Title: The Power of social media when creating business networks
- The Future Valley in Borlänge

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**Abstract**

**Aim:** This is a study of social media in the Future Valley media network.

- To study social media is important because it changes the rules of marketing forever. The new economy gives the individual power.
- In this study it is found how the Future Valley view development of social media, but also how the valley can use social media to develop its future competence and networks.

**Method:** This study is built on the qualitative method. For the theory part I have used sources and to get empirical data I have made sixteen interviews with managers within the network of Ahead - Media & Communication. The restriction in this report is that I focused on blogs and social spaces.

**Results & Conclusion:** Trademarks can be built with social media, but to do that the sender must be able to communicate back through the media, which takes a lot of time. The use of social media will increase. The Future Valley and the network Ahead - Media & Communication is in need of strategies for social media. I suggest: social media mix, service community and international cooperation with other clusters.

**Suggestions for future research:** Investigations that could be done is to find target groups. Behavioural and psychological factors could then be studied. New ideas for social media can be found in the US.

**Contribution of the study:** This study contributes to the field of social media. It investigates networking and competence development in a strategic perspective.

**Keywords**

- Ahead - Media & Communication
- Blog
- Community
- Networks
- Social Media
- the Future Valley
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1. Introduction

In the introduction chapter I discuss why social media is important in general and in connection to the Future Valley. I also explain why I have chosen to write about social media. I believe CEOs and marketing directors can get inspiration about social media from this work, because it is a new phenomenon and strategically important for most businesses.

1.1 Why is social media important?

The Future Valley in Borlänge, Sweden is a cluster. This study: The power of social media when creating business networks – The Future Valley in Borlänge is an important matter, because there isn’t any study made about social media in connection to the Future Valley. My study could contribute to the development of the Future Valley and the understanding of the power of social media, when creating or retaining business networks.

In an investigation with 2100 managers worldwide 55 % used blogs as a marketing tool or planned to use it within the next year. Social media had for these executives the good implication that 71 % had got their employees more engaged and 59 % also thought that the collaboration within the company had increased. In addition 47 % of the executives had found a better way to communicate through this new media with their manager. (Casison - Tansiri, 2007, pp. 2-7) Social media is changing the rules of marketing for ever and how this is dealt within the world of managers is interesting.

In 2006 one participant, Chris Heuer wrote in the social media club: ‘In all honesty, one of the great things about social media is that no one really knows what the next big thing is. It truly is like trying to capture lightning in a bottle.’(Social media club, p. 1, paragraph 3) The unsureness makes it interesting to find out trends were the winds are blowing in 2008. It is easy to see there is constantly something new occurring within the area of social media.

Right now in 2008 IBM has started looking for a social media marketing manager with the following qualifications:

‘Deep experience in online and social media thought leadership…Direct experience with a leading blog, adept at directing market conversations in social media…Strong understanding of social media in relation to the broader media mix; understanding of the interplay between online/social media and traditional media…Knowledge of agency and consultant resources in social media that add highest value to large corporations…Understanding of industry best practices, especially as they relate to social media at large corporations…Proven ability to be a change agent in a large, complex organization…Deep knowledge of social media tools, including Technorati, social bookmarking, tagging, dynamics of XML and blog publishing……Required…*Bachelor's Degree…At least 4 years experience in Extensive Blogging with portfolio/examples…* Readiness to travel Up to 25%; travelling 2 days a week, home on weekends…* English: Fluent…Preferred…* Advertising/Journalism/Media Studies… * At least 3 years experience in consulting businesses in areas of Social Media penetration …* At least 1 year experience in Web 2.0 technologies.’ (Social media jobs, p. 1, paragraph 1)
1.2 Why I chose to write about social media?

Social media is the hype right now and writing about it will strengthen my competence.

Why did I choose social media? In 1999 I took my first walk on the roads of new media; because it was then I started my study in 3D & virtual reality and also created my first personal website. I have worked with 3D visualization both as a 3D-animator and as a teacher. The movies I have animated have both ended up on Swedish television and on the US market. In 2001 I began to study web design, html and Adobe Dreamweaver. Since then the development of websites has gone fast. In 2003 I got to know about communities. In 2005 I bought my first book about blogging and this has changed my view of the Internet for ever, because I understood that all people that were connected to the Internet could in just 10 minutes get their own website. In 2007 I started my first blog.

In spring 2005 I enrolled in the program: The MBA Programme in Marketing Management 45 ECTS credits. The first 30 points of the program is now finished and my studies have given me new insights. This is my final study for Master of Business Administration in Marketing Management, 15 ECTS credits. Before studying this program I completed my degree in Bachelor of Science: Economics and a Bachelor of Graphic Arts Engineering.

This is an essay about networks connected to the Future Valley. I grew up and live in Borlänge and this makes the networks of the Future Valley familiar to me. Generally speaking people’s network in Borlänge are often more important than their education and experience, when getting a job or making deals. This has made me began to think about the importance of networks.

1.3 Summary of Introduction

Social media is important because it affects the rules of marketing forever and companies whether they like it or not. For example: IBM has started looking for a social media marketing manager that can focus just on this phenomenon. The social media I focus on in this study are blogs and communities. 55% of all managers worldwide use a blog or plan to use it within the next year.

The reason that I chose to write my final study about social media is that I have worked a lot with new media. I find networking interesting and have one Bachelor in Economics and one in Graphic Arts Engineering. This report is a combination of my both interest.
2. Problem & Aim

In this part the problems, aims and research questions are presented. The concepts of blogs and communities are defined.

As a viewer of the Future Valley it seems like the cluster thought has collapsed, because there are no signs of companies cooperating. This has made me wonder if social media is the way the cluster already communicates or if this could improve the communication.

The aim of this study is to find how the Future Valley can use social media to develop networks and its future competence. Social media is here defined as all media on the Internet where people can exchange ideas, experiences and contacts. In the social media the participants contribute to the content. The first limitation is that the study focuses on blogs and communities.

