to add?

Can we contact you if we need any additional information?

Are there other people in the organization we can contact?

Are there any previous reports that include documentation regarding your use of Facebook, that we can use?
**University of Borås** is a modern university in the city center. We give courses in business administration and informatics, library and information science, fashion and textiles, behavioral sciences and teacher education, engineering and health sciences.

In the **School of Business and IT (HIT)**, we have focused on the students' future needs. Therefore we have created programs in which employability is a key word. Subject integration and contextualization are other important concepts. The department has a closeness, both between students and teachers as well as between industry and education.

Our **courses in business administration** give students the opportunity to learn more about different businesses and governments and how governance and organization of these activities take place. They may also learn about society development and organizations’ adaptation to the outside world. They have the opportunity to improve their ability to analyze, develop and control activities, whether they want to engage in auditing, management or marketing.

Among our **IT courses**, there's always something for those who want to design the future of IT-based communications, analyze the needs and demands on organizations' information to design their content structures, integrating IT and business development, developing their ability to analyze and design business processes or focus on programming and development of good use of IT in enterprises and organizations.

The **research** in the school is well recognized and oriented towards professionalism as well as design and development. The overall research profile is Business-IT-Services which combine knowledge and skills in informatics as well as in business administration. The research is profession-oriented, which is reflected in the research, in many cases conducted on action research-based grounds, with businesses and government organizations at local, national and international arenas. The research design and professional orientation is manifested also in InnovationLab, which is the department's and university's unit for research-supporting system development.