



JÖNKÖPING INTERNATIONAL
BUSINESS SCHOOL
JÖNKÖPING UNIVERSITY

Relationship Management in the Banking Industry:

The Use of Facebook

A Case Study on Handelsbanken, Sweden

Master Thesis within Business Administration

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1988-07-01

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Jönköping May 2012

Acknowledgements

I would like to thank and acknowledge the people that have been involved in the process of writing this thesis. Without the participation of the students in my seminar group and the customers and employees of Handelsbanken this thesis would not have been possible to accomplish.

I am grateful for the constructive feedback, inspiration, engagement and professional knowledge that my tutor Helén Anderson has shared with me during the process of this thesis.

I would also like to thank Claes Ericson at Handelsbanken in Jönköping for his engagement, time and great interest in my thesis.

Last, but not least, I would like to thank my family and friends that are always by my side. I am grateful for having them in my life. Without their encouragement and support I would not be where I am today.

Sandra Dobosz

Master Thesis within Business Administration

Title: Relationship Management in the Banking Industry: The Use of Facebook
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Date: Jönköping, May 2012
Keywords: Bank, Customer Management, Social Media, Word-of-Mouth, Facebook, Relationship Marketing

Abstract

Background: The economic situation and the improved technology weaken the bond between banks and their customers. To adapt to the changing behavior of customers banks engage in Social Media with the aim to strengthen their relationship. However, Social Media may not have the expected effect on the banks' customers.

Purpose: The purpose of this thesis is to answer whether interaction through Facebook can improve the relationship between Handelsbanken and its customers and whether the employees' and the customers' perceived value of interacting through Facebook is equal.

Theoretical Framework: The theoretical framework focus on how to build relationships with customers, how to add customer value and what encourages consumers to engage in word-of-mouth. The concept of Social Media is explained and a description of Facebook is provided. The last section in the theoretical framework discusses the implementation of Facebook into the organization of Handelsbanken.

Method: A qualitative study was conducted through interviews with employees and customers of Handelsbanken.

Empirical Findings & Analysis: It was revealed that both the customers and the employees had low awareness of Handelsbanken's presence on Facebook. The content on the Facebook page does not encourage interaction or add value to the customers.

Conclusion: The main problems for succeeding with the Facebook page are absence of marketing and no customer need for interacting on Facebook with their bank. In addition, it was revealed that implementing a centrally moderated communication tool to a decentralized organization is not successful.

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I Introduction

The introduction chapter will introduce the reader to the background of the topic to highlight why the subject is of interest. The purpose is stated followed by the research questions.

I.1 Background

The economic situation in Europe is currently unstable and European countries are facing serious economic crises. Greece and Italy, among others, confront the risk of defaulting. In addition, the major European banks are vulnerable and the unemployment rates are high. (Feldstein, 2012). During financial crises it is a decline in consumption and investments, and in developed countries investments are transferred from risky banks to safe investments (Frenkel & Rapetti, 2009). The recession in the global economy has influenced the consumers to examine how their private financials and savings get affected (Gritten, 2011). A few years ago the consumers did not receive any benefits from switching bank for their private financials. However, the new technologies have made the market more competitive and have increased the incentives for consumers to deliberate upon the alternatives. Consequently, banks cannot longer rely on their customers to stay loyal and need to adapt to these changes in order to retain customers. (Leverin & Liljander, 2006; Beckett, Hewer & Howcroft, 2000).

From the consumers' perspective, it is a high level of risk and uncertainty involved when purchasing financial products and services. Thus, enhancing the incentive to seek information and recommendations from like-minded consumers through word-of-mouth¹ communication, which often take place in online communities. (Berger, & Messerschmidt, 2009). Mangold and Faulds (2009) claim that consumers perceive content provided by Social Media² as more trustworthy than information received from the company offering a product or service. Hence, the consumers' attention is turning away from traditional advertising such as radio, television and newspapers. The information generated by SM influences consumers in how they behave in the different stages of decision-making. (Mangold & Faulds, 2009).

According to Proenca, Silva and Fernandes (2010) new technologies have made information easier to obtain and consumers feel more confident in taking the risk of changing their bank to secure their financials and receive better returns. The complexity of products and services offered in the financial market increase the need for the banks to build trust with the consumers. In order for the banks to build a competitive advantage in the market, they need to put the focus on the interests of the consumers. (Proenca, Silva & Fernandes,

¹ Will also be referred to as WOM

² Will also be referred to as SM

2010). To develop long-term relationships with customers, Relationship Marketing³ can be implemented in a bank's marketing strategy. With RM all segments of a bank's customers can be targeted. (Leverin & Liljander, 2006). Since consumers easily can attain information concerning economic decisions through the new technologies, the relationship between consumers and banks has become more fragile and the control is no longer in the hands of the banks (Berger & Messerschmidt, 2009). There are two parties in a relationship and they must meet each other's requirements to enable the relationship to work. Consequently, it can be argued that implementation of RM can support banks in augmenting the number of loyal customers. In addition, a loyalty relationship may support customers to feel more secure in their private financial decisions. However, gaining loyalty from customers is not an easy goal to achieve. How can a bank attain first-hand information about the consumers' opinions and concerns? The simple answer is to ask the consumers and listen to their answers. However, *how* to ask and *how* to obtain *sincere* answers is harder to solve.

1.2 Problem Discussion

The use of SM, such as Facebook and Twitter, among consumers has had a major growth and an average knowledge worker is involved in numerous online communities (Berger & Messerschmidt, 2009). According to Safko (2010) the importance of SM has escalated due to a change in communication strategies. Using one-way communication to affect the consumers' perception of brands is no longer an effective marketing approach. Consumers do not trust corporate messages, instead, they want to discuss pros and cons with like-minded people they feel connected to and trust. Moreover, SM provides companies with the possibility to engage in consumer networks. Hence, enables them to listen to some of the consumers' discussions, interact with them and provide answers and solutions to their problems. (Safko, 2010). However, it has to be highlighted that only discussions in public forums and on Facebook accounts without privacy settings, can be monitored by companies.

A major drawback with SM for companies is that they cannot control what consumers post online about their company and negative information and rumors can be spread. An example of how SM can influence a company's reputation negatively is the case of Dave Carroll, a customer of United Airlines. When experiencing a bad treatment during a flight, he made the decision to produce a video about it and post it online. In 2010 the video had reached over 8 million viewers. The video spread the news about the bad treatment of Dave, which surely affected other consumers' perception of the company. (Safko, 2010). Thus, implying that emphasizing on current customers is equally, maybe even more, important than attracting new customers in order to remain competitiveness on the market. According to Leverin and Liljander (2006, p.234) "it has been suggested that close customer relationships in banking are rare, and that they are being further weakened by the increase in self-service technologies, an alternative is to look upon new technologies as relationship facilitators and to use them strategically in customer relationship management". When a market is unstable

³ Will also be referred to as RM

and consumers face a high level of uncertainty, the consumers tend to be more likely to seek a closer relationship (Baron et al, 2010; Zeithaml, 1981; Berry, 1983; Lovelock, 1983). This is implying that the current economic crises in the market can contribute to augmenting customer loyalty if a bank decides to implement RM into their organization.

Companies and customers are able to have a dialog with each other in SM and critique by consumers can be met. RM is about building bonds between different parties. Since communication is an essential part of a relationship, it implies that SM and RM are two concepts which can be connected. However, one can wonder if the benefits of engaging in SM are overrated. Does the presence of companies in SM affect consumers the way companies expect it to do? To allow insights in the efficiency of using SM as a company it is important to get understanding of why consumers use SM. If the primary purpose is to connect with friends and family, there is a possibility that consumers ignore the presence of companies in e.g. Facebook. In addition, how employees perceive SM affects how they promote it customers, indicating that it is important to integrate SM into the organization and motivate the employees to engage in the new service to achieve a successful implementation.

The classical marketing theories is focusing on attracting new customers, hence, neglecting the importance of maintaining and nurture the relationship with current customers (Kotler, Armstrong, Wong & Saunders, 2008). In addition, marketers have ignored the banking industry and financial sector. Consequently, the marketers have limited knowledge about the consumer choice strategies in this industry. (Jain, Pinson & Malhotra, 2007). Accordingly, Berry (2009), states that the importance of relationship building and how the relationship gets affected by service and selling is an essential part of business that have been ignored in the service marketing literature (Berry, 2008).

Previous studies have been done on how banks create loyalty among customers and how the internet has affected the market of financial products and services (Ricard & Perrien, 1999; Jain, Pinson & Malhotra, 2004; Perrien, Filiatrault & Ricard, 1993; Proenca, Silva & Fernandes, 2010). In addition, there are studies about consumers' use of SM and advertising on SM (Qualman, 2011; Kaplan & Haenlein, 2010; Taylor, Lewin & Strutton, 2011). Younger people tend to socialize on social networks and conduct a big part of their business online without ever meeting any employees from the local bank office. SM can therefore be perceived as a tool for reaching these customers and interact with them where they are present. However, deeper understanding of how SM affects customer relationships and how it is valued by customers is needed.

I.3 Case Study on Handelsbanken

Handelsbanken is a Swedish bank that focuses its business on both customers within the segment of individuals' private financials and the segment of business customers. The company provides full service of financial services and products, meaning everything from investment banking and trading to life insurances. The bank was founded in 1871 and exists in 22 countries. The bank has 11000 employees over the world and its main markets are the Swedish, Danish, Finnish, Norwegian and British market. This thesis will focus on the Swedish market, where Handelsbanken at the moment has 461 offices. For the Swedish market the goal is to have higher return on equity than the weighted average of its competitors. (Handelsbanken, n.d.) In the Swedish market the bank has 1.9 million active private customers, which refers to private customers that each month makes at least one transaction, buy or sell a bond or take a loan (C. Ericson, personal communication, 2012-04-26).

The bank is measuring its success based on profitability, cost effectiveness and customer satisfaction rather than the volume of its business. Profitability is enabled by lowering costs instead of augmenting rates and prices for customers. Profitability and low risk tolerance has had a result of stabile finances, which explain why Handelsbanken is one of the few Swedish banks that have not received any financial support from the government, central banks or shareholders. Subsequently, increasing trust for the bank's ability to conduct business. Moreover, if the bank is going to be able to reach high profitability it is pivotal with growth. Handelsbanken grow through opening new offices in cities where it did not exist before. (Handelsbanken, 2010).

Handelsbanken strategy is to focus on building long-term relationships with customers with the help of their core values, which are presented below (Handelsbanken, 2010);

- Interaction with the customer
- High availability
- Full cover of services and products
- Decentralized decisions
- Competent employees
- Profitability before volume
- Stabile financials
- Organic growth

According to Handelsbanken (2010), it can through interaction with the customer develop trust and long-term relationships. It takes time to build trust, but at every meeting with the customer the feeling of trust and satisfaction should be enhanced. Customer satisfaction is central in the organization's strategy. Hence, all decisions and actions made by the bank and its employees aim to direct, or indirectly, augment customer satisfaction. Consequently, the bank offers the customers high availability, not only through the offices' opening hours. Handelsbanken is always trying to be available where the customers are. Hence, it offers possibilities to conduct business through the internet, the phone and the mobile phone.

The full cover of products and services is offered to enable customized offerings for each individual. Moreover, the bank is a decentralized organization and all decisions are made locally to permit the bank to adapt to the needs of the local market and its customers. Subsequently, the employees take more decisions by themselves and develop a competence that benefits the customers. Decisions can be made faster since the employees do not need to consult with the management before a decision is made. (Handelsbanken, 2010). The core of the business relationship with Handelsbanken's private customers is the personal contact person within the bank, to augment trust and reliability, the internet and phone service and the most important feature; the availability of the local bank office and its employees (Handelsbanken, n.d.).

1.4 Purpose

The purpose of this thesis is to answer whether interaction through Facebook can be used for improving the relationship between Handelsbanken and its customers. The relationship between customers and their bank is affected by the relationship with the employees. The value of interacting on Facebook is depending on both parties and both the employees and customers need to perceive interacting on Facebook as valuable for it to be successful. Hence, the study will also answer whether the employees' and the customers' perceived value of interacting through Facebook is equal.

1.4.1 Research Questions

In order to answer the purpose of the study four research questions have been designed. These questions are:

- **Question 1** How do the customers respond to the presence of Handelsbanken on Facebook?
- **Question 2** How do the employees respond to the presence of Handelsbanken on Facebook?
- **Question 3** Was the goal of launching Handelsbanken on Facebook fulfilled according to response from the customers and employees?
- **Question 4** How can Handelsbanken improve its Facebook page?

2 Frame of Reference

The frame of reference aims to present the most important theories and models related to the purpose of the thesis. These theories and models will be used in the analysis to understand the empirical findings.

2.1 Word-of-Mouth

Before developing a strategy for stimulating interactions between customers and companies, it is pivotal to obtain an understanding of how consumers perceive and respond to different marketing messages. It is not enough to know the needs of consumers; the company must also understand the consumers' internal processes to create efficient marketing messages. (Grönroos, 2004b).

Grönroos (2004b) states that there are four levels of communication that take place between consumers and companies. These levels are:

1. Planned marketing communication
2. Messages that are a part of a planned marketing communication.
3. Messages delivered through products and services.
4. Unplanned messages.

The first level is considered to be the least credible act of communication by consumers. Accordingly, the fourth level is perceived as the most credible. The unplanned communication includes news stories and WOM. (Grönroos, 2004b). WOM influence consumers' decision process to a great extent (Katz and Lazarsfeld, 1955) and may have more impact on consumers than any other communication channel (Godes and Mayzlin, 2004). Rumors affect the opinions of consumers, no matter if they are believed to be true or not. Positive WOM is important for a product's or service's success and even though companies are aware about the importance of positive WOM, they do not know how to generate it. (Kamins, Folkes & Perner, 1997). Engaging in SM and encouraging consumer-company discussions can be a solution for spreading positive WOM. SM provides companies with an opportunity to reach and affect negative WOM because of the possibility to interact with the consumers.

However, it is pivotal for companies to know that consumers spread and receive a higher volume of negative rumors than positive. In a study conducted by Kamins, Folkes and Perner (1997) it was shown that the respondents were spreading 30 percent of the negative rumors they had received, even though they only perceived 26 percent of these rumors as true. Consequently, consumers may spread negative rumors that they do not apprehend as accurate. (Kamins, Folkes & Perner, 1997).