- A blog is a diary or a logbook on the Internet. The word blog is a fusion of the words web and log. (Wahlström, 2007, p. 26)

- Communities are kind of social networks were people can meet on the Internet. The things that drive the networks are interest, conviction and economic gain. (Wahlström, 2007, p. 32-33)

The second limitation is that the study deals with one part of the Future Valley network which is the media network, cluster initiative called: Ahead - Media & Communication.

My study will answer these research questions:

- How do the leaders in the companies of the Future Valley view the future development of the use of social media?

- How can the Future Valley use social media to develop networks and its future competence?

These are important questions because they are strategically significant when making plans for using social media.

2.1 Summary of Problem and Aim

The purpose of this investigation is to find out how networks and competence can be developed through social media. These are the questions that will be studied:

- How do the leaders in the companies of the Future Valley view the future development of the use of social media?

- How can the Future Valley use social media to develop networks and its future competence?
3. Theoretical discussion

In the second chapter I present the research model and the theory I found from books, articles, the Internet and other sources. I have also made reflections about the theory. The base for this study is the new economy that has taken over from the old, this concept is explained below. The reader get to know the cluster the Future Valley and the media network Ahead - Media & Communication. I define network, social media: blogs and communities. The chapter is concluded with a summary.

3.1 Research model

This work contains seven chapters. Writing a final study it is not totally linear; there must always be feedback from what is written in the beginning to what is written in the latter chapters. Here are the dispositions of the chapters:

1. Introduction: The introduction chapter defines why social media is important.

2. Problem & Aim: This chapter presents the problem, aim and research questions and defines blogs and communities.

3. Theoretical discussion: Social media is used for networking and is part of the new economy. This chapter gives the theoretical foundation, for example theories about networks, social media, communities and blogs.


5. Empirical study: The collected data from sixteen interviews and the result, that is how the respondents in total has answered.


8. Comments/Conclusion: The report’s final conclusion and discussion. In this chapter I give recommendations to the Future Valley and the network Ahead - Media & Communication.

Figure 1:  The figure shows the research model of the degree project.
3.2 Social media – A new world of networking

Social media has made it possible for people to get to know their friend’s friends without meeting them in real life. It is possible for an individual to build reputation and recognition by only having an Internet presence. New development happens quickly so there are few scientific studies on this new phenomenon.

Times Magazine acknowledged You as the person of the year 2006. (Grossman, 2006, p. 1, paragraph 9) The masses can influence history, for example as was done in the Iraq war. Bloggers gave another version of war than regular media. (Wikipedia, Blog, p. 1, paragraph 16) ‘The new Web is a different thing. It's a tool for bringing together the small contributions of millions of people and making them matter. Silicon Valley consultants call it Web 2.0, as if it was a new version of some old software, but it's really a revolution.’ (Grossman, 2006, p. 1, paragraph 4)

3.3 The old and the new economy

In the last year we have seen a change in the business economy regime. Here follows a short description of the change from the old to the new economy:

The old economy had the large growth in industries in the beginning of the twentieth century. Examples of industries are steel- and car manufacturers. These kinds of industries are still growing, but growth is declining. (Investopedia, p. 1, paragraph 1) This essay deals with the new economy and I will not get further into the old economy.

The new economy is a term that came into use in the end of the 90’s when the economy became global. This development was a result of the Internet revolution. Economic experts have used the term new economy to describe the contemporary development. (Wikipedia, New Economy, p. 1, paragraph 1) Haig (2001) argues that the Internet has changed the way business is made both on the B2C, Business to Consumers and B2B, Business to Business forever and this change has resulted in what is called the new economy. The new economy has the following characteristics that separate it from the old economy:

3.3.1 The New Economy

- Distance is not a problem because geographical distances do not exist on the Internet.
- It is easier for small companies to establish themselves in difficult markets because the barriers are lower.
- People are overloaded with information on the Internet and the problem is to gather and filter all information.
- Products and services are customized on the Internet because of the possibility to provide individual solutions
- The power of the customers has increased.
- The speed of market cycles is higher on the Internet and because of this business development is faster on the Internet
- The connectivity has increased in the new economy. The network market has increased the word of mouth. (Haig, 2001, pp. 19-21)
In the old economy newspapers, television and company information from the top ruled the world of information. This centralized information has partly been replaced by decentralized information from the employees and customers. Information has also become interactive. To put an advertisement in a newspaper is expensive, but to create a blog or a social space is affordable. The problem is that the total information amount has increased vastly and for this reason the information on the Internet has to be complemented with marketing in the old media in order reach the target group.

### 3.4 The Future Valley

This part is about the cluster the Future Valley. In this chapter I want to give a background to whether social media might work in the context of the Future Valley, an area in expansion.

Examples of companies that are established in the Future Valley area are Kupolen shopping centre, the National Road Administration, the National Rail Administration and the Technical Valley. The last mentioned are an office hotel. (Borlänge Kommun, Industry & Commerce, p. 1, paragraph 2) The Future Valley is situated a few hundred meters from the centre of Borlänge. The valley is a science park, a university campus and business centre. The purpose of this area is to stimulate business and the development of the same. 25 000 people visit the area every day. 3000 of the visitors work in the 220 companies that are situated in the area. Another 3000 are studying at Dalarna University College. The development of the Future Valley is built upon cooperation between public activity, business world and the university. Teknikdalen Foundation is the organization that drives the development in the Future Valley forward. (Framtidsdalen stadsdelen för offensive affärer, p. 1, paragraph 1) The Future Valley is a part of Borlänge known as the town’s Silicon Valley known for its unlimited technology thinking. (Skaffa dig en susning.nu, p. 1, paragraph 1) I live near the Future Valley and have visited the Technical Valley in different contexts. The thing that always strikes me is that the main hall is empty and people only come out of their ‘caves’ to eat lunch with fellow-workers. The opportunities to meet employees of other companies are almost non-existent, except from the Lucia celebrations they have in the middle of December each year. It is obvious that Borlänge is a town of development, mostly this is shown in new buildings and institutions, but where is the information about how Borlänge should develop on the Internet? As a spectator, all those buildings in the Future Valley seem like single islands without bridges. You never see people meet and connect. Is social media the silent weapon that the companies in the Future Valley use to build networks inside and outside of the area or has the idea of the cluster failed?