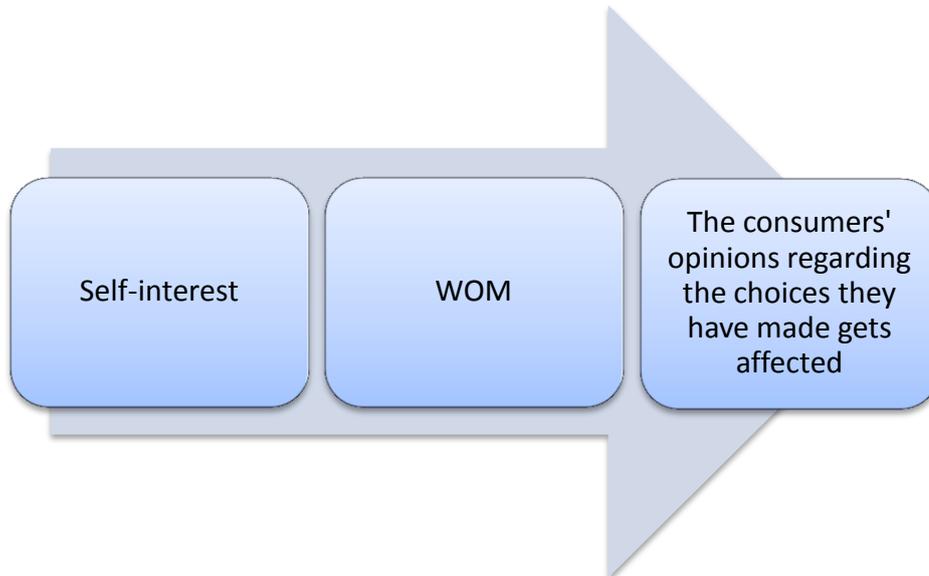


Figure 1 WOM (Dobosz, 2012)

WOM can be considered as a process, which can be seen in Figure 1 *WOM*. Kamins, Folkes and Perner (1997) suggest that self-interest is the main drive for WOM. When hearing a rumor with a topic that is closely related to the consumer, the intrapersonal and interpersonal reaction is augmenting the positive or negative feelings towards the choices they have made. Subsequently, when a consumer hears a positive rumor about their choice of product or service, they feel more positive about their choice. Conversely, hearing a negative rumor about the product or service augments the consumers' negative feelings about their choice. (Kamins, Folkes & Perner, 1997). According to Anderson (1998) consumers are more likely to engage in WOM when they are very satisfied or very dissatisfied. Subsequently, companies should be aware of the marketing potential in WOM, but also of the risks involved. Keep in mind the example mentioned in chapter 1.2 *Problem Discussion*, regarding the outcome of Dave Carroll's flight experience. His video generated negative WOM about United Airlines and reached a high level of consumers. In contradiction, videos on YouTube with flight attendants rapping the safety instructions have generated positive WOM about the company Southwest Airlines. One of the videos in particular has, in April 2012, generated approximately 1 900 000 views. (YouTube.com, 2009). Companies are highly affected by how consumers perceive their brand and should therefore focus on adding customer value for augmenting positive WOM. The next chapter will discuss the concept of customer value in further detail.

2.1.1 Adding Customer Value

According to Anderson and Narus (1998, p.6), customer value can be defined as "what a customer get in exchange for the price it pays". Accordingly, Wodruff (1997, p.141) defines customer value as "trade-off between what the customer receives (e.g., quality, benefits, worth, utilities) and what he or she gives up to acquire and use a product (e.g., price, sacrifices)". Furthermore, he claims that customer value cannot be determined by a company, it

can only be perceived by customers. (Wodruff, 1997). Anderson and Narus (1998) state that marketing offers consist of two factors; value and price. Thus, implying that decreasing the price does not automatically change the perceived value of an offering. (Anderson & Narus, 1998). Accordingly, Reichheld and Teal (1996) define the value perceived by customers as the summary of all interactions over time with the company. The more recent interactions weights more than the distant and sometimes, not often, can one interaction be so influential that it can individually be the root of a value perception. (Reichheld & Teal, 1996).

Reichheld and Teal (1996) claim that from the companies' perspective it should be emphasized that long-term customers and employees can learn from each other through interaction. The employees reach higher satisfaction with the company through long-term relationships, which in turn motivate the employees because of a feeling of pride for achieving the task of satisfying customers. In addition, motivated employees generate a higher level of customer service, which in turn lead to higher customer satisfaction. Consequently, the relationship between the customer and the company gets stronger. (Reichheld & Teal, 1996). This will be further explained in the next chapter in the discussion of *internal marketing*. The discussion of the customer-employee relationship enhances the fact that one depend on the other. Accordingly, it supports the purpose of this thesis to study whether interaction through Facebook can used for improving the relationship between Handelsbanken and its customers. Due to the fact that satisfaction is depending on both parties in a relationship, it is pivotal whether the customers and employees perceive the value of interacting on Facebook equally. In addition, Anderson and Narus (1998) discuss the significance in apprehending a service's perceived value by customers and the cost of maintaining that service. Consequently, if the customers do not value interaction with their bank online, why invest in this service?

Wikström (1996) has developed a model for adding value through consumer-company interaction, which is based on the model "the degree of social exchange and adaptability (co-production)" by Håkansson and Östberg. The model has seven factors that are claimed to influence the level of interaction and cooperation. The first factor is that consumers are seen as active participants in developing products and services. (Wikström, 1996). Thus, when Handelsbanken developed the Facebook page it should had included the customers in the process to ensure that it would add customer value. However, Handelsbanken did not include the customers in the creation of the Facebook page; it was assumed that the trend of Facebook was enough to develop interest and value for the customers. (C. Bjurling, personal communication, 2012-05-21).

The second factor is that both the company and consumers are active participants in the value-creating process (Wikström, 1996). Since a relationship depends on both parties and value is in the mind of the consumers, it is obvious that consumers play a vital part in the value creating-process. Why the employees of the bank is important in the value-creating

process will be further explained in chapter 2.2.1 *Relationship Marketing Strategies* in the discussion of *internal marketing*.

The third factor explains how companies need to contribute to the consumers' own value creation. The consumers must be included in more than only consuming. Hence, the companies can no longer focus their efforts solely on trying to satisfy consumers' wants and needs. (Wikström, 1996). Thus, when building a relationship with the aim to increase customer value, the company needs to look beyond the demand of its customers and try to understand them.

The fourth factor is that companies should aim to provide customers with an *offer* instead of *products* and *services*, since companies today consists of both tangible and intangible assets (Wikström, 1996). Handelsbanken claim that the Facebook page is a service. Considering the fourth factor, the bank should emphasize the total offer of the Facebook page and what value it can contribute with.

The fifth factor explains how companies should interact with customers instead of providing information and trying to persuade the customers. An interacting process is considered the most efficient way to augment consumers' knowledge. (Wikström, 1996). One can therefore draw the conclusion that the bank can spread more information through interacting with customers online than through sending them folders with useful information.

The sixth factor of this model is that there are two different types of interactions; static and dynamic. The static interaction refers to a programmed interaction, e.g. the conversation between a customer and an employee at a cashier, which does not have a learning outcome. A dynamic interaction is adapted to the needs and wants of a specific consumer and situation and is trying to solve a complex problem. This interaction and dynamic problem solving stimulates extensive learning. (Wikström, 1996). Thus, unexpected messages and comments from customers can provide more value to the company than any other interaction. In addition, the customers' value will increase if they can discuss problems and through discussion reach a solution. It can be questioned whether this can be achieved in SM or not. Do customers want to express concerns regarding their private financials in SM?

The seventh and last factor of the model regards the learning outcome and that the marketing offerings can be adapted in a more efficient and value creating way when the value creating process is considered as a dynamic process instead of something the company needs to develop. (Wikström, 1996).

To sum up, the main aspects of the concept of customer value are that it is a dynamic process, companies should focus on offers instead of products and services and that the value can only be determined by the customers. According to Grönroos (2004) the creation of value should be supported by the marketing strategies implemented by a company (Grönroos, 2004). Accordingly, the next chapter will discuss the business relationship and the five strategies that can be implemented for creating customer value.

2.2 Business Relationships

RM as a concept started in the 1980's when Berry (1983) introduced the term of RM. This concept is most suitable for service companies when their service is desired by customers in either periods or has a continuing desire, the customers can choose their supplier and switching between suppliers are common (Berry, 2009). Services offered by banks can be expected to have an ongoing nature and consumers are in control of deciding which bank to conduct business with. Moreover, Berry (2008) states that it is required to develop a strategy that is meaningful to customers and is hard for competitors to copy.

The marketing approach of RM has two important components; attracting new customers and retaining current customers. By focusing on developing long-term relationships with the customers this can be achieved. (Baron, Conway & Warnaby, 2010). Since this thesis studies how SM can be used for improving the relationship between Handelsbanken and its customers, the study will focus on the component of retaining current customers. RM is defined by Grönroos (2004b, p.101) as “the process of identifying and establishing, maintaining, enhancing, and when necessary terminating relationships with customers and other stakeholders, at a profit, so that the objectives of all parties are met, when this is done by mutual giving and fulfillment of promises”. The relationship a company has with its customers is the only feature that a competitor cannot copy; hence, it is a unique competitive advantage (Baron et al, 2010).

There are five components, which are presented below, of major importance when building a business relationship (Conway & Swift, 2000);

- commitment
- trust
- the seller's customer orientation/empathy
- experience/satisfaction
- communication

According to Conway and Swift (2000, p. 1393) “commitment can be viewed as an intention to continue a course of action or activity or the desire to maintain a relationship: this is often indicated by an ongoing ‘investment’ into activities which are expected to maintain the relationship. Commitment is stronger when levels of satisfaction are high, when the quality of alternatives is perceived to be poor and when investment size is large”. Thus, investing in Facebook can be perceived as an attempt to maintain a relationship with customers that are becoming more disconnected as an effect of the implementation of new technologies. Handelsbanken is trying to show that it is committed to its customers by adapting to them.

Online customers in the banking industry want to be able to identify with their bank. If they have shared value and feel that the bank represents their interests, then the customers' trust and commitment with the bank increases. Shared values enhance the feeling of be-

longing together and augment a bonding long-term relationship. (Mukherjee & Nath, 2003). Accordingly, trust is an aspect that is essential when building long-lasting relationships. It is affected by both the values the brand represents and the actions of the company. External factors, such as WOM is also playing a part in the customers development of trust towards a company. (Conway & Swift, 2000). Therefore, it is important to review whether the presence on Facebook will be perceived as valuable by customers or if it will generate negative WOM. Can a company build trust by interacting with its customers through SM, or may the presence in SM question the company's credibility?

According to Keller (2009) consumers know a lot about a company behind a brand. Therefore, they have strong opinions about what a company should do with its brand. As mentioned in earlier, rumors connected to consumers affect how they feel about choices they have made (Kamins, Folkes & Perner, 1997). Thus, imply that consumers identify with the choices they have made and when choosing a bank for handling their private financial business, they have made a choice they do not want to be ashamed for being identified with. Hence, is consistent with the concept of customer orientation/empathy in RM, which refers to the customers' understanding, liking and identification with a company.

Experience/satisfaction refers to that both parties must have positive experiences and reach satisfaction with the relationship in order to be motivated to build a stronger and a long-term relationship with each other. (Conway & Swift, 2000). Consequently, if customers have experienced low service or have encountered problems with the service provider, there is no motivation for having a relationship.

None of the above mentioned components can be achieved without communication. Communication is the key component in building business relationships, and when a company sends out a message it should invest in receiving feedback. It is important to know what effect a message has to consumers. This can best be achieved through two-way-communication. (Conway & Swift, 2000). It has been proven that even though companies increase the channels for interacting, customers are still not satisfied with the communication options. The channels offered from competitors and other industries, such as telecommunications, augment the expectations of communication tools. (Lang & Colgate, 2003). It is a challenge for companies to develop channels that can satisfy customers' needs and wants for communication.

Much emphasis has been on developing strong relationships. Nevertheless, the possibility that customers do not perceive the bond to a company as a relationship must also be considered. According to Barnes (1994) customers may have other reasons for retaining a service provider than because of a feeling of having a relationship, e.g. they have no other options or switching costs are too high. However, once a relationship does exist the customers may be referring to the company as "my company". (Barnes, 1994).

2.2.1 Relationship Marketing Strategies

In RM there are five strategies that can be implemented to create more value to customers (Berry, 2008). These are:

1. Core Service Strategy
2. Relationship Customization
3. Service Augmentation
4. Relationship Pricing
5. Internal Marketing

These strategies can be employed individually or in various compositions.

Core Service Strategy refers to a service targeting central market needs that a company put emphasis on for attracting new customers and strengthening the bond with current customers. This service offers quality, alternatives for the customers to choose between and can be developed over time. (Berry & Thompson; 1982, Berry, 2002).

Relationship Customization is a strategy where a service is adapted to the needs of the customers. The customers of a company are analyzed and defined by their characteristics and individual needs. Subsequently, this information is used to customize the service. A customized service augments the total customer value and decline the desire for searching alternatives. (Berry, 2002).

Service Augmentation is a strategy which is conducted by complementing an existing service with an extra service. Thus, differentiates the company from its competitors. The aim of introducing an additional service, valued by customers, is to increase customer loyalty. (Berry, 2002).

Relationship Pricing aims to augment the customer loyalty through offering special prices for frequent customers. The focus is to improve the relationship with the customer through the pricing of products and services. (Berry, 2002)

Internal Marketing refers to the strategy of focusing on internal factors to augment the quality of service delivered to the customers. By motivating, enhancing the skills and work attitudes of the employees, the outcome is service performed in the right way meeting the quality required of the market. Consequently, improves the contact with customers and is a part of building a strong relationship. (Berry, 2002).

Due to the purpose of this thesis to study whether interaction on Facebook can be used for improving the relationship between Handelsbanken and its customers, a part of the thesis will be devoted to whether Facebook can be Handelsbanken's way to adapt a *relationship customization* strategy, a *core service strategy* or if it should be perceived as *service augmentation*. Do the customers need to be able to have a conversation with their bank online, or is the desire for this service overestimated? The concept of *Relationship Pricing* is not relevant for this study and will therefore not be considered.

Moreover, the bank should consider if the *internal marketing* matches the *external marketing*. Consequently, it is central that the service personnel is well educated in the SM tool and is motivated to promote it to customers. If not the employees of the bank believe in having a dialogue with customers through Facebook, why would the customers? Hence, this thesis will not only study the motivation of the customers for interacting on Facebook, but also the motivation of the employees. A more detailed discussion of SM is provided in the following chapter.

2.3 Social Media

SM includes a wide range of online websites and social networks such as Facebook and MySpace, creativity works sharing sites such as YouTube and Flickr, business networking sites such as LinkedIn, collaborate websites such as Wikipedia and so forth (Mangold & Faulds, 2009). Two important aspects that define SM are that the internet based application allows users to share and create their own content. Therefore, it is important for companies to remember that SM is not about advertising and selling, instead companies need to collaborate with the participants. (Kaplan & Haenlein, 2010).

According to Kaplan and Haenlein (2011) companies sometimes do the mistake to assume that by being present on SM they can automatically reach broad target groups of consumers effectively. Controversy, the most effective method is to customize messages for different subcultures. (Kaplan & Haenlein, 2011). Moreover, SM provides the consumers with a platform where they can post negative critique in the heat of the moment. This information should be perceived by companies as a unique opportunity to obtain valuable information from the consumers. The worst way a company could react to the negative comments would be to delete or try to change them. That would imply that the company either has something to hide or that it is ignorant to consumer opinions. (Qualman, 2009).

Today the lifestyle of consumers is mobile and flexible, demanding companies to adapt their way of advertising. Companies need to be able to reach consumers at the right moment and state of mind. (Lindgren, Jedbratt & Svensson, 2002). The impact of this new lifestyle is that traditional advertising is becoming less efficient and companies should consider using SM, as it enables companies to target consumers at appropriate times with direct personalized messages. SM is more efficient and cost less than traditional marketing. When companies succeed to generate positive WOM it is seven times more effective than traditional advertising. (Kaplan & Haenlein, 2010). In addition, the use of social networks is growing among adults and in the year 2009 were 47 percent of online adults using these sites. Furthermore, in 2009, 72 percent of internet users in the ages 18-29, respectively 39 percent of users in age 30 and above, used social networks. (Lenhart, Purcell, Smith & Zickuhr, 2010). In addition, it can be mentioned that Facebook had 901 million active users in the end of March 2012 (Facebook, 2012), when comparing that with the approximately 9.5 million citizens of Sweden (SCB, n.d.), one can understand which opportunities SM provides for reaching out to consumers (Kaplan & Hanenlein, 2010). In addition, Facebook is growing every year and from March 2011 to March 2012 the social network grew

with approximately 36.4 million active users (Internet World Stats, 2012). According to Mangold and Kaplan (2009, p. 358) SM has “become a major factor in influencing various aspects of consumer behavior including awareness, information acquisition, opinions, attitudes, purchase behavior, and post-purchase communication and evaluation”. Therefore, companies can use SM to access valuable information from unbiased consumers, such as suggestions for improvements and to detect rumors that harm the brand identity.

However, SM does not only offer companies opportunities, it can also be associated with problems, once again keep in mind the example of Dave Correll’s flight experience. The online sources and communities are turning into the main information source for consumers. An even more important aspect is that information available on SM is sometimes believed to be true, even when it is not the case. (Kaplan & Hanenlein, 2010). Thus, imply that negative and false rumors can be spread among consumers without any control of the companies. Moreover, companies need to be careful about what is shared online and offline. Users of social networks can easily share their experiences with a company by posting a picture taken with their mobile phone camera or by writing a status update with negative information, that later can spread rapidly among other users. (Qualman, 2010). In addition, it can be questioned whether SM is a marketing tool that will keep augment in importance or whether consumers will begin to value privacy in a greater extent. After all, many users on Facebook only share their information with close friends.

2.3.1 Facebook

Facebook was launched in February 2004 and is a social network where people create their own profiles. On the profiles the users can provide information regarding their civil status, occupation, studies, political and religious views and so forth. Furthermore, the users can request a friendship with other users. The friendship will give the users the access to each other profiles and information. However, there is an option to have either a public profile, meaning that everyone registered on Facebook can access the profile, or to customize the access to the profile for different individuals or groups. In addition, people can upload and share pictures, share links to articles and other websites and so forth. Since the launch of Facebook more and more companies has entered the social network. Users of Facebook can “like” a page or group created by a company or an individual, which will then provide them with news feeds. When the user “like” a page he or she is called a “follower” and can comment on news feeds or leave a message on the company’s “wall” on its page. (Facebook, n.d.).

There are two aspects that should not be forgotten when discussing whether the Facebook page encourage interaction. The first is that if the customer has not searched for Handelsbanken on Facebook and then “liked” the page, the information provided by the bank will not appear on the customer’s news feed, meaning that the information will never reach the customer. The other aspect is that even if the customer has “liked” the page, he or she can choose to “hide” the information from Handelsbanken from her or his news feed, meaning that also in this case the information would never reach the customer. (Facebook, n.d.).

To give the reader insight in the size of Facebook some statistics are provided below (Facebook, 2012):

- Monthly active users (March, 2012): 901 million
- Daily active users on average (March 2012): 526 million
- Monthly active users through mobile (April, 2012): 500 million
- Number of friend connections (March, 2012): 125 billion
- Number of uploaded pictures (March 2012): 300 million
- Number of comments and “likes” generated by Facebook users (March, 2012): 3.2 billion
- Number of pages with 10 or more likes (March, 2012): 42 million
- Number of languages Facebook is available at: 70

Considering these statistics it is clear that there are great opportunities to connect to customers through this social network. If Handelsbanken can manage to create awareness of its presence and develop interest for interacting with the bank on SM, then Facebook can be a valuable tool in customer management. Furthermore, looking at the number of users that use Facebook through the mobile phone it is apparent that the development of technology has an impact of consumers’ way of interacting. The perceived value by customers is connected to the marketing approach of the company (Grönroos, 2004), indicating that how Handelsbanken choose to implement Facebook in their daily business affects the perceived value of the service.

2.4 Handelsbanken’s Implementation of Facebook

According to Carl Bjurling (2012), Head of Digital Media Communications at Handelsbanken, Handelsbanken does not focus on marketing. Handelsbanken does not use TV-commercials, nor does it use billboards to market itself. Instead, the bank believes that high customer satisfaction is the best marketing. The bank has created a Facebook page and a Twitter account to reach customers. In addition, it has developed its own TV-channel for customers, to provide them with the latest economic news. The SM and TV-channel do not have the purpose to market the bank; the purpose is increasing availability and customer service. The Twitter account aims to reach dissatisfied customers and the Facebook page has the purpose of extending the channels for customer-company-communication and customer service. (C. Bjurling, personal communication, 2012-03-29). It can be argued that the Facebook page of Handelsbanken is a *core service strategy* considering that it is a new way of communicating with the customers for the bank. On the other hand, Bjurling (2012) claims the purpose is to extend the communication between the bank and its customers, which indicate a *service augmentation strategy*. However, due to the fact that the development of the Facebook page was a response to the changing consumer behavior in the banking industry, it can also be argued that it is a strategy of *relationship customization*, the bank is adopting its way of communicating with customers to the new conditions of technology and how it has affected the customer-company relationship.

According to Bjurling (2012) Handelsbanken was launched on Facebook the 25th of October in 2010. The current design of the Facebook page (May 2012) can be seen in appendix 9.7 *Handelsbanken's Facebook Page*. The bank has a department devoted to observe and communicate with customers through SM 24 hours a day. The employees at this department works with customer service questions through Facebook and other communication channels. (C. Bjurling, personal communication, 2012-03-29). The employees answering questions and comments on Facebook has the same education in customer service as the employees working at the phone service Handelsbanken Direct (S. Hemring, personal communication, 2012-05-21). According to Bjurling (2012) it is important to be present in SM, but the presence needs to have a purpose. Being present in SM with the only purpose of keeping up with the trends is neither beneficial nor effective. The goal behind launching Handelsbanken on Facebook is to generate more satisfied customers. The bank does not have any quantitative goals for the service; the goal is to strengthen the relationship with the customers. The target group is current customers and it does not aim to reach out to potential customers. (C. Bjurling, personal communication, 2012-03-29). Accordingly, Jain, Pinson and Malhotra (2007) claim the relationship between a bank and its customers can be strengthened by developing information programs targeting the loyal customers. Furthermore, it can lead to an increase in the customers' use of banking services. However, an increase in the use of banking services does not automatically equal a stronger relationship. (Jain, Pinson & Malhotra, 2007). Remember that it is rare with close relationships in the banking industry and technology is augmenting the disconnection between banks and customers, since the customers can conduct more business on their own. (Leverin & Linjander, 2006). Nevertheless, if the information program augments interaction, a dynamic relationship can be established. Subsequently, it can result in a stronger relationship.

The Facebook page of Handelsbanken has approximately 5000 followers (C. Bjurling, personal communication, 2012-03-29). This can be perceived as a rather low number, considering that Handelsbanken has approximately 1.9 million active private customers. In addition, reflecting upon the high number of active users of Facebook, it can be assumed that a higher number than 5000 of the bank's customers are active on Facebook. Therefore, it can also be questioned how effective it is for the bank to be present in SM and whether SM is effective for advertising in all industries, especially considering that the banking industry is characterized by secrecy and a low number of close relationships.

The 30th of March in 2012 a new function was introduced that enables customers to send emails to Handelsbanken through Facebook. Since the introduction, until the 25th of April 2012, Handelsbanken received approximately five emails from customers. (S. Hemring, personal communication, 2012-04-25). Thus, indicate that either the awareness of this service was low or that it was not desired by the customers.

Internal marketing is an important aspect for succeeding in building customer relationships (Berry, 2002), and highlight the fact that in order to succeed with the implementation of Facebook, the employees need to be motivated to market and integrate the new service into

their daily business. According to Sverker Hemring (2012), an employee of the Facebook team of Handelsbanken, the introduction of Facebook was informed within the organization through the intranet and the company's magazine for employees. The presence in SM has also been mentioned a couple of times after the launch. Additionally, Handelsbanken's use of SM has been discussed during internal network meetings. (S. Hemring, personal communication, 2012-05-02).

As a result of Handelsbanken being a decentralized organization, it is believed that each office knows its market and customers the best and it was up to each office to decide how to market Facebook when it was implemented. The only marketing material which was centrally provided was the seasonal posters, which in the summer of 2011 included marketing about Facebook. In addition, the winter posters for 2011/2012 had the logo of Facebook and Twitter. Furthermore, on the homepage of Handelsbanken there are links to Facebook and Twitter. (S. Hemring, personal communication, 2012-05-02).

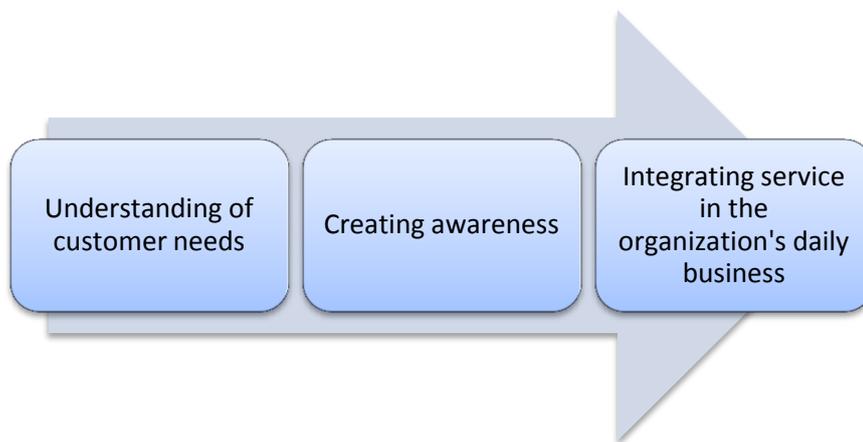


Figure 2 Process of Integrating Facebook (Dobosz, 2012)

Integrating a new service into a company is process and the value creation needs to be integrated in a company's marketing strategy (Grönroos, 2004). As can be seen in Figure 2 *Process of Integrating Facebook*, the first step is to listen to the needs of the customers. Is there a need for this service? If there is a need, it is important to try to understand how this service is perceived and valued by customers. The next step in the process is to create awareness of the new service. Customers need to be aware of the service for it to be valuable. The third step in the process is developing a strategy for implementing the service into the organization. If the employees are not aware of the service or motivated to integrate it into their work with customers it will not be possible to get the customers to perceive the service as valuable. In addition, the messages posted on Facebook by the bank should encourage the customers to interact with the bank. Self-interest is the main drive for WOM and topics that the customers can relate to are more likely to encourage interaction (Kamins, Folkes & Perner, 1997).

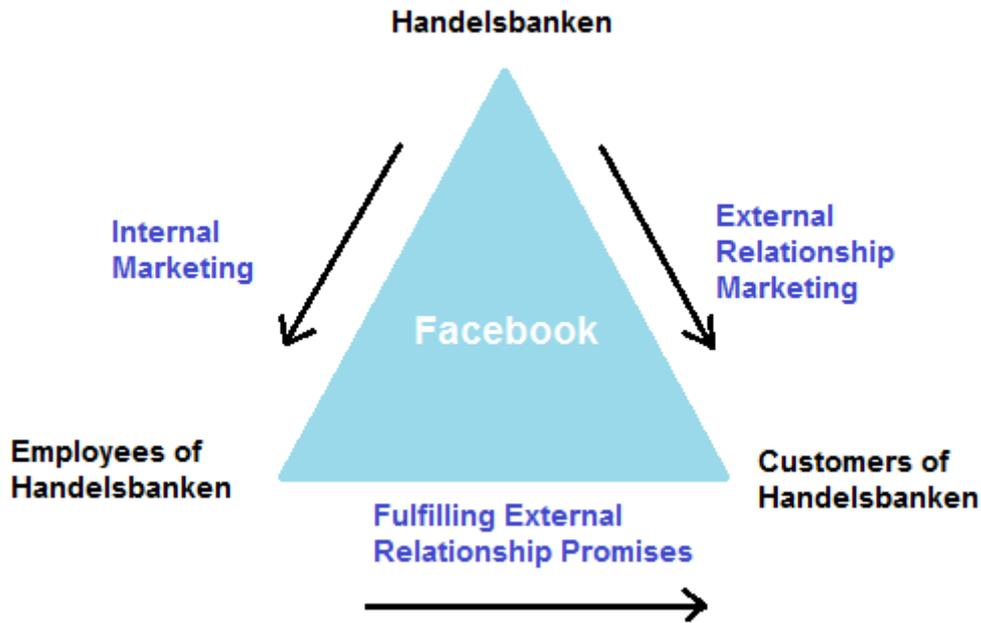


Figure 3 Marketing Strategy Facebook (Dobosz, 2012)

In order to combine the previous discussed marketing concepts a model has been created and it is based on the model by Liljander (2000, p. 163). In Figure 3 *Marketing Strategy Facebook*, it can be seen how the external relationship marketing (e.g. WOM, the Facebook Page) relates to the *internal marketing* and the connection that employees of the bank has to the customers. The *external relationship marketing* increases the customers' expectations of what they can gain from developing a relationship with the bank. The *internal marketing* motivates the employees to deliver service to customers and market Facebook to them. Furthermore, the employees need to fulfill the external relationship promises to keep the customers satisfied. Broken promises are harmful and generate more dissatisfied customers than a lack of promises. Remember that consumers are more likely to engage in WOM when they are very dissatisfied rather than when being content with a service (Anderson, 1998) and consumers tend to forward more negative than positive experiences (Kamin, Folkes & Perner, 1997). The model in Figure 3 *Marketing Strategy Facebook* was used as a base for the gathering and analysis of the empirical data.