From the 1st of November 2007 Teknikdalen Foundation is the centre of the cluster initiative called Ahead - Media & Communication. (Ahead - Medier & Kommunikation, Stiftelsen Teknikdalen fortsätter utvecklingsarbetet, paragraph 3, p. 1) The goal for the cooperating companies is to create innovation and to be able to compete better both in Sweden and on the international market. The areas the companies want to grow within are film and television-production, game development, graphic production, marketing communication and mobile communication. (Ahead - Medier & Kommunikation, Fortsätter utvecklingsarbete, p. 1, paragraph 2) The organisations connected to this network are for example: Teknikdalen Foundation, ‘Mediahögskolan’, Tension Graphics, Film in ‘Dalarna’, ‘Magasinet’, ‘Marknadsföringen’, ‘Gamla brandstation’, ‘Dataföreningen’, ‘Nordic Mobile Center’ and ‘ITS Dalarna, Gamla brandstation’, ‘Dataföreningen’, ‘Nordic Mobile Center’ and ‘ITS Dalarna’. (Ahead - Medier & Kommunikation länkar, p. 1, paragraph 1)
The network Ahead - Media & Communication’s goal is that ‘Dalarna’ should become the premier growth region for media and communication with a special focus on digital and interactive media. (Ahead - Medier & Kommunikation, p. 1, paragraph 4) One interesting fact about the network is that all companies are not located in the Future Valley. Sven Eriksson works as the process leader for the cluster initiative Ahead- Media & Communication and his office is in the Technical Valley.

3.5 What is a business Network?

To network is important for companies, because it can be the first step to get a contract. Networks where people meet face to face are gradually being replaced with networks on the Internet.

There are concepts regarding networks. Here I use a few of them: centralization, connectivity, density, hierarchy and structure. (Eccles, 1992, pp. 60-184)

- A network is **centralized** if all actors in a network are connected to one actor.

- **Connectivity** is used to describe the structure.

- **Density** is how many ties a company has with other companies or how many ties it would be possible to have.

- A **hierarchy** emerges among the network, because some of the companies have more connections than others.

- Strategies and **structure** are two concepts that interact in a mutual fashion. The actions influence the structure and the strategies affect the structure.

To have powerful connections can lead to an increase in personal power, but if the exchange is not mutual or positive it is a negative connection. An employee can be a member of three types of networks: workflow, communication and friendship. In workflow network goods and services are exchanged. In a communication network information is exchanged. A friendship network is based on affect. (Eccles, 1992, pp. 192-197) Austin gives a comment about the function of networks: ‘We have historically overestimated the value of network access to computers and underestimated the value of network access to other people. In other words, people, not technology, are the key nodes in a network.’ (Austin, 2007, p. 106) I see that people working in companies can sign up for a lot of social spaces, but to connect to other people they must find a way to present them in a likable way and be active. The computer will not do all the work for the individual.
Market and companies are two way of organizing actions. Networks are another way of organizing. Most networks have a central hub that keeps the network together. The central hub often has the function to spread knowledge to the rest of the network. (Collins, 2007, p. 731) My reflection of this is that to be in a business network people need to have commercial interest in each other. Social skills are an advantage to get new connections. The relations can be between the manager and an employee, between the customer and supplier or between workers that are employed at the same company. People that are in a network can mutually benefit from it, because knowledge is easier to get. Social networks can be used to recruit new members to a person's business network. By getting new connections within a network it is possible to get access to other networks.

Below I have chosen to compare the public general explanations with the scientific declarations of networks. This gives a complete picture:

‘A social network is a social structure made of nodes (which are generally individuals or organizations) that are tied by one or more specific types of relations, such as values, visions, idea, financial exchange, friends, kinship, dislike, conflict, trade, web links, sexual relations, disease transmission’ (epidemiology), or airline routes.’ (Wikipedia, Social, p. 1, paragraph 1)

‘A social network is defined as a set of people, organizations or other social entities connected by a set of social meaningful relationships, such as friendship, co-working or information exchange, and interactions to better achieve desired outcomes, by sharing expertise, resources and information.’ (Lea, 2006, p. 121)

My experience is that successful networking is based on knowledge about networks. In the old economy all connections were centralized to big companies or institutions. In the Future Valley they could be considered to be: the University of Dalarna, the Technical Valley, Kupolen, the Swedish Road Agency and the Swedish Railroad Board. In the new economy there are other actors that have taken their places, even if the old still rule what is left of the old economy. The masters of the new network economy are those organizations or people that control the meeting places or those that have communication skills suitable for the Internet.
3.6 Social networking on the Internet

It is obvious that the technology for networking on the Internet exists, but it is not obvious how companies will use it: In an investigation made in London by Info-Tech Research Group Inc. 46 percent of 200 IT-managers had blocked social networks, 49 percent accepted the use of social networks and 3 percent are in favour of using social networks. McGilleuddy thinks that more companies are not blocking social networks because they have urgent problems to take care of. (Shamus, 2007, p.1, paragraph 2) CEOs in the world are not united in the efforts to stop employees from participating in social activities on the Internet in working hours. The CEO, Jeremy Burton at the IT-company Serena Software has taken the opposite direction and requests his employees to use Facebook to communicate with each other. To market this he has introduced Fridays as the Facebook day. He thinks it is good if the employees use Facebook one hour a day. Burton claims email can destroy a lot of communication, because it is too impersonal. Facebook gives a personal conversation. Burton encourages the employees to check in regularly and get customers as their Facebook friends. It is better to spend time to manage social communities, than spending time and energy to block it. Conversations in the company’s elevator get interesting, because it is easier to find common interests. Burton has a blog, because it gives an opinion driven culture where everyone has their own voice. (Burton, 2007, p.1, podcast) Marketers spend less than 8 % on marketing on the Internet. This result was presented in the TWI Surveys Inc. study made by the society for New Communication research. Two-third of the marketing directors did not expect the marketing budget for social media to pass the ordinary budget until 2012. The marketing executive who was interviewed was enthusiastic about the development. (Squire, 2008, p. 6) As we have seen managers dislike the fact that their employees use the Internet on their working time to chat with their friends, but networking employees also pave the way for new deals.

3.7 Social media

Social media consists of for example: online: network services/social spaces/community, blogs, affiliate marketing, online video, pod casting and on-line games. This study will cover only social spaces and blogs. One example of social media is the Blackboard, the instrument that we students use to take part of this MBA-education. It is in itself a social media. We turn in our reports, get feedback, discuss different issues and find new friends. The fast technological development and Web 2.0 has opened a lot of new doors and almost every day you hear of new concepts and ideas. What is for example the difference between new media and social media? Social media is one part of new media. Here follows some explanations:

‘By new media we mean: the Internet, computer games, CD-ROM:s and DVD:s, interactive environments, in fact anything digital and moving; and in the future it will include items like electronic paper that can be updated automatically. It is a term used to describe the huge explosion of new entertainment and information systems developed in the past ten years, all made possible by the developments in computing.’ (Austin, 2007, p. 11) It is important to know what new media is to understand the context that social media works within.
Social media: Web content such as blogs and wikis, created by individuals or collaborations and individuals. Often times, social media content are intent as the starting point of a longer conversation.‘ (Buzzlogic, p. 1, paragraph 1) In an easier way I can explain social media as interactive media on the Internet.

Social media uses the ‘wisdom of crowds’ to connect information in a collaborative manner. Social media can take many different forms, including the Internet forums, message boards, weblogs, wikis, podcasts, pictures, and video. Technologies such as blogs, picture-sharing, vlogs, wall-postings, email, instant messaging, music-sharing, group creation, and voice over IP, to name a few. Examples of social media applications are Google (reference, social networking), Wikipedia (reference), MySpace (social networking), Facebook (social networking), Last.fm (personal music), YouTube (social networking and video sharing), Second Life (virtual reality), and Flickr (photo sharing).” (Wikipedia, Social Media, p. 1, paragraph 2)

A technology change has taken place on the Internet that allows the users interactivity. This change is often talked about as the upgrade from Web 1.0 to Web 2.0. Web 2.0 as an expression first occurred in the year 2003. (Casison-Tansiri, 2007, pp. 2-7) The biggest advantage of Web 2.0 is that it has given employees a voice. If they want to communicate with busy CEOs they can use social media to reach them. Employees can for example affect environmental issues and their needs get visual. Companies are not only investing in customers, but also updating their Intranet to Web 2.0 with the purpose to be able to use new features: blogs, wikis, podcast and different kind of networks. They want a user-friendly environment for their employees. Companies are not only investing in customers, but also updating their Intranet to Web 2.0 with the purpose to be able to use new features: blogs, wikis, podcast and different kind of networks. They want a user-friendly environment for their employees. (Casison-Tansiri, 2007, pp. 2-7) This could in my opinion not have happened in the old economy, where employees had less power and information was polished.

More than 10 years ago people did not know if the Internet was something to invest in. Now we know that the Internet is just another media. Today the big decision is to decide to use social media or not. The answer is that it is important for a company to get involved, because otherwise a company will be left behind in the development. (Booker, 2007, p. 22)

Before the introduction of the social media market, success was measured by how wide it was possible to spread a message. Today it is a question of how deep a company's network is. The old way of marketing has had the consequence that Americans are exposed to 3600 messages every day. People do not have the strength to handle all the information that they get exposed to, their perception is focused on their interests. The effect of social media has been a revolution and it has changed the rules for communication and it does not matter if a company has the money to scream loud if they do not understand the new rules. (Paine, 2007, p. 2) A response increases the customers’ loyalty to a brand. Honesty is the most important factor, when creating for social media. Social media engages people more than advertising, because it makes them respond. The key to success is to get the visitor’s trust. (Amis, 2007, p. 10)
To form relations with the public it is important to know how different the Internet technologies work, but also to sense how they culturally work. PR-people has to rethink their strategies and reconsider why social media has changed the media landscape. Brand, services and companies are being watched closely by the customers and by others. Figuratively speaking, before the great impact of social media PR-people used their mouth, but now they also have to use their eyes and ears. Today PR-people should watch and listen to: podcasts, online games, videos and blogs. The difference between ordinary press releases and social media is that a company in the last case has an opportunity to give an authentic and honest picture of their activities. (Amis, 2007, p. 10) I think it is easy to draw the conclusion that work responsibility is likely to create stress.

2006 is considered to be the year when the social media movement started. Times Magazine actually announced ‘You’ as the person of 2006 (Amis, 2007, p. 10) ‘The term social media is a catchall phrase for everything that the traditional media are not, and it is where consumer generated content rules’. (Angelo, 2007, p. 9) Last year an investigation was made by Jupiter Research that showed that 48 % of the investigated companies plan to use the social market next year and this is an amount that has increased with 10 % for the last ten years. (Booker, 2007, p. 2)

The problem with social media is that there is no handbook in how handle social media and there is a risk that the control of customers is going to be costly. (Angelo, 2007, p. 10) There are tools that measure networks: www.orgnet.com. (Paine, 2007, p. 4) I uphold that using social media on the Internet is new to some companies and to handle the extensive amount of information that social media creates will need time, knowledge and employees that have the interest to dig deep into these matters.
3.8 Communities/Social Spaces

3.8.1 Private use of social spaces

In this section I give some example of online networks/social spaces/communities, how they are used and the advantages and the disadvantages of the media.

Social networks are one kind of social media. The most popular social network site on the Internet is YouTube. The second most popular site is Facebook. Other networks are MySpace, LinkedIn, Flickr, Wikipedia and Plaxo. (Angelo, 2007, p. 10) Social network services are in general considered to be synonymous with an online community. Wikipedia also gives one additional example of a community: Bebo. (Wikipedia, Social network service, p. 1, paragraph 1) Social network services are web based and is built on the principle of interacting such as messaging and email. (Wikipedia, Social network service, p. 1, paragraph 1) Other thing that I have noticed is that could be a part of social networks online are video, voice chat, file sharing, blog, discussion groups and so on.

MySpace, www.myspace.com is one social space. MySpace started as a website for music bands without record deals. By getting an own website within this community they were able to spread their music as MP3. Today other artists have found their way to MySpace and it is possible to find all sorts of portfolios in the network, for example illustrations. On MySpace people list their interests and friends and a person's friend contribute to the content of that person's blog. Friendster, www.friendster.com is another social space on the Internet that has the purpose of connecting people. In the system people are called friends, or friends to friends, or friends of friends. To become a member of this network people list their interests and publish a photo. Friends who sign up for this network must confirm that they know the inviter. The focus on Friendster is to help people stay in touch with their friends. On the person website people have a blog, a profile, sounds, video and photos. (Austin, 2007, p. 105)

The only way to success in social spaces is to be active:
‘Contributing to social sites is not only a past time; it can increase your website's Google rating and get you work.’ (Austin, 2007, p. 107)

In my experience the private use of social media can be as important as the company use. Many business connections have been made on the golf range, and the meeting places on the Internet has many similarities. When being a member of a community one connection can lead to another and informal meetings have as far as I know always been a source of business opportunities.
3.8.2 Company use of communities

MTV, eBay, Intel and Coca-Cola are among those that have community portals to serve their customers. In the community portals the visitors can use blogs, photo albums, web casts, message boards and mobile alerts. Exactly as in real life all communities get their own culture. Chat rooms are one way to communicate with the customers. To be able to control the chat room companies often have a person that controls the process, because otherwise the discussion can lead to chaos. One example of a company that has a chat room is BMW: http://www.bmwboard.com/. On BMW’s page the visitors discuss the disadvantages of BMW’s cars. In the old world of marketing this would have been unthinkable, but today it is a part of the networking strategy. (Angelo, 2007, p. 10)

IBM has found YouTube to be an interesting media and because of this they have developed their own version that they can use on their own Intranet. In the US Philips Electronics have 18 000 workers. To be able to communicate with all of them the executive has introduced a news program on the Intranet called: Philips Rovering Reporter. The good thing about this is that the employees can see what is happening with the company, for example events and upcoming products. (Casison - Tansiri, 2007, pp. 3-5)

The participants in the Business Week debate room have recently been debating the pros and cons of social networking on the Internet in the purpose to get business connections. These are some comments that were published:

3.8.2.1 Pro

- ‘It is all about the right mix: a combination of various networking sites (Xing, LinkedIn, Ecademy), your own (company) Web site (and that of your prospect), your blog and, if you want to do business, a couple of calls and e-mail exchanges. That’s how I get (to know) my clients. Face-to-face networking is not always possible for people like me: As a lawyer, I have clients around the globe, 99 % of whom I have never met in person. People who oppose social-networking sites do not understand the real changes that have taken place in the last 10 years.’ (Frielink, p.1, paragraph 52)

- ‘On the flip side, last week I met someone at a business contact's birthday party. We were in contact on Facebook the next day and are now in each other's networks, receiving daily reminders of the other person's existence. Without this technology, we would soon have forgotten each other.’ (Lopata, p.1, paragraph 24)

3.8.2.2 Con

- ‘LinkedIn is a good resource for getting names and titles and providing information with keyword searches. But when you have all your names, you still have to call, probe, handle gatekeepers, and overcome the standard "no" that comes with 95 % of your efforts.’ (Walker, p.1, paragraph 18)

- ‘People who pride themselves on collecting the biggest networks are missing the point. Someone recently posted onto my Facebook group boasting of being "Number 3 on LinkedIn" a "LinkedIn Open Networker" and imploring everyone to join his network and reach hundreds of thousands of people. Laughably enough, he removed the post when I started a thread asking, "Is size important?"’ (Lopata, p.1, paragraph 24)
These comments from users on the network sites give a picture of the problem and advantages of this media. Networks on the Internet have become the modern way of finding new business connections. Exactly as in the real world, companies have to form a culture in their social spaces. The main advantage is that a company that engage themselves in social spaces can get feedback.

*Virtual worlds have the last years increasingly been used as social meeting places for business people:*

In July 2007 the game World of Warcraft had over 9 million users; more than the total inhabitants of Sweden. (IDG, World of Warcraft har nu over nio miljoner användare, p. 1, paragraph 1) Tech entrepreneurs meet in World of Warcraft to discuss business. Joi Ito joined World of Warcraft when he did some research on social networks. In the beginning it was difficult to make connections, but now he is a guild master and the advantage that he has had of it in real life is that he gets business advices and access to the guild members’ networks. Joi is the brain and sponsor behind the following companies: Digital Garage and PSI NE, but also software like: Technocrati, Movable Type and Societext. Half of the people he plays within the guild are high tech people and the other is non-tech people without even a blog. Joi says that people that are in it just to make high-tech friends and influence people will not be accepted, because they are not gamers. Joi upholds that he has learned a lot about management through the game, looking after guild members, news webs and collaborating. (Pinckard, 2008, p. 1, paragraph 3)

Second Life is a virtual world that was introduced in 2003 by Linden Lab. The Media wrote a lot about Second Life in 2006 and 2007, because of this attention the virtual world became mainstream. In the virtual world the individuals are represented by avatars and the currency is called Linden Dollars which can be exchanged into real US dollars. Second Life is not a game because it is not possible to level or get points. In Second Life you socialize, there is no competition. (Wikipedia, Second Life, p. 1, paragraph 1)

IDG writes the 27 of May 2008 that Second Life has been stone dead the last year. The problems were that the companies that built their offices in Second Life just thought it was cool and did not have a strategy. These companies did not know their customers and they did not put enough time in it to become successful. Many became users to test the hype, but soon lost interest after having tested their new avatar. The statistics say that 9/10 companies fail within 18 months from the entry into a virtual world. However, virtual reality will be able to save lives, money and ressources in the future and for those that succeed it is indeed big business. For example the virtual children’s world: Club Penguin was sold to Disney for 700 million SEK. (IDG, Second Life får revansch, p. 1, paragraph 1) The total residents of Second Life is 13.7 million, but for the last 7 days only 472 610 have been logged-on. The last 60 days 1.2 millions have been logged-on. (Second Life, p. 1, paragraph 1)

The problems with the virtual world Second Life in my opinion are that the graphics are outdated and there are no incentives. A game like World of Warcraft works better because the graphics are modern and there are many incentives.
3.9 Blogs

In October 1998 the first blog arrived. The first blog community was called Open Diary, but it took until 2002 before they got publicity for being role breaking. In the Iran war they played a major importance, because they showed the war in a different angle than regular newspapers. (Wikipedia, Blog, p. 1, paragraph 15) Watching the media development it was easy for me to see that in 2007 blogs became the most focused media. There are two types of blogs personal and company blogs.

3.9.1 Personal blogs

My opinion is that a person’s blog can be used to market a person, express a person’s feeling, give expert opinions or be a playground for creativity. This year the newspapers have been full of discussions about blogs. Blogs on personal or corporate websites have become our times public notice boards. Back in 19th century priests were the centres of information. Now the single individual has taken back the power to inform, even if authorities like rich companies have resources to get heard. A blog can also be one component in a social space.

Psychologists argue that there are many reasons for people to get a website of their own: they want to establish themselves as experts in field, confessions, reconstruct an identity or just for fun. (Austin, 2007, p. 5) A weblog is often called just a blog. The blog is a diary in which people write down their thoughts and things that happens to them. The journals are often written and read on a PC, but can also be combined with other modern devices like SMS and MMS. A mobile phone with a camera is a perfect device to share instant messages, pictures and publish them on a blog. The instant technologies have come far, but still the most usual way to publish on a blog is through just-in-time. (Leu, 2006, p. 297) A blog is one way to stand out. For example one Metro Blog: Gyrot that is well visited was created by one employee that works for the National Rail Administration. His real name is Joakim. (Metrobloggen, p. 1, paragraph 1)

My reflection is that individuals in today’s society receive a lot of information. Many individuals feel that blogs are a way to be heard in the media noise. In the future not only companies are expected to have websites, but also private persons that are looking for work will be expected to have their own blogs or websites. All private blogs are not positive for the company that a persons works for, what an employee writes in his own free time can also affect the company that he or she is employed, even if that is not the purpose.
3.9.2 Corporate blogs

Company blogs have spread their wings over the international corporate world, but if someone asked me to mention one corporate blog within the Future Valley, I could not recall a single one. The following will give a clear picture of what a corporate blog is:

‘A blog is not just a corporate web site in a different dress. It is not just a marketing tool. It is a way to establish social networks that may - or may not - help sell products!’
(Paine, 2007, p. 5)

Companies have their websites and sometimes even an informal blog. I have noticed that blogs have recently become a word in many people's mouths because it is a good way to network with others. The trend is similar to the one we experienced in the 90's, when firms talked about getting a website. The problem with many websites, as I see it, is that they are stiff and impersonal. People want to interact and do not want to be stuffed with information. Another problem in today's society is that people lack time. Blogs are becoming the solution for networking, because it is a fast way of getting connected with people in the same branch. Networks are invisible and constantly changing, but through blogs they get visible. A visitor can see who has done a contribution to a discussion.

A blog can be the companies face, and through this media the company can get direct contact with the customer and give them information. One company that uses blogs in their marketing is Macromedia, www.macromedia.com/community. A blog is a complement to the published websites that a company usually shows. When a company gets personal in this way it makes its customers engaged. Through a blog a firm also gets the opportunity to get more feedback.
(Frankel, 2005, p. 23) Companies that use blogs as a forum to spread their information are IBM, General Motors, Microsoft, South West Airlines and IBM. For example: IBM has 30 000 employees who have a blog. For an employee to be able to blog in the name of the company they must feel safe. (Amis, 2007, p. 10) The list of CEOs that have blogs could be endless, for example General Motors and Sun Microsoft systems. The goal of the leaders that blog is to get a dialog with the customers and to get a response to the information that the company is spreading. (Paine, 2007, p. 5) In the US there are small IT-companies that think blogging is a good way to keep in contact with the employees. One example of small blogging IT-companies is Definition 6 in Athlanta. The company thinks that by using blogs people get a richer working experience and new connections. One big risk when letting employees blog is that companies secrets can be revealed to the public. (Casison - Tansiri, 2007, p. 2-7)

Some leaders hire good writers to write their blogs, but it is not effective. The lack of success relies on fact that it is not personal. People are interested in the things that happen behind the scenes and they do not want corporate PR. Inexpensive blogs are: www.livejournals.com, www.blogger.com and www.typepad.com. (Paine, 2007, p. 2)

There are two types of companies: those who think blogs are a passing trend and those who let their employees’ blog at work. Both categories of companies keep an eye on what is happening on the Internet. (Amis, 2007, p. 22) I do not agree totally with the writer, because I know that there are still companies in Sweden that do not believe in the Internet and do not watch what other companies say about them. I consider that to be a third category of companies.
Booker says:
‘Just like the speed of light is constant, units of time is a great way to measure engagement –
time on a Website, watch streaming video.’ (Booker, 2007, p. 2)

To avoid irrelevant information people form networks on the Internet to communicate with people which share the same interest. The success of a blog can also be measured by its rank. One of those websites it is possible to measure the rank is through the site: www.technorati.com. The rank on Technorati is based on links and track backs. To measure the ROI, the return on income has become easier than ever before, because of web analytics. The measuring is important, because corporate can not control what web users around the world are saying about their company. There are many values that can be measured on a website: reputation, sales, traffic, links, comments and track backs. Another way of measuring a blog is through the index that compares the number of posts that is published with the number of comments and track back the blogger gets. A web rank is based on what order a site comes up when using a web browser, for example when using the Internet Explorer. A company can also scan what people are saying about their brand on the Internet. To see what people think about a company it is possible to use a technology called NLP, Natural Language Processing. To know what the public thinks is important, because it can affect sales and how the shareholders react. Monitoring services are free of use are Technorati, Sphere and Ice Rocket. Monitoring services that are paid for are offered by Cyber Alert, Custom Scoop and e-Watch. On the website www.buzzlogic.com it is possible to see what influential bloggers are talking about and if the majority of them are positive or negative. (Paine, 2007, p. 2-4) The new economy on the Internet demands that behaviours and interactions are tracked. (Booker, 2007, p. 1) ‘If you don’t want to hear what your customers are saying about you, feel free to ignore social media all together.’ (Paine, 2007, p. 4) I think that this is one of the most important issues social media will affect companies whether they like it or not.

The differences between traditional marketing and blogs are that the first mentioned is built upon interruption marketing, the blogs use the same principles as newspapers that are mainly building up confidence. Breaks for commercials on television and someone that calls you to offer you a good opportunity is considered to be annoying and people try to avoid it. Blogs on the other hand are adjusted to the target group and can be read whenever there it is free time. With the rapid development of blogs it is important to understand them because if you don’t you will get problems later on. In 2005 it was possible to read more than 15 million blogs. The first blog appeared 1993, but as a phenomenon did not appear until 1999. It was then the company Pyra Labs introduced: ‘Blogger’ a program that simplified the construction of a simple website. In 2005 every fourth American user of the Internet read blogs and every fifteenth has created their own blog. (Frankel, 2005, pp. 7-15) In 2005 blogs were growing rapidly with 20 000 new blogs each month and in the end of the year they expected the amount of blogs to be 53.4 million. The newest trend is VBCs, Visual Blog Communities. A VBC is a place on the Internet where people can communicate through live pictures. (Leu, 2007, p. 297) I believe that it is hard to measure the amount of blogs on the Internet, because it is not always clear what a blog is.
VIP-blogs is a special kind of blog that targets the most interesting customers. The reason that these kinds of blogs are popular is that they give a VIP-feeling, but the disadvantage is that the customers have to pay a fee. To create the VIP-feeling the VIP-customers get their own login and username. Another alternative is to let all visitors see what the VIP-customers get, but the special offers are for those that are members. Blogs can also be used for internal information; the blogs can be individual, they can be for departments and they can be for the total company. The big advantage of this is that the information is always available and can be read at any hour. (Frankel, 2005, pp. 23-24)

I uphold that if a blog is used right it can be powerful, but if not it can destroy a lot. Skilled informants, communicators, and people with web design knowledge will be a demanded competence. We can already see today that successful bloggers are recruited to increase a company’s amount of readers. For example Carolina Lassbo: ‘En glamour prinsessas dagbok’, A glamour princess diary has been moved from http://karolinalassbo.blogspot.com to Metrobloggen.se: www.metrobloggen.se/karolina. Another famous bloggera: ‘Silverfisken’, (The Silverfish). The Silverfish has also probably been requited to give Metrobloggen more readers. The address was earlier: http://saintkildaroad.blogspot.com and now it is www.metrobloggen.se/ett liv i exil. I believe blogs are one way for people and organizations to show a personal aspect of themselves. Good communicators are the winners.
3.10 Reflections Theory

What can we learn from all of this theory? In my opinion the main thing is that the single individual has more power in the new economy than in the old economy. This means: power as a consumer, society member or as an employee. Companies can learn a lot from listening and interacting with individuals on the Internet. The new frame for this work is Web 2.0; this makes it easy to communicate with individuals both within and outside companies. The tool is social media and the choices are endless. Managers have to learn to handle this tool, because if they do not they will lose customers and have a hard time finding employees who want to stay with them.

Another important issue is that companies have the possibility to build a relation with their customers. Before the use of social media the companies would advertise, but did not expect to get any answers. If they use communities and blogs they can get feedback in just a few minutes or at least just a few hours. This means that companies can stop campaigns that are not working, but if they already have been copied it will be impossible to stop. The way of spending the marketing budget has to change, because in order to attract customers companies must be active on the Internet and use multimedia. An advertising time on a television channel costs a lot, but to put a film on You Tube is free. The problem might instead be to make people find it or make them watch it over and over again. Advertising in the old economy was constructed by advertising agencies, but in the new economy the Internet users will not believe the information if it does not come directly from the source. Networking on the Internet takes a lot of time because websites, blogs and communities have to be updated frequently to get visitors. In the old economy they could run the same campaign for some weeks or longer. Creative people within the organizations will be more necessary than ever. If all employees are interacting on the Internet the information from a company will not be as polished as it were when it came from CEOs, advertising agencies and information directors.

Security is something that managers have to consider. If every employee is represented by an own blog or in communities on the Internet one main issue is how will the company prevent company secrets from leaking. How will they prevent an angry employee or sacked employees from spreading information that will hurt the company’s image? Hackers are another problem, if they change company information. The disadvantage is that poor people with reading and writing problems will have less power than ever, because they can not express their ideas and will not have access to the Internet. Companies can take part in different kind of social media or get there own, but it is one thing to participate and another to market it efficiently. In my opinion there is no point to invest in social media if the company’s target group does not know. This lack of knowledge in the different target groups can be solved with different kind of marketing.
### 3.11 Summary of theory

These are the chapters in this degree work: Introduction, Problem & Aim, Theoretical Discussion, Data Collection, Empirical Study, Analysis/Discussion and Comments/Conclusions.

The old industrial economy is on its way to be replaced by the new economy; this development has a strong connection to the Internet and now social media. The main factors of the new economy are: distance is overcome through computer networks, low barriers to enter difficult markets; people get problems because they receive too much information, the things that are sold are customized, the customers influence the companies’ decisions, market cycles are shorter and connectivity has increased.

The individual has got power through social media. ‘You’, was nominated the person of the year 2006 in Times Magazine.

The Future Valley is a cluster near the centre of Borlänge. Ahead - Media & Communication is a network for media companies in the region run by Teknikdalen Foundation and sponsored by money from EU.

A social network is a structure with nodes and it can have different characteristics. For example, when a network is centralized, have connectivity, density & structure. In the old economy networks were centralized to large organizations, but in the new economy they who control the information are in the centre.

A technical expression for social media is Web 2.0. Web 1.0 was just for information and Web 2.0 is for interactivity and communication.

An investigation in London shows that about half the managers have started to block social networks. Another investigation shows that only 8 % of the marketing budget was spent on the Internet.

Social media must be learned by doing, and books do not keep up with the development. Another problem with social media is that it is quite time consuming.

Communities can both be used for private- and company matters. The most popular social networks are YouTube and Facebook. Companies such as BMW, MTV and Coca-Cola have their own communities where their customers can discuss advantages and disadvantages of their products. Two virtual worlds are Second Life and the game World of Warcraft. They can affect business life through networking.

Blogs are a form of logbooks, but they have often been used as open diaries. There are both personal- and company blogs. The reasons to write a blog are diverse and range from recreation to that of gaining recognition as an expert of a field. For a company an external blog can be a way to give a informal public picture. Internally it can give the employees a possibility to get to know people they normally would not get in contact with.
4 Data collection

This chapter is about the information search and the methods I have used for this investigation. The most obvious was to choose the qualitative method and I explain why. I also get into why this investigation is a case study. I approach the problem by using an exploring investigation then I discuss the choice of method, its reliability and validity. Finally, there is a summary of the chapter ‘Data collection’.

4.1 Information search

The information is gathered from literature, databases, the Internet, marketing material, observation and interviews. The study includes empirical and theoretical findings. Thoughts and reflections are a big part of this study.

Social media got its breakthrough last year and has been a popular topic in magazines, but in scientific publications it has not yet been totally covered. To give a complete picture I have complemented the scientific investigation with current information: magazines and the Internet. To search within social media itself is important, because this will give a versatile picture of what the users themselves think about this kind of media. One example of social media that I have used is the debate room of Business Week. In this debate room the participants discuss the pros or cons of social-networking sites. The debate is not always accurate, but I'm sure that much information can be found within the social media itself. I believe that because social media is a new media and constantly in change the science has not yet caught up. The Internet is not always a reliable source, but to decrease the risk I have mostly used established websites, even if people that leave comments on sites are not always reliable as sources and websites disappear from the Internet when the pages are not current.

How the interviews were done: A total of 16 leaders from the network Ahead - Media & Communication have been interviewed in this study. 10 of the 16 that were asked were expected to participate, but all said yes and were happy to be a part of this investigation. The interviews were conducted between the 20th of April and the 28th of May 2008. The persons to interview were picked by Sven Eriksson, the project leader of the network Ahead - Media & Communication. He chose the leaders with the perspective to get a mix of people that know a lot of social media and those who know less. To increase the credibility of the research I will publish their names and occupation.

I have used an interview guide and then I wrote down what the respondents said, but sometimes I asked the respondents to write down names or addresses to websites to diminish mistakes. The interviews were made in the companies own environment, except from the interview with Peter Isaksson Papangoo that were made on the phone while Peter was travelling by train, because it was hard for him to find time for the interview. The interview with Sven Eriksson was also made by phone, because of illness. The interviews took about 15 minutes to 2 hours.
4.2 Qualitative method

There are two categories of methods: the quantitative method and qualitative method. Here is the *quantitative method*: The qualitative method does not measure facts, but instead it looks at how people catch and interpret their surroundings. A scientist can not draw any general conclusions when this method is used. (Svenningsson, 2003, p. 84) A danger when using the qualitative method is that small samples of reality are used and the conclusion of the material can not be applied on the whole reality, even if it is easy to think it could. The results of a qualitative research are ambiguous. (Aaker, 1998, p. 187) This study is a question about how networks work and not a question of quantifying anything; this is why I choose the qualitative method.

When using a qualitative research method the question at issue is unstructured and the thoughts and ideas gradually get deeper and the theory grows by the process. The information gets into depth of the problem. The qualitative method often concerns a large volume of variables, but just a few individuals. (Ohlsson, 2007, p. 36) I see that the possibilities for the respondents to answer are endless, because there are a lot of social networks on the Internet and they can be used in a lot of different ways.

By using the half structured qualitative method a dialog between the interviewer and the respondents can be obtained. In this type of interview an interview guide can be used. The person that is being interviewed is less controlled than when using a questionnaire. This will give the respondent the opportunity to influence how the interview will develop. (Svenningsson, 2003, p. 84)

When doing a qualitative investigation through interviews it is common that the scientist writes it down word for word. Coughing, laughter pauses and other sounds are also written. The scientist should write down the interviews as soon as possible to not loose valuable information. It is important in this type of study. The subjects are few and the variables are large. (Ohlsson, 2007, p. 86) In my investigation I use the half structured method, because this gives me an opportunity to get deeper information. To do this I have made an interview guide. It is in this report found in the appendix.
4.3 Case Study

My case is the Future Valley and my target is how the companies and organizations handle social media, such as social spaces and blogs. Sometimes blogs are one component of the social spaces. Networks are a phenomenon in change and because of this I have chosen the method case study.

A case study is an investigation that aims to study a case, a person