3 Method

This chapter explains which methods that were used to attain primary data. A qualitative approach has been used by conducting interviews with employees and customers of the Handelsbanken. The concerns for using interviews for collecting primary data are discussed.

3.1 Research Approach

The purpose of this thesis has an exploratory nature, meaning that it aims to explore the relationship between a bank and its customers. Thus, imply that a qualitative study was the best method for generating results. The best results could be achieved through a case study. (Lee, 1999). An instrumental case study was conducted with Handelsbanken in Jönköping, Sweden. The reasoning for using an instrumental case study was that it enabled insights in the bank's customer management and reasoning behind its marketing. Thus, it benefited the research whether Facebook can be used for customer management in the banking industry and how customers and employees of a bank value interacting in SM. (Silverman, 2010). In addition, conducting a single case study is appropriate when the aim of the study is to explain or question a theory (Marschan-Peikkari & Welch, 2004; Creswell, 2009). According to Creswell (2009) qualitative studies focus on identifying parts of an organizational phenomenon that are meaningful. The emphasis is to understand the participants' perception of the subject at hand, which is why a qualitative study is suitable for a study with an exploratory purpose (Creswell, 2009).

3.2 Research Design

The purpose was to answer whether interactions through Facebook can be used for improving the relationship between a bank and its customers. Hence, the first theories to be discussed were theories of WOM and how to add customer value. This was followed by a discussion of business relationship and which strategies from RM that can be used when implementing Facebook. RM focuses on how to develop a long-term relationship with consumers and is suitable for providing an answer of how this can be done with the use of SM. Furthermore, the frame of reference includes theories of SM, a description of Facebook and a discussion about how these concepts can be combined.

To obtain empirical findings interviews were conducted with employees and customers of Handelsbanken. In addition, observations on Facebook were performed; which will be further explained in the following sections.

3.2.1 Qualitative Interviews

Interviews have been chosen for the study since an understanding can be established with the respondents that the aim is to obtain the full story and the reasoning behind their answers, not only standardized answers. (Weiss, 1994). An advantage with conducting interviews is that the interviewer can gain information direct from the participants, which is useful when sufficient information cannot be gathered through observations and theories.

(Creswell, 2009). Accordingly, Weiss (1994) claims that by performing interviews the researcher can learn about how individuals perceive a situation and how they interpret it. Moreover, the interviews enable understanding of *how* individuals' thoughts and feelings are influenced (Weiss, 1994). The opinions and perceptions of the employees and the customers are more likely to be obtained through qualitative interviews than with e.g. standardized questionnaires. Thus, qualitative interviews are the best method to effectively collect primary data for providing insights in the employees' and customers' perceived value of interacting on Facebook.

3.2.1.1 Sampling

Creswell (2009) states that in qualitative studies the samples do not have to be selected through random sampling, nor do the samples have to be represented by a large number of participants. The emphasis is finding participants that can support answering the purpose of the study (Creswell, 2009). Accordingly, Weiss (1994) discuss that since qualitative interviews provides rich information a sufficient sample group can be rather small.

The interviews were conducted through two different perceptions; the customers' and the employees'. The aim of the interviews with the employees was to obtain understanding in whether the *internal marketing* has motivated the employees to engage in the bank's new customer management tool. Consequently, the sample group of employees will be considered as a panel of informants, they belong to an organization and the interviews have the aim to study the customer management within the company. According to Weiss (1994) it is pivotal to interview people from different levels and groups of employees to overcome the barrier the employees might use to protect the organization from outside intruders.

The sample group of employees is based on the criteria that they are familiar with Facebook and are using it. The first step was to determine which ones of the employees, at the office of Handelsbanken in Jönköping, that have a Facebook account. Next step was to make sure that the participants worked in different departments and levels within the organization. Subsequently, eight interviews were conducted, then the results could be predicted and outcomes of further interviews would not result in any further insights. The interview settings and duration can be viewed below in Table 1 *Interview Settings Employees*.

Table 1 Interview Settings Employees (Dobosz, 2012)

Name Employee	Place	Duration
Adrian	Handelsbanken's office, Jönköping	38 minutes
Felix	Handelsbanken's office, Jönköping	35 minutes
Agnes	Handelsbanken's office, Jönköping	25 minutes
Ismael	Handelsbanken's office, Jönköping	30 minutes
Linda	Handelsbanken's office, Jönköping	23 minutes
Fredrik	Handelsbanken's office, Jönköping	25 minutes
Carl	Handelsbanken's office, Jönköping	17 minutes
Viktor	Handelsbanken's office, Jönköping	41 minutes

The aim of the interviews with the customers was to provide insights in whether Facebook is reaching out to them or if the efficiency is overrated by Handelsbanken. Since a list of customers could not be provided by the bank due to secrecy, a convenience sampling was tried out as a method to collect a random sample group of customers. (Malhotra & Birks, 2007) This was done by visiting the bank's office and approaching customers. The criteria for this sample were that the participants were customers of Handelsbanken and have an account on Facebook. However, this method turned out to not be successful since no customers were willing to participate in the study. A reason for their unwillingness could be that the customers had reserved a time slot for their errand at the bank office, and an interview was not included in that time slot.

A new method was chosen and the snowball effect was considered more appropriate. A group on Facebook was created asking after customers of Handelsbanken willing to participate in a study. These participants were asked to suggest other customers of the bank that were also users of Facebook. (Malhotra & Birks, 2007). After eleven interviews no further insights could be provided by conducting more interviews. The customers were represented by a target group from various locations in Sweden, with different occupations, genders and age. The settings and duration for the interviews with the customers can be viewed below in Table 2 *Interview Settings Customers*.

Table 2 Interview Settings Customers (Dobosz, 2012)

Name Customer	Place	Duration
Åsa	Jönköping, in a group room at Jönköping University	24 minutes
Daniel	Jönköping, in a group room at Jönköping University	23 minutes
Zoraja	Jönköping, in a group room at Jönköping University	16 minutes
Gustaf	Jönköping, in a group room at Jönköping University	18 minutes
Vincent	Jönköping, in a group room at Jönköping University	14 minutes
Erik	Gävle, at Waynes coffee	16 minutes
Sarah	Norrköping, at the participant's friend's apartment	19 minutes
Christina	Norrköping, at the participant's friend's apartment	17 minutes
Anders	Norrköping, at the participant's friend's apartment	20 minutes
Natalia	Norrköping at the participant's apartment	28 minutes
Per	Linköping at the participant's apartment	23 minutes

3.2.1.2 The Interview Questions

During all the interviews open-ended questions were used to enable the respondent to reflect and elaborate upon her/his opinions. In addition, open-ended questions are less biased and provide the researcher with plenty of information. (Malhotra & Birks, 2007). The interviews were divided into different parts with the intention to target various aspects of the participant's perception of the issue at hand.

The interviews were divided into three parts; the personal use of SM, the perception of the launch of Handelsbanken in SM and the perception of the bank. The first section regarded the private use of SM. The first question was whether the participant knew what SM is, since the knowledge of SM is essential to be able to conduct the rest of the interview. The following questions for the first section was whether the participant use SM, if yes, which SM and how they use it. These questions were asked because it may affect their opinions of Handelsbanken's presence in SM. If the participant does not use SM it can explain a lack of interest of the bank's presence on SM. The second section was devoted to the reflections

of the launch of the bank on Facebook. Furthermore, the participants were asked about their knowledge of Handelsbanken's presence in SM and whether they have interacted with Handelsbanken on Facebook. In addition, the reasoning for their actions or non-existent actions was questioned. Whether the participant has interacted with Handelsbanken or not and the reasoning for the existing or non-existing actions provides beneficial insights for the research questions of the customers' and employees' responses to the presence of Handelsbanken on Facebook. In addition, if the employee has limited knowledge of the bank's presence in SM, it can explain if the customers have lacking knowledge.

The last section of the interviews was devoted to the personal relationship with the bank. The customers were asked questions regarding the perception of the bank, which services he/she uses and how he/she communicates with the bank. If the customer always visits the office when having questions or is trying to find answers herself/himself on the internet may affect whether they are willing to communicate with the bank on Facebook. The employees were asked questions regarding their relationship with the bank, their perception of the bank's marketing and how they deal with unsatisfied customers. The employees' personal perception of the efficiency of the bank's marketing approach, customer service and relationship with the bank may affect how they promote the Facebook page to customers.

By interviewing both customers and employees the empirical findings enabled a comparison between the goal of launching Handelsbanken on Facebook, how the Facebook page is perceived and marketed by the employees and how it actually affects the customers. Thus, the four research questions "How do the customers respond to the presence of Handelsbanken on Facebook", "How do the employees respond to the presence of Handelsbanken on Facebook?", "Was the goal of launching Handelsbanken on Facebook fulfilled according to the response of the customers and the employees?" and "How can Handelsbanken improve its Facebook page?" could be answered.

3.2.2 Observations

The reasoning for observing how consumers interact with Handelsbanken through Facebook is that the way consumers think does not always reflect how they act. Consumers may exaggerate their concerns for an issue and deemphasize their actions to avoid being judged negatively. Observations of consumers' actions online enables a deeper analysis of whether interaction through Facebook can be used as a tool for improving the relationship between Handelsbanken and its customers. In addition, the observations give a deeper understanding in which situations a customer chooses to interact with the bank through Facebook, is it when they need help, want to express their dissatisfaction or during other situations? The observations enabled comparisons between the consumers' opinions and their behavior. According to Creswell (2009) qualitative studies are often performed through interviews and observations, meaning that information is attained through observing people acting in the context of the study, which in this case would be on Facebook. Observations can be useful when studying behaviors that the participants are not comfortable to discuss or not are not fully aware of. (Creswell, 2009).

The observations were conducted through monitoring the Facebook page of Handelsbanken and observing what kind of interactions, if any, the customers have with the bank. The observations were performed without participating in the interaction between the customer and the bank. In addition, further insights regarding the interaction between customers and the bank was obtained by using the mail-function on Handelsbanken's Facebook page. An email was sent with questions and it was observed whether a response was given and how long time it took. In addition to receiving useful information about interaction patterns, it proved whether interacting on Facebook is working.

3.3 Analysis

Since the sample size is rather small when conducting interviews, the analysis consists of quotes and summaries rather than statistics and numbers. The insights provided by the answers from the interview questions are interpreted and analyzed in relation to the theories in previous chapters. (Weiss, 1994).

During the analyze it is important to consider possible errors. A non-sampling error to consider is whether a respondent makes a neutral response and the interviewer interprets the answer negatively or positively. To decrease this kind of error it is important to analyze if the body language is consistent with the oral answers. Another non-sampling error is that the respondents may not give straight answers since the questions in the interview are open-ended. Therefore, the interviewer might have to interpret their answer and make assumptions about their opinions. It is also important to reflect if the interviewer has influenced the participants of the study, e.g. the environment for the interviews. (Creswell, 2009).

The analysis was conducted through an issue-focused analysis, meaning that the outcome of the interviews was described. The aim is to focus on issues that can be learned from all of the participants in the study. The contribution from the different participants may vary and the discussion will move from topic to topic. Information gathered through the interviews has been categorized to enable a more clear understanding. (Weiss, 1994). Thus, the analysis follows the structure of the theoretical framework, albeit, with some adaptations to the empirical findings. Consequently, the empirical findings will be presented and analyzed in the categories of customer information search process, why or why not interacting on Facebook, whether the content on Facebook encourage interaction, whether the Facebook page add customer value, business relationships and the implementation of Facebook at Handelsbanken.

3.3.1 Limitations

A potential limitation of conducting interviews is the possibility of biases. The participants might be affected by the way the interviewer behave, ask questions or respond to answers and questions. The interviewer must ensure that the respondents feel comfortable to answer questions, but should stay neutral to decrease bias. In addition, it is a risk that the respondents want her/his answers to reflect opinions or behaviors that do not reflect the reality. For example, if customers do not want to reveal that they do not care about which bank they belong to or which services it offers.

A limitation with interviewing the employees of the bank is the possibility that they want to provide information that augment positive perceptions of the bank rather than the truth. The employees' anonymity is secured by a contract; however, this might not be enough to overcome the feeling of betraying the employer when revealing negative information.

Moreover, none of the customers of Handelsbanken that participated in the study had visited the Facebook page of the bank. 5000 Facebook-users have "*liked*" Handelsbanken on Facebook and if any of them had been interviewed additional insights could have changed the results of the study. However, due to the customer secrecy of the bank, information about the customer base could not be obtained.

Due to the fact that Handelsbanken is a decentralized organization and each office decide by itself how to approach its market, the marketing strategy and implementation of Facebook may vary depending on where the office is located. If the interviews had been conducted with employees from another office in a bigger or smaller city the results may have been different.

3.3.2 Ethical Concerns

Ethical issues are important to consider when conducting qualitative research. According to Framework Research Ethics (2010) there are some important rules to consider for ethical research. The first rule adopted for this study was that the participants in the research were anonymous and information gathered was handled with regard to this. Hence, the names of the participants are fictional. In addition, the participants were informed and asked for approval in advance when being recorded. Thus, guarantees the integrity, quality and transparency of the study. The second adopted rule was that the participants of the study were informed about the purpose and methods of the research and how their participation contributed to the study. The third approach to the study was that participation in the research was voluntary and that the participants were free to refuse participation whenever they wanted. Furthermore, the questions asked during the study were opened-ended and not leading to ensure the independence of the study. (Framework Research Ethics, 2010). To make sure that the employees felt that they could express their opinions and thoughts, a contract (see appendix 9.5 & 9.6) was signed before the interview started, explaining how the interview was going to be performed, who will have access to the infor-

mation gathered and how their anonymity will be secured. For the customers the same contract was agreed upon orally. The reasoning for different approaches to customers and employees were that a written contract for employees would increase the feeling of anonymity and opportunity to express more openly, without fearing to not representing their employer in the best way. However, for customers a written contract might have been intimidating and an oral contract was considered to be more appropriate.

3.3.3 Trustworthiness

For the study to be trustworthy the interviews were recorded and used with the participants own words, without changing or selecting the phrases until the analysis was performed, ensuring that the respondents true reflections were analyzed.

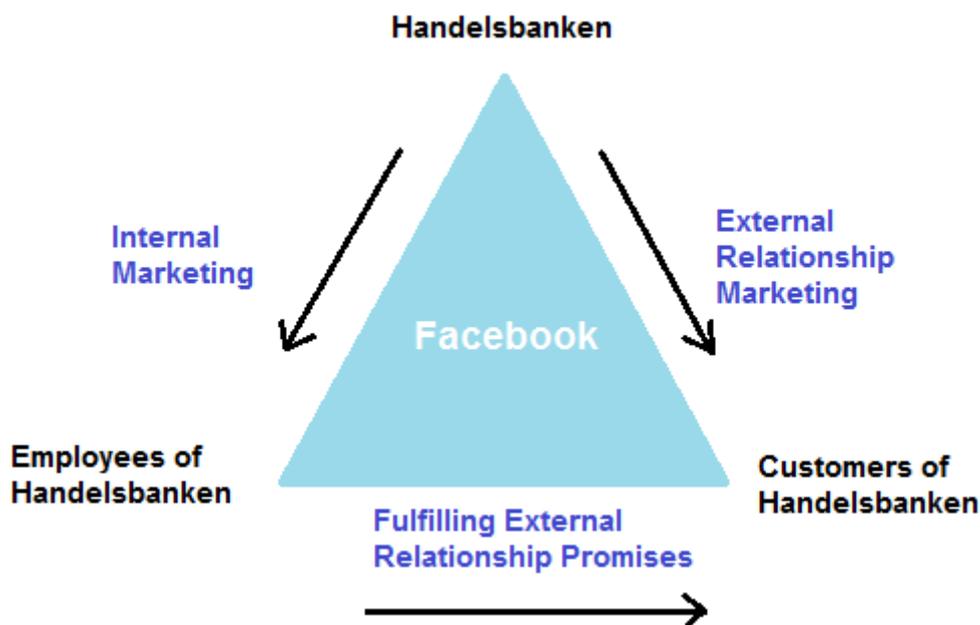
According to Lincoln and Guba (1985) a study needs to describe and provide sufficient data, for allowing other researchers to compare studies. This thesis provides the reader with a description of the company that the case study is conducted upon. In addition, the interview questions, the criteria for the sample groups and the interview settings are described. Thus, provides sufficient information for other researchers to redo the research.

Lincoln and Guba (1985) claim dependability in a study can be achieved by having reviewers examining the process and end product of a study (Lincoln & Guba, 1985). Thus, Claes Ericson, the CEO of Handelsbanken in Jönköping, Carl Bjurling, the Head of Digital Media Communications at Handelsbanken Sweden, and Sverker Hemring, an employee from the Facebook Team of Handelsbanken, was given the opportunity to control that the information in the thesis are consistent with the information they had provided. Furthermore, conformability in a study is achieved by making sure that the research is not biased (Lincoln & Guba, 1985). Thus, the interview questions were constructed to create as little bias as possible.

4 Is Handelsbanken Using Facebook Efficiently?

In this chapter the empirical findings is presented and linked together with the theories from the theoretical framework.

The analysis is based on Figure 3 *Marketing Strategy Facebook* from chapter 2.4 *Implementation of Facebook* (can also be seen below). In the analysis it was investigated whether the Facebook page encourage interaction and adds value to provide insights in whether the *external relationship marketing* has been successful. In addition the implementation of Facebook into the organization of Handelsbanken has been studied to find out if the *internal marketing* has been sufficient. Throughout the analysis the customers' and employees' perspective have been analyzed to gain insights in whether the employees have fulfilled the promises made through the *external relationship marketing*. In addition, the employees' opinions add information to the discussion whether Handelsbanken has been able to achieve *internal marketing* for the Facebook page.



4.1 Customer Information Search Process

Due to the purpose of this study to answer whether Handelsbanken can use Facebook as a channel for interacting with its customers to improve the bond to its customers, the first interview questions regarded how and in which situations the customers usually interact with Handelsbanken. Whether the customers prefer asking their questions in face-to-face meetings with employees of the bank or finding the answers by themselves may affect the efficiency of Facebook as a communication tool. The answers varied, but had one thing in common; none of the customers interacts with Handelsbanken in SM. The customer Sarah answered:

“When I have questions I try to find the information by myself through the internet. I cannot even remember the last time I visited the bank’s office”.

This response was very common during the interviews. Many of the customers choose to find answers to their questions by themselves either on Handelsbanken’s homepage or by searching online. Erik said:

“I usually do not contact the bank at all; I only do it when I have lost my credit card”.

This, hopefully, implies that the customer rarely contacts the bank. Accordingly, Gustaf and Vincent claimed that they first search information online and try to solve their problems by themselves. When the customers cannot find the information they need, they contact the bank by phone or by visiting the bank’s office, depending on their problem. When having complicated questions or problems with credit cards a personal meeting at the bank’s office is preferred.

A short summary of the customer’s information search process can be seen in Figure 4 *Customer Search Process* which is presented below.

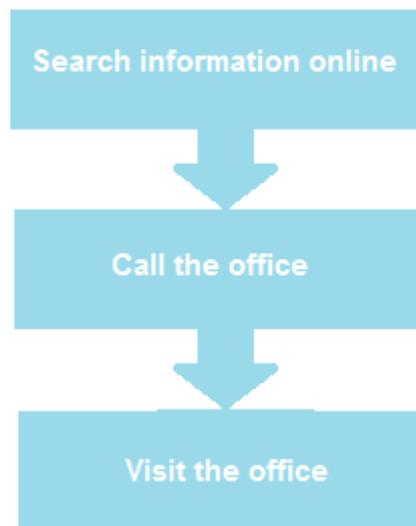


Figure 4 Customer Search Process (Dobosz, 2012)

Due to the fact that a majority of the customers choose to search for information online for answering their questions, it is rather interesting that none of the customers mentioned the Facebook page for finding information. Thus, lead to questions regarding the customers’ usage of Facebook and how information provided on Facebook is perceived.

4.2 Why or Why Not Interacting on Facebook?

To obtain more information whether customers would consider interacting with Handelsbanken on Facebook the first step was to study their normal usage of Facebook. All of the respondents have a Facebook-account and during the interviews it was exposed that all of them use Facebook every day. When asking how often the respondents use Facebook the customer Erik replied:

“I check it all the time, when I am not at home I check Facebook through my phone. I actually check it way too often, it is like a reflex for me” (laughing).

Accordingly, the customer Sarah stated:

“I use my Facebook daily, every hour, every minute. It is embarrassing how often I use Facebook. I have the application for Facebook on my phone, so I see if it has been any updates immediately”.

The customer Natalia answered that she does not fully understand how to use Facebook, but still use it every day to read updates and gossip about friends. Furthermore, the employees of the bank were asked about their personal perception of why Handelsbanken is present on Facebook. The general answers were that Handelsbanken use Facebook to keep up with new trends, generate awareness among consumers and reaching out to the younger segments of the customers. Adrian said:

“Handelsbanken use Facebook because it is an often used media. Handelsbanken wants to follow the trends and developments. Many of the young adults use Facebook and might not be in contact with the bank’s office that much because many of them use internet and the mobile service instead. I think that the bank tries to reach these customers through Facebook instead of the traditional way.”

A similar answer was given by Agnes:

“Handelsbanken is present on Facebook to reach out to more people. A lot of customers conduct their business by themselves online. We do not meet them and if we can be able to provide them with more information that enables the customers to do more business at home, then it is good. The end goal is of course to generate more business for the bank.”

The customers use Facebook daily and search for information online. The bank is present on Facebook to reach out to their customers and the goal of Facebook is to extend the channel for customer-company interaction and customer service (C. Bjurling, personal communication, 2012-03-29). In addition, Facebook is a part of the customer respondents’ every-day-life and the majority tries to solve their problems by themselves by searching the internet. Thus, one could assume that the customers would know about Handelsbanken’s presence on Facebook. However, the interviews revealed that only one of the customers was aware of it. The customer Gustaf had seen the Facebook-logo on Handelsbanken’s homepage, which implies that the company is present on Facebook. However, the customer had not visited the Facebook page of the bank. When asked why Gustaf answered:

“Because I did not think that it could provide me with any additional information than what I am interested in receiving directly from my bank. I do not think that it belongs to the business of a bank to be present in Social Media. Therefore, I do not think that they should invest in it. It is not something they should be good at and it is not a reason why I am a customer of Handelsbanken. However, it is positive that they show an interest for keeping up with trends and is trying to be a modern bank that is following the development.”

Thus, one can argue that the *external relationship marketing* have not been successful. All facts indicate that being present on Facebook can increase awareness of a company and that customers are willing to engage in discussion in this social network, yet, the customers of Handelsbanken are not even aware of the bank’s presence. Therefore, one can also argue that based on the response of customers and employees the goal of the Facebook page of Handelsbanken has not been fulfilled. During the interviews with employees, Agnes stated that she believes that interacting with customers on Facebook is a good strategy to augment the interaction with young customers. She discussed:

“I think that older people are online on Facebook only to stay in touch with friends, not to get news from a bank. Younger people are more open to information. They say “I read this on Facebook..”. Young people search for information online instead of calling the bank”

During the interviews with the employees interesting information was discovered. It was revealed that out of the eight participants, only two of the employees was sure about in which SM Handelsbanken is present. Four of them could mention Facebook and Twitter, yet, claimed to not be sure. Two respondents did not know at all which SM the bank is using. Thus, even though all of the employees have an account on Facebook, not all of them are aware of the bank’s presence on Facebook. The two employees that were certain of the bank’s presence on Facebook had both visited the Facebook page. However, neither of them interacts with customers through SM. Adrian discussed:

“If a customer has read something on Facebook it is good if I can see what Handelsbanken actually had posted on the page. I can see how the customers reacted to the bank’s posts too. In addition, it is good for detecting unsatisfied customers so that I can respond to them. However, I never comment on anything on the Facebook page. It feels wrong if my customers can see that I have written something there.”

As similar response was given by Felix, who explained the statement with:

“I am visiting the page as a private person and not when I am working. If I had read a comment by a customer it would have been in my spare time as a private person. It is a hard question to answer whether I would respond to a customer’s questions. (Sighs. Long silence.) I would probably not have been affected at all. However, it depends on what the customer wrote. If he was complaining about the bank through Facebook and I had seen it, I would not answer him on Facebook in that forum. Instead, when I get back to the bank and have the role as an employee, I would have contacted the customer and told him that I had seen the discussion on Facebook and then take it from there to solve the problem.”

This statement implies that even though the employees do not respond to posts and comments made by customers on Facebook, the forum can still augment the interaction between the two parties. However, actions are not always consistent with words and the employees admit that they do not mention Facebook at all when they have discussions with customers.

The bank aims to build trust and long-term relationships through interaction. In addition, the bank tries to exist where the customers exist in order to increase availability. (Handelsbanken, n.d.). From this one can draw the conclusion that Handelsbanken engaged in Facebook to augment availability and implement *service augmentation*, the strategy of complementing an existing service with an extra service. Hence, use the extra service to differentiate from competitors and increase customer loyalty (Berry, 2002). However, *planned marketing communication* is considered as the least credible act of communication (Grönroos, 2004b). What customers perceive as valuable can only be determined by the customers (Wodruff, 1997). One can discuss that it is also in the mind of the consumers to determine in which level the marketing communication can be categorized. In addition, it is important to have insight in the consumer behavior in different SM. If the primary purpose for using Facebook is to connect to friends and look at pictures, it can explain why customers have ignored the presence of Handelsbanken on Facebook.

Due to the fact that Handelsbanken claims to not use marketing and perceive the Facebook page as *service augmentation*, it can be assumed that the interaction on Facebook is perceived as *unplanned marketing communication* by the company. However, while interviewing the customers it was obvious that they do not perceive the Facebook page as unplanned messages nor as *service augmentation*, which was evident in Erik's discussion of Handelsbanken's presence in SM:

"If consumers do not see you, you do not exist. All companies want to be seen and everybody is present on Facebook. I think that probably 75 percent of the customers of Handelsbanken are present on Facebook. The other 25 percent is probably retired people and others that have chosen to not be a part of Social Media. It is good to be present on Social Media for a company. For an example if I would "like" Handelsbanken on Facebook, then their posts would appear on my news feed. I would only scroll through the information, but I would probably catch some of it. It is more efficient marketing than if the bank would send a folder to my home, because I would not read it at all. There is competition between banks and if they do not exist on the internet it might be harder to keep their customers. Social Media is more effective than any other marketing channel."

When the customer Åsa was asked to give her reflections concerning the bank's use of Facebook she answered that she lacks awareness of it, but that she has seen advertisements by Handelsbanken on Facebook. However, as mentioned earlier, Handelsbanken does not use advertisements for marketing. Thus, it can be assumed that these advertisements were provided by another bank, a competitor to Handelsbanken.

Due to the fact that *planned marketing communication* is perceived as the least trustworthy communication (Grönroos, 2004b), Handelsbanken should try to post messages through their Facebook page that can encourage their followers to start discussions. If the customers would discuss topics connected to the business of Handelsbanken, the company could help the customers with questions that occur during the discussions. Hence, provide information that could be perceived as unplanned messages.

Moreover, the employees were asked whether they believe that the implementation of Facebook has changed the way customers communicate with the bank. Felix answered:

“No, if there is something you might ask on Facebook it is questions with an easy character. You would not ask about your interest rates or your private loans on Facebook. The customers will talk about that at the office during an eye-to-eye meeting. The questions I could imagine someone asking on Facebook are how to close a credit card or similar. I believe that customers are scared of asking questions in Social Media. It is a lot of secrecy in the banking industry. Customers might be scared or embarrassed to say which bank they belong too. People are scared of doing the wrong thing and do not want people to judge their choice of bank. On Facebook there is no anonymity if you make comments. Furthermore, if the customers want to express emotions it is harder to do it on Facebook, because you show your thoughts and opinions in public for everyone to read and make comments to.”

This answer was consistent with the statement from the customer Zoraja:

“Often concerns connected to the bank are of a more private character. I would like to talk to the employees directly or over the phone. I do not want anyone to be able to read about my economy online.”

It seems that there is resistance for discussing private financials in public forums. However, there is a possibility to send private messages to the bank on the Facebook page. Thus, the customers do not need to discuss their concerns in public. Nevertheless, the customers seem to be unaware of this possibility. This can be explained by the fact that this option has only been available since the 30th of March 2012 (S. Hemring, personal communication, 2012-04-25). In addition, this service has not been marketed to the customers. One can question why the bank is not using the page's full potential. By not marketing the available services on Facebook the bank is not using efficient *external relationship marketing*.

Other perspectives were also revealed during the interviews. It was discovered that there is no need for asking questions to the bank in SM, and that the centralized service is not consistent with the decentralized approach of the bank. The employee Fredrik stated:

“We do not want all communication to be online. We do not want to be a centralized company. I do not think that Facebook is a channel for questions and answers; it is more about extended information. For that kind of information I think that the channel can work. For more important questions I think that it is better if the customers contact the office and its employees.”

Felix response is consistent with the statement by the customer Åsa:

“I would not visit the Facebook page to find customer information. The bank has all the necessary information on its homepage.”

In addition, the customer Anders discussed:

“I would read the information on the page if I was interested, but at the moment I am not. I feel that it is easier to explain my questions face-to-face with the employees and that I will receive better answers that way.”

These statements reveal that Handelsbanken is not being consistent. The organization structure seems to be pivotal for the company, the employees talked about the benefits a decentralized organization generate to themselves and the bank’s customers. One can wonder if having a centralized service is the right strategy for this bank. However, one can argue that a change is needed for reaching out to the younger customers that, due to technology, is becoming more and more disconnected to the bank.

Furthermore, this information is displaying that the discussion by Mangold and Faulds (2009) that consumers perceive content provided by SM as more trustworthy than information received from the company itself, might not be applicable to all types of industries and SM. In addition, these findings suggest that there might be more aspects than the lack of awareness affecting the efficiency of Facebook as a communication tool for Handelsbanken. If the customers are not feeling safe enough to discuss their concerns regarding their private economy on Facebook, visits the bank’s homepage to find answers to general questions and the bank does not want to use Facebook for marketing, then what can the page be used for?

A short summary of the previous discussion is provided below in Table 3 *Interacting on Facebook*.

	Customers	Employees
Use of Facebook	Daily	Often
Awareness of Handelsbanken's presence on Facebook	Low	Medium-Low
Why does Handelsbanken use Facebook?	Reaching out, generate awareness, keeping up with trends, effective marketing	Reaching out, generate awareness, keeping up with trends
Why interacting on Facebook?	Easy to ask general questions	Enables to reach dissatisfied customers, augment interaction with the younger customers
Why not interacting on Facebook?	Do not want to discuss private concerns online, can find general information on Handelsbanken's homepage instead, no anonymity on Facebook	Do not want to have centralized communication, no anonymity on Facebook

Table 3 Interacting on Facebook (Dobosz, 2012)

4.3 Does the Content on the Facebook Page Encourage Interaction?

Considering that none of the customers had used the Facebook page for interacting with the bank, no questions could be asked whether the information provided by the page were of any value for them. However, the interviews continued by discussing what kind of content on the Facebook page that would encourage the customers to read and comment to the posts. The information gathered through interviews with customers and employees was compared to the observations since the actions of consumers are not always consistent with their words. The content on the Facebook page was analyzed and then the mail-function was tried out. Sverker Hemring, an employee of the Facebook Team for Handelsbanken, answered the mail fast and provided beneficial information, which was consistent with the observations made on the Facebook page. According to Hemring (2012) the people who has "liked" the Facebook page has made 100 posts from the 1st of January 2012 until today (2012-04-30), meaning 0.83 posts per day (this information does not include follow-up questions). The characters of the questions vary, but have lately regarded mobile bank identification, rates on the house market and the opening hours for Handelsbanken's internet service. Furthermore, he informed that Handelsbanken has made 114 posts this

year and 25 of them received comments. The bank has until the beginning of April pushed its TV-channel on Facebook, but from now on it will be more careful about what it posts on Facebook. The posts that receives more “likes” and comments are those regarding new or updated bank services, job vacancies (e.g. summer jobs) and availability services (e.g. the 24 hours phone service). In addition, the posts about the bank’s participation in the earth hour received many “likes”. (S. Hemring, personal communication, 2012-04-30). When reading the comments made by customers on the Facebook page it is clear that the topics mainly concern services and their experiences from meetings with employees (see appendix 9.8 *Customer Comments*). Thus, the observations are consistent with the information obtained through the interviews, which can be seen in the discussion by the customer Zoraja:

“I am a student and would therefore be interested in reading what they can offer students. Any other information, like how to invest my money I do not want to read about on Facebook. I only want to read really easy information.”

A similar statement was given by the customer Daniel:

“I want them to post offers that target me.”

Additionally, the customer Vincent discussed:

“I would be interested in information that could be useful for the every-day-life. Also questions asked by other people. I might not always come up with the right questions, which is why it can be good to read comments from other people.”

A common answer during the interviews was that the customers want to read about issues that are closely related to them. The topics should not be in the macro perspective, nor should it be too specific. If the topic is too private the customers prefer to contact the bank for obtaining information. This was also revealed during the observations. A post made by Handelsbanken (see appendix 9.9 *Facebook Post by Handelsbanken 1 (2012-05-16)*) informing about the opening hours during the holiday only received 11 “likes”. Another post by Handelsbanken (see appendix 9.10 *Facebook Post by Handelsbanken 2 (2012-05-10)*) informed about a program being broadcast on Handelsbanken TV and only received 7 “likes”. However, when Handelsbanken posted about the introduction of a new service enabling customers to pay their bills through their phone (see appendix 9.11 *Facebook Post by Handelsbanken 3 (2012-05—16)*) it received 130 “likes”, 14 comments and was shared by two other Facebook users. This indicates that the closer a topic is to the customers’ interests, the higher the level of interaction. This reinforces the argument that consumers are more likely to engage in WOM and interaction when a topic that is closely related to them (Kamins, Folkes & Perner, 1997). The customer Anders explained his opinion:

“They could have information about buying bonds, the rates, how to save money and so on. But I am not interested in that, so I would not read it anyway.”

The customers' discussions are consistent with the opinion of the employee Adrian:

"There are a lot of facts about what is happening in the world. A more macro-perspective so to say, not that much concrete tips for the customers of what they can do. Sometimes it has tips for what the customers can do if they get skimmed or receive fishing mails (attempts to get the customers to reveal their bank account numbers and such). The posts are more embracing a global approach, not the customers. I think that it could be a smart thing to post more about issues that could be beneficial for the customers in their every-day-life."

Another interesting comment was made by the employee Ismael:

"I have not commented on the page at all. I'm not sure why, but it can be because I have not perceived anything as interesting enough to comment yet. Nothing of the content has affected me or made me interested yet. It has not caught my attention. However, I am not that kind of person that gets really engaged, it really has to interest me if I am going to do something."

The employee Felix continued on the same track by saying:

"I do not think that customers read what is posted by the bank. The topics are boring according to young people. It is not fun to read about these kinds of topics. When you read about people's birthdays and look at party pictures, they do not want to read about the crisis in Greece. The bank is probably trying to reach out with its own perspective, but the media has already written so much about it. The bank has been focusing too much on Greece. However, we also have really good movies about pension savings on the page and I hope that many people watch these movies. It is a fact that pension savings is a boring topic and that is feels distant. However, it is so important that it is a shame that it is not more attention on the topic."

Thus, Felix believes that customers do not read what is posted by the bank because of a lack of interest. In addition, he mentioned that he does not think that customers are going to read information about e.g. pension savings until they are about to make a decision about it. However, he also mentioned that he believes that when it is time to make a decision the customers will not search for information through Facebook, they will not base decisions on information obtained through Facebook. Moreover, one can wonder why customers would perceive the content on the Facebook page interesting when it does not succeed in engaging the employees of the bank, the people working and engaging in these topics. Once again, it reveals that both the *external relationship marketing* and *internal marketing* has weaknesses that need improvements.

As mentioned earlier Handelsbanken claims that it does not focus on marketing (C. Bjurling, personal communication, 2012-03-29). However, marketing does not only include big campaigns, billboards and commercials. The strategy a company has chosen for its approach towards current and potential customer can be considered as their marketing strategy. Hence, strategies for generating WOM can be perceived as marketing strategies. Consequently, the strategy Handelsbanken has chosen for generating WOM about their bank and augment customer satisfaction is their marketing strategy. Subsequently, the Facebook page can be perceived as a part of their marketing, even though Handelsbanken claims that the

page exists only for the purpose of adding extra service for the customers. Therefore, it should be discussed whether the Facebook page can generate WOM or not. Remember that consumers tend to only forward information that is connected to them. WOM can reinforce positive and negative attitudes towards choices the customers have made. (Kamins, Folkes & Perner, 1997). Consequently, positive WOM marketing about Handelsbanken can augment the customers' positive perception of the bank. The theory of companies not being aware how to develop effective WOM strategies even though they are aware of its importance (Kamins, Folkes & Perner, 1997) becomes evident when observing that Handelsbanken's posts on Facebook do not receive many "likes", comments or shares by followers. The posts rarely augment interaction with more than 10 followers, which can be considered as a low number, considering that the bank has 5000 followers on Facebook (C. Bjurling, personal communication, 2012-03-29). Subsequently, when comparing the number of customers interacting with the bank on Facebook with the number of customers in Sweden, 1.9 million (C. Ericson, personal communication, 2012-04-26), one can really question the efficiency of Facebook for a bank. Companies sometimes do the mistake to not target specific groups with their messages. Subsequently, no customers feel targeted and that the messages are aimed at them. The posts would reach out more effectively if the messages were aimed at a specific target group. (Kaplan & Haenlein, 2011). However, it should be remembered that two factors should not be forgotten when discussing whether the content on the Facebook page encourage interaction. If the customer has not searched for Handelsbanken on Facebook and then "liked" the page, the information provided by the bank will not appear on the customer's news feed, meaning that the information will never reach the customer. In addition, even if the customer has "liked" the page, he or she can choose to "hide" the information from Handelsbanken from her or his news feed, meaning that also in this case the information would never reach the customer.

The Table 4 *Summary Facebook Page Content* provides below a summary of the discussion regarding whether the content on the Facebook page encourage interaction.

Table 4 Summary Facebook Page Content (Dobosz, 2012)

	Customers	Employees
What content encourage interaction?	Offers targeting different customer groups, information suitable for the every-day-life, questions by other customers	Information that are beneficial for the customers' every-day-life
What content does not encourage interaction?	Important information for the private economy, macroeconomic topics	Macroeconomic topics
Observations	Few questions asked by customers and low interaction with the bank.	No interaction (except for the department working with this)
Obstacles for reaching out	<ol style="list-style-type: none"> 1. In order to receive the news feed from Handelsbanken, the customer needs to "like" the page first. 2. The customer can choose to "hide" the news from Handelsbanken from its news feed. 	

4.4 Does the Facebook page Add Customer Value?

When a company implements a marketing strategy or a new service it should be analyzed. Why was it implemented and does it add value to the customers? Remember the first step in the process of integrating a new service. In Figure 2 *Process of Integrating Facebook* it was mentioned that the first step is to listen to the needs of the customers. The discussions in the previous chapters can make one wonder whether the customers feel a need for interacting with their bank on Facebook, or if the service is a desperate way of the bank to adapt to the changing behavior of its customers.

The customer Daniel discussed:

"I cannot really see any value of this page to me personally. I can understand if people that are more interested in stock-exchange and business can see this as a discussion forum, but since I only have a savings account and an account for my salary I am not interested at all. I feel that the bank is scared to be left behind. It wants to be in the top and just throw itself into something it does not understand."

In addition, the customer Daniel was discussing what can be valuable for the customers. If the bank use the page to show the customers what they can do for them, e.g. their offers, it can be beneficial. He also claimed that a page that is not updated and does not include the features and information the customers expect is worse than not having a page at all.

The customer Sarah does not see any value of the Facebook page. She said:

“A bank should be formal and you should go to their office if you have something to discuss. In my world I cannot see how a bank can use Social Media in a good way. It feels weird. A bank should be a bank, and not something else. I have never thought about that Handelsbanken could have a Facebook page. Everything is on Facebook right now, but what can the bank actually write on Facebook that I would like to read? It is just a bank.”

What makes Sarah’s statement so interesting is that she has studied economics and works within the field today, yet, is still not interested in receiving news feed from her bank in SM. However, in the end of the interview Sarah mentioned that she would like to get better insight in her own private financials. She is interested in starting saving money in bonds and would like to read about different bonds on Facebook. She claims that she would like to obtain a better general overview before meeting with employees from the bank to discuss in further detail.

Furthermore, during the interview with the customer Christina some important issues were discovered. According to Christina:

“Facebook and what is written there does not feel serious. My private financials are of serious matter and I would prefer to read information on a serious website. When I am online on Facebook it is to talk to friends and look at pictures. It feels more serious to read information on a serious website, like Handelsbanken’s homepage, because then I know that the information is provided by the bank and that I get real information. It feels stupid to even try to get the same information from other unserious places. Facebook feels more like marketing, there the bank only wants to show their good side, but on their homepage it feels more like if they have information, if you know what I mean.”

Why is it that the customers perceive the message as less trustworthy when they read it on Facebook, when it is the same information as they can find on the bank’s homepage? One reason can be that Facebook is a network developed for networking and keeping in touch with friends. People engage in Facebook to read gossip about others and look at pictures. It should also be remembered that consumers forward gossip that they are aware of that it might not be true (Kamins, Folkes & Perner, 1997). When a company enters a network that are built upon consumers’ want and need to spread and read gossip, it can be harmful for the company. There is a risk that the customers will associate the company with the unserious approach of the social network. The interaction over time with a company defines the value perceived by the customers. Furthermore, one interaction can be so influential by itself that it affects the perceived value. (Reichheld & Teal, 1996). Thus, emphasize the importance of *internal marketing* and the employees’ ability to fulfill the promises made through *external relationship marketing*.

However, the value a customer receives from a service is depending on what he or she had to give up for obtaining it (Woodruff, 1997). Receiving information from Facebook does not cost anything in monetary terms or in costs of time. The customer can easy access information from the network wherever the he or she desires. Meaning that if the company

can achieve to create messages that are perceived as trustworthy and beneficial for the customers the Facebook page can add customer value.

The aspect of time was also discussed by the employee Adrian:

"I think that the Facebook page can be valuable for the customers considering that they do not have time to obtain information about everything. There is often no time to go to the bank's office, therefore, I think that it would be appreciated to get more tips through that channel."

Furthermore, both the customers and the company need to participate in the process of developing value. An interacting process is pivotal for augmenting the customers' knowledge. By interacting on Facebook the customers can be targeted in a network where they are familiar with discussing and interacting. If the company learns how to engage the customer and start a dynamic conversation, the bank can access valuable information. (Wikström, 1996). Subsequently, enables Handelsbanken to adapt its offers to the demands by the customers. In addition, it is important for companies to remember that SM emphasizes the importance of equal participation of both parties engaged in communicating (Kaplan & Haenlein, 2010). Thus, stresses the purpose of the study to answer whether the employees' and customers' perceived value of interacting through Facebook is equal.

Moreover, another issue seems to be that the customers do not believe that there are employees from the bank answering their questions on the Facebook page. Subsequently, affect the trust and feeling of receiving "real" answers. One can wonder why the customers do not believe that it is employees answering their questions.

Furthermore, the employees were discussing whether they believe that the Facebook page can add value to the customers or not. Felix mentioned that the office in Jönköping wanted to create its own Facebook page and call it "Handelsbanken Jönköping" to get even an even closer connection to its own customers. However this was not possible since the office would not be able to monitor the Facebook page in a sufficient way. Felix said that he understands that Handelsbanken in Jönköping could not implement its own Facebook page. However he thinks that it would be a good way for reaching out to the customers and that it is a shame that the office was not able to personalize the page as much as it wanted too.

The employee Linda discussed the value of Facebook and mentioned:

"If you are thinking about something at home, then Facebook is a really easy forum for discussing things, Maybe it is easier to comment on things there, it is easier than to write an email. I believe that Facebook can be valuable because it is inviting to discussions. Writing an email or calling the bank makes the issue so much bigger than it might actually be."

Thus, one can interpret that Linda perceives the Facebook page as valuable for augmenting the feeling that it is easy to connect with the bank for the customers. The employee Viktor was more doubtful about the value of being present on Facebook and said:

‘I am very positive about the Facebook page in one way. However, I do not want it to end up in a negative way. There is a level of not being professional when you launch your company on Facebook. A company, the way I see it, should be careful. Some comments, made by customers, can give the company a bad reputation. You really have to do it the right way and target the right group of people. Some people do not use Facebook for interacting with companies, and if they make negative comments it can reflect upon the company. Subsequently, add a perception of the company as not being professional. Many websites have a lot of advertising that are seen as irritating because the consumers do not want it. By using Facebook the company might add to this feeling of interfering. In addition, it might be too easy to make comments on Facebook, which might contribute to a negative network around the company.

Viktor’s discussion highlights the concerns of Facebook being a network that is not perceived as a serious network for a company to engage in. Thus, is consistent with the discussion that false rumors can be spread by consumers without any control of the companies once they have engaged in SM. Users can easily forward negative information that can spread rapidly. (Qualman, 2010). Whether it is possible or not to add value through the Facebook page is difficult to answer to after the interviews. Nonetheless, due to the fact that both positive and negative factors were revealed, it can be possible to add value if the negative aspects are taken into consideration and solved.

In Table 5 *Perceived Value of Facebook* below a summary of the previous discussion is provided.

Table 5 Perceived Value of Facebook (2012)

	Customers	Employees
Is the Facebook page of any value?	Mixed answers	Mixed answers
Why yes?	Good way to become aware of their offers, good for obtaining a general overview of different topics	Invites to discussions and makes issues smaller and easier to ask questions about
Why no?	Facebook does not feel like a serious network for a bank to engage in, no interest in reading about topics regarding private economy on Facebook, the customers engage in Facebook to read gossips and look at pictures not to connect with their bank	Facebook does not feel like a serious network for a company to engage in, may feel like it is interfering with the customers' experience on Facebook
Interesting observation during the interviews	Customers became more positive about the Facebook-service the more it was discussed. They started to see more value in the service.	The employees became more negative about the Facebook-service the more it was discussed. They started to doubt the efficiency of the service.

4.5 Business Relationships

Handelsbanken's strategy is to focus on customer satisfaction and building long-term relationships. The aim when developing new strategies, services and products is improving the relationship with its customers. (Handelsbanken, 2010). During the interviews it was revealed that a problem for the bank is the changing pattern of customer behavior, which emphasizes the importance of the purpose of this study, to answer whether interaction through Facebook can be used for improving the relationship between Handelsbanken and its customers. More and more customers do their transactions and other banking business online, without meeting any employees. Thus, the customers, with focus on the younger target group, are becoming more disconnected to the bank. Considering how important the connection to the customers is for the bank, it needs to adapt to this changing behavior. Subsequently, the Facebook page was introduced to offer the customers a new way of interacting. Therefore, it can be assumed that Handelsbanken uses Facebook as a *Service Augmentation* to implement *Relationship Customization*. (Berry, 2002). Due to Handelsbanken's emphasize on building long-term relationships based on trust and satisfaction, a part of the interviews were devoted to study how the customers and employees perceive Handelsbanken. Is the relationship as important as the bank claim that it is?

The customer Gustaf believes that a customer's relationship with a bank can influence other consumers. He said:

“My experience is that the relationship with a bank is personal and very important. If a friend “likes” Handelsbanken on Facebook, it might have the result that you also choose to have Handelsbanken as your bank, because you trust your friend.”

Moreover, the bank’s focus on its relationship with the employees could be detected in the way the employees deliberate about their workplace during the interviews. When discussing about their customers they were referring to the customers as “their” customers, implying a strong relationship. Adrian said:

“I know who all of my customers are. When they call I can recognize them. I know where they have been on vacation, how many children they have, what they do for a living. I think that all of the employees are the same, we know our customers pretty well. Handelsbanken is a fantastic brand! A safe and stable bank that always have behaved well, never lent any capital from the government, or give monetary compensations to employees. We can always be proud! We have a good strategy that does not offend people.”

In addition to what was discussed by Adrian, having a decentralized organization structure is giving the employees more responsibility and authority within the office. Subsequently, the bank focus on internal factors to augment the service delivered to customers. (Berry, 2002). When employees are highly satisfied with their job, the customers can feel the positive environment. The result of the *internal marketing* is showed in the answers by the customers. Anders explained his experience of Handelsbanken:

“I have always been approach in a good way when I have visited the office. Maybe I ask them a lot of stupid questions, but they always answer in a happy and a polite way. The employees are very positive in general.”

Natalia is a customer who has switched bank several times. She is pleased with Handelsbanken and said:

“I have a contact person at Handelsbanken and that person is always there for me. I do not have to book a time in advance, I can just drop by and say hi. At the other banks they told me that I had to book an appointment, and when I asked if I could do that, they told me to go home and call them instead. I did not choose Handelsbanken because of any marketing. I chose the bank because my father told me that the employees are very nice and friendly.”

In general most of the customers participating in the interviews mentioned that they are pleased with the bank, and that they perceive the employees as friendly and caring. The focus on the relationship seems to be appreciated by the customers. It can also be detected that it exists a relationship because of the way the customers discuss about their bank. They often refer to the bank as “my bank”, which according to Barnes (1994) indicate that a relationship exist. Only one customer argued differently. The customer Sarah said:

“I have a weak relation to my bank. I feel like if it does not exist for real. It is just a place where my money is.”

This statement can be explained by the fact that Sarah is one of the customers that does not visit any office for conducting her private economic business. She also mentioned that she does not want to make any appointments at the office, nor does she wants to call to the office.

However, the bank needs to take customers as Sarah into consideration. In addition, during the interviews it was revealed that both employees and customers refer to Handelsbanken as an old-fashioned and traditional bank. These definitions can be interpreted both positively and negatively. In previous discussions it was mentioned that a bank should engage only in business that are appropriate in the banking industry. However, if the company is perceived as old-fashioned there is a risk that the company loses market shares to competitors that are perceived as keeping up with the needs of the customers.

Table 6 *Business Relationships* below provides the reader with a short summary of the previous discussion.

Table 6 Business Relationships (Dobosz, 2012)

	Customers	Employees
Is there a relationship?	Yes	Yes
Perception of Handelsbanken	Old-fashioned, has a good approach to customers	Old-fashioned, has a good approach to customers

4.6 Implementation of Facebook

In the previous chapters it has been discussed about the lack of awareness regarding the bank’s presence on Facebook among customers and employees. In addition the perceived value of the page was reflected upon. Subsequently, one can wonder whether the bank has put an effort of integrating the new service into the business or not. Hence, during the interviews the employees were asked about their reflections before and after the launch of the Facebook page. In addition, the employees were asked whether they mention the Facebook page to customers during their meetings. One can assume that when implementing a new service in a company the employees are introduced to the service and are given instructions how it can be integrated in their work. At Handelsbanken each office could individually decide how to market and implement Facebook into the daily business of the organization. However, even if the local office decided to not market Facebook, the employees received information about the introduction through the intranet and the company’s magazine for employees. (S. Hemring, personal communication, 2012-05-02).

Even though the employees were informed about Facebook through internal processes, the interviews revealed that few of the employees knew when Handelsbanken was launched on Facebook. Thus, imply that employees had not been reached by the information, which can be evident in the comment made by Felix:

“I do not know when it was launched, maybe 1.5 years ago. That is actually a kind of fun reflection that the employees did not even know about it. We did not know about the launch, it was more like “Oh, so now we are on Facebook?””

In addition, the employee Ismael mentions that he does not remember that he has received any information about the Facebook page. He stumbled upon the page and visited because he was curious. Additionally, it was discovered that a majority of the employees do not mention the Facebook page at all to the customers. In addition, Viktor discusses that even if he would like to mention the Facebook page to customers, he does not know how to include it in a discussion. He says that when discussing saving plans it does not feel appropriate to mention the Facebook page. It can be discussed whether this is a result of the perception of Facebook as not being a serious channel for information.

Moreover, one can wonder how the customers are supposed to be aware of this new service and see any value of it, when it is not implemented in the bank organization, not marketed by the bank or mentioned by the employees. Once again, it is clear that Kaplan and Haenlein (2011) were right when they claimed that many companies do the mistake to assume that by being present in SM they can automatically reach broad target groups. It is interesting that an organization that emphasizes that it is decentralized chooses to introduce a central service for reaching out to the customers. It can be discussed if it is possible to implement a central service to a bank where each office has the power to individually decide about its marketing strategy as well as how to interact with customers. What if none of the bank offices decides to market Facebook? The result would be that the customers of the bank offices around the country would not be reached by the information of the bank's existence on Facebook. If none of the customers know about the implementation of this new service, why invest and devote a team to monitor and answer comments on the page?

In Figure 5 *Information Chain* below the key aspects of the previous discussion is provided to the reader.

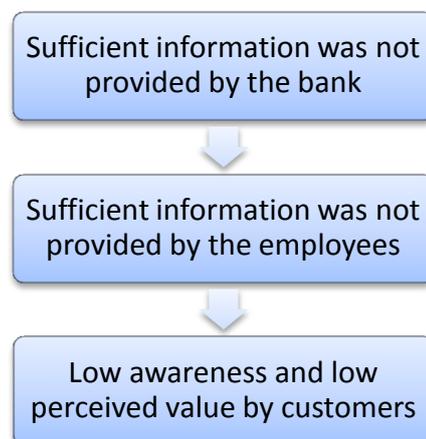


Figure 5 Information Chain (Dobosz, 2012)

5 Conclusions

This chapter provides a conclusion of the empirical findings and suggestions for further research.

During the analysis of using Facebook as communication channel for Handelsbanken several problems were detected. It was obvious that there is a lack of awareness of the Facebook page and that it is not highly valued by the customers or the employees of the bank. The main problems can be detected in the two categories of *internal marketing* and *external relationship marketing*.

Within the category *internal marketing* the main problem is the inconsistency Facebook adds to the organizational structure. The Facebook page is a centralized communication tool, since it is performed through a central Facebook team from the bank and not by the employees at the different offices. Thus, it is not consistent with the decentralized approach of the bank. The bank is constantly emphasizing that the organization is decentralized and the value of each office being able to take their own decisions regarding marketing and so forth. The company claims that each office knows its market the best and how to approach it in an efficient way. In addition, Handelsbanken wants the employees at each office to develop close relationships with their customers. However, this means that there is a possibility that every bank office in this organization, within Sweden, can individually take the decision to not market or integrate Facebook into their daily business, meaning that the employees will not integrate the Facebook service into their work or promote it to customers.

A problem within the category of *external relationship marketing* is the fact that being present on Facebook does not automatically make the Facebook users aware of the bank's presence. The consumers need to search for the company and "like" it to be able to receive information from the company. Since there is no or low marketing that informs the customers about the bank's presence on Facebook the customers will not become aware of it.

The second problem within the category of *external relationship marketing* regards the customers' needs. Handelsbanken has created the Facebook page to meet the needs of their customers. Its' customers are changing their behavior and are becoming more and more disconnected to the bank, due to technology and the ability to conduct their private economic business by themselves at home. Since the business strategy of the bank is to develop personal relationships with its customers this changing customer behavior is a threat to its business. The Facebook page is a way of adapting its business to the changing needs of the customers. However, the customers were not included in the development of Facebook does not seem to be value it. The low perceived value might be a result of two factors; the reason for engaging in Facebook and the absence of marketing. Customers engage in Facebook to connect with friends, look at pictures and read gossip. Thus, affects the trustworthiness of the information spread on the social network and the willingness to connect with companies in important industries such as the banking industry. Furthermore, the customers became more positive towards the thought of interacting with Handelsbanken on Face-

book the longer it was discussed during the interviews. Thus, there is a possibility that by marketing the Facebook page and its positive features the customers' perception of its value would increase. Thus, it could help improving the relationship between the bank and its customers.

5.1 Discussion and Suggestions for Further Research

Based on the conclusions one can argue that Facebook may not be the optimal communication tool for a decentralized bank. There is a lack of trustworthiness and awareness. To improve the interaction on Facebook the content needs to target customers so that they feel that they can relate to the posts. If the company can succeed in increasing the trust and interest it can be argued that it can aid in improving the relationship to the more disconnected customers. However, more studies should be conducted regarding how the purpose of the SM affects the perception of a company. In addition, studies should be made whether engaging in SM can be harmful for industries, such as the banking industry, that is characterized by secrecy. Moreover, a quantitative study should be made in order to enable generalizations and find out whether a bigger sample would generate the same results.

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7 Appendices

7.1 Interview Questions in English- Employees of Handelsbanken

1. Position in the bank (only to confirm that they are in contact with customers)

Personal use of Social Media

2. Do you know what Social Media is?
3. Do you use Social Media?
4. Do you know in which Social Media Handelsbanken is present?
5. Have you visited the Facebook page of Handelsbanken? *Why? / Why not?*
6. Have you used the Facebook service of Handelsbanken? *Why? / Why not?*

Employee perception of the launch of Handelsbanken in SM

7. What do you think was the intention of launching Handelsbanken in Social Media?
8. What were your expectations and thoughts about introducing Handelsbanken to Facebook?
9. What is the goal of the Facebook service?
10. After the implementation, what is your reflection about the Facebook service?
11. Do you think that the presence in Social Media has affected the way customers interact with the bank? How? Why not?
12. Which customers do you think the presence in Facebook is targeting?
13. Which customers do you think interact with their bank in SM?
14. Do you think that SM has affected the relationship the customers have with Handelsbanken? If yes, how? If no, why not?
15. Have you received any feedback from customers/Facebook users?

Employee perception of the bank

16. Does Handelsbanken differ from its competitors, if yes, how?
17. What does the Handelsbanken brand mean to you?
18. What is your opinion about implementing new marketing tools?
19. How do you deal with unsatisfied customers? Do you think that this is possible to achieve through Facebook as well?
20. Are you trained in customer service?
21. Can you tell me how Handelsbanken market itself?

7.2 Interview Questions in Swedish – Employees of Handelsbanken

Personligt användande av Sociala Medier

1. Vet du vad Sociala Medier är?
2. Använder du Sociala Medier för personligt bruk?
3. Vet du vilka Sociala Medier Handelsbanken använder sig av?
4. Har du besökt Handelsbankens Facebook-sida? *Varför/Varför inte?*
5. Har du använt dig av Facebook-tjänsten? *Varför/Varför inte?*

Den anställdes syn på lanseringen av Handelsbanken i Social Medier

6. Varför tror du att Handelsbanken lanserades i Sociala Medier?
7. Vilka tankar och förväntningar hade du angående lanseringen av Handelsbanken på Facebook?
8. Vad är målet med Facebook-tjänsten?
9. Vad är dina reflektioner av tjänsten efter implementeringen?
10. Tror du att lanseringen i Sociala Medier har påverkat sättet kunder kommunicerar med banken? *Hur? Varför inte?*
11. Vilka kunder riktar sig Facebook-tjänsten till?
12. Vilka kunder tror du kommunicerar med banken via Facebook?
13. Har Sociala Medier påverkat kundernas förhållande till banken? *Hur? Varför inte?*
14. Har du fått några reaktioner från kunder/Facebook-användare?

Den anställdes syn på Handelsbanken

15. Skiljer sig Handelsbanken från sina konkurrenter? *Hur?*
16. Vad betyder varumärket Handelsbanken för dig?
17. Vad är din åsikt angående att implementera nya sätt att marknadsföra banken på?
18. Hur hanterar du missnöjda kunder? *Kan detta göras via Facebook också?*
19. Är du utbildad i kundservice?
20. Kan du berätta för mig hur Handelsbanken marknadsför sig själv?

7.3 Interview Questions - Customers of Handelsbanken

Personal use of internet and Social Media

1. Do you know what Social Media are?
2. Are you a user of Social Media?
3. If yes, what kinds of Social Media do you use?
4. How often do you use them?

Customer perception of the launch of Handelsbanken on Facebook

5. Did you know that Handelsbanken exist in Social Media? *How did you learn that?*
6. In which Social Media do think that Handelsbanken exist?
7. Have you visited Handelsbanken on Facebook? *Why? / Why not?*
8. Do you interact with Handelsbanken on Facebook? *Why? / Why not?*
9. How do you interact with the bank on Facebook?
10. Why do you think that Handelsbanken is present on Facebook?
11. What are your thoughts regarding the presence of Handelsbanken in Social Media, is it valuable, useless etc.?

Customer perception of his/her relationship with Handelsbanken

12. How would you describe your relationship to Handelsbanken?
13. How often do you visit the physical office?
14. How often do you use the online services?
15. Which of the services offered by the bank do you use?
16. How and in which situations do you usually interact with the bank?
17. Could you consider using Social Media for the same purposes? *Why? / Why not?*
18. Have Facebook had an impact on how you interact with your bank? *How?*

7.4 Interview Questions in Swedish – Customers of Handelsbanken

Kundens personliga användande av Sociala Medier

1. Vet du vad Sociala Medier är?
2. Använder du dig av Sociala Medier?
3. Om ja, vilka Sociala Medier använder du sig av?
4. Hur ofta använder du dig av dem?

Kundens syn på lanseringen av Handelsbanken på Facebook

5. Visste du om att Handelsbanken använder sig av Sociala Medier? Hur fick du reda på det?
6. Vilka Sociala Medier använder sig Handelsbanken av?
7. Har du besökt Handelsbanken på Facebook? *Varför? / Varför inte?*
8. Kommunicerar du med Handelsbanken via Facebook? *Varför / Varför inte?*
9. Hur kommunicerar du med Handelsbanken via Facebook och i vilka situationer?
10. Varför tror du att Handelsbanken har valt att finnas på Facebook?
11. Vilka är dina tankar samt reflektioner angående Handelsbankens existerande på Facebook?

Kundens syn på dess relation till Handelsbanken

12. Hur skulle du beskriva din relation till Handelsbanken?
13. Hur ofta besöker du Handelsbankens kontor?
14. Hur ofta använder du dig av deras internet tjänster?
15. Vilka av Handelsbankens tjänster använder du?
16. Hur och i vilka situationer kommunicerar du vanligtvis med banken?
17. Kan du tänka dig att använda Handelsbankens Facebook-sida för samma syfte?
Varför? / Varför inte?
18. Har Facebook påverkat hur du kommunicerar med banken? *Hur?*

7.5 Contract for the Interviews in English

Contract for Interviews regarding Master Thesis

What is the purpose with the study?

The purpose is to study whether interaction through Facebook can be used as a tool for improving the relationship between Handelsbanken and its customers. Furthermore, the study will provide insights in whether the employees' and customers' perceived value of the interaction through Facebook are synchronized.

Why have I been chosen for the interview?

Step 1 in gathering empirical data for the study is to interview employees at Handelsbanken. Step 2 is to interview the customers of the bank. You have been chosen because you belong to the sample group for step 1.

What does the interview require from me?

I will ask you questions that I want to answer with honesty. The interview will be recorded. The interview will take maximum 1 hour.

Who will have access to the information that I share during the interview?

Your name or your position within the bank will not be disclosed in the thesis. Parts of the interview might be cited, but the citations will not be cited with name and it cannot be related to you as an individual. Only the author of the thesis and the tutor to the author will have access to the recordings and notes taken during the interview. These people are: Sandra Dobosz, author of the thesis, and Helén Anderson, tutor to the author.

What are my rights as a participant?

It is voluntary to participate in the interviews and you can cancel the interview whenever you feel like doing that. You have the right to ask questions regarding the interview and they will be answered.

What will be published?

The thesis will be published and it will contain citations and discussions regarding information that were obtained through the interview.

If I want more information regarding the study, who can I contact?

You are welcome to contact Sandra Dobosz on the mobile number: 0739221925, or by mail: sandra.dobosz@gmail.com

Date and signature participant:

Date and signature interviewer:

7.6 Contract for the Interviews in Swedish

Kontrakt för Intervjuer Gällande Examensarbete

Vad är målet med studien?

Målet är att studera om kommunikation via Facebook mellan Handelsbanken och dess kunder kan användas som ett verktyg för att påverka deras relation. Studien kommer att undersöka hur synkroniserad värderingen av kommunikationen via Facebook är mellan anställda samt kunder till banken.

Varför har jag blivit vald?

Steg 1 för att samla in information som kan möjliggöra studien är att intervjua anställda hos Handelsbanken. Steg 2 är att intervjua kunder till banken. Du har blivit vald för att du tillhör målgruppen för steg 1.

Vad innebär det att delta?

Jag kommer att ställa frågor till dig som jag vill att du svarar ärligt på. Intervjun kommer att spelas in med diktafon. Intervjun kommer att ta max 1 timme.

Vem har tillgång till informationen jag delger under intervjun?

Ditt namn eller din position inom banken kommer inte att avslöjas i uppsatsen. Delar av intervjun kan komma att citeras, men citaten kommer inte att namnges eller relateras till dig som individ. Endast författaren samt handledaren till uppsatsen kommer att ha tillgång till ljudfilerna samt noteringarna från intervjun. Dessa personer är: Sandra Dobosz, författare till uppsatsen, samt Helén Anderson, handledare för uppsatsen.

Vilka är mina rättigheter som deltagare?

Deltagande i intervjun är helt frivilligt och du kan när som helst avbryta intervjun. Du har rätt att ställa frågor angående intervjun och de kommer att besvaras.

Vad kommer att publiceras?

Uppsatsen innehållande citeringar samt diskussioner gällande information som framkommit under intervjun kommer att publiceras.

Om jag vill ha mer information gällande studien, vem kan jag kontakta?

Du är välkommen att kontakta Sandra Dobosz på mobil nummer: 0739221925, eller via mail: sandra.dobosz@gmail.com.

Datum och Underskrift deltagare:

Datum och Underskrift intervjuare:

7.7 Handelsbanken's Facebook Page

facebook Search Home

Välkommen in och prata ekonomi med oss

SHB

Handelsbanken
5,018 likes · 60 talking about this

Bank/Financial institution
Välkommen till Handelsbankens kundsupport på Facebook. Vi finns här kl 8-22 varje dag. Tänk på att inte uppga personliga uppgifter, kontonummer eller lösenord.

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Tassimo Sverige

Vinn en ny TASSIMO. fin, röd T55 (värde 1990 kr) Läs på Tassimos facebookside

Like · Anne Gunnarsson likes this.

CarDelMar Sverige

CarDelMar Sverige nu och säkra dig 130 kr rabatt på alla hyrbilar.

Like · 169 people like this.

Now

April

2010s

2000

1990s

1970

7.8 Customer Comments

Recent Posts by Others on Handelsbanken

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<http://www.dn.se/ekonomi/din-ekonomi/storbanker-satsa...>

1 · about an hour ago



Hej! Jag var en av era kontor på södermalm och fick trevligt ...

1 · Yesterday at 12:53



En riktig skitbank. Att neka någon lån för att dom har en TIL...

2 · Yesterday at 12:47



Vad är email adress för handelsbanken haninge?

1 · 11 May at 21:44



Idag blev jag upp ringd av handels banken :) , då jag starta...

5 · 11 May at 11:56

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7.9 Facebook Post by Handelsbanken I (2012-05-16)

SHB Handelsbanken shared a link.
2 hours ago

I morgon är det Kristi Himmelfärdsdag och våra bankkontor har stängt. Men vi finns här som vanligt mellan kl 8 och 22 och kan svara på generella frågor. Har du frågor om bankärenden ber vi dig att ringa Handelsbanken Direkt. De finns till hands dygnet runt. Det enda du behöver är en telefonkod.
Trevlig fortsättning på veckan!

[See translation](#)

Personlig service dygnet runt för privat- och företagskunder
handelsbanken.se

Like · Comment · Share

11 people like this.

Write a comment...

7.10 Facebook Post by Handelsbanken 2 (2012-05-10)

SHB Handelsbanken
10 May

Idag kl 14:00 direktsänds Skanskas presskonferens om deras kvartalsrapport. Analytiker och Hans Tilly, Byggnads förbundsordförande, finns i studion och kommenterar rapporten och bolagets framtidsutsikter. Programmet leds av ekonomijournalisten Petra Bergman.
<http://tv.handelsbanken.se/2012/05/10/rapportfloden-q1-skanska/>
[See translation](#)

Like · Comment · Share

7 people like this.

Write a comment...

7.1 | Facebook Post by Handelsbanken 3 (2012-05-16)

SHB Handelsbanken shared a link.
22 hours ago

I höst lanseras Swish - ett enkelt, säkert och direkt sätt att betala med mobilen, via mobilnumret. Dela notan eller få betalt för soffan du säljer. Mottagaren har pengarna efter några sekunder.
Swish är ett samarbete mellan de sex största bankerna i Sverige.
Läs mer på <https://www.getswish.com/>. Där kan du även anmäla ditt intresse redan nu.

See Translation



Swish - Betala enklare
www.getswish.com

Sveriges sex största banker har gått samman för att utveckla framtidens sätt att betala. Genom din mobiltelefon kan du enkelt skicka pengar till dina vänners mobilnummer.

Like · Comment · Share 2

130 people like this.

View all 14 comments

 När jag körde det på iPad gick det bra...
See Translation
3 hours ago · Like

SHB Handelsbanken Tack för info, ! Jag skickar det vidare. Bra att det funkade med iPaden. Trevlig fortsättning på veckan. // Sverker
3 hours ago · Like

Write a comment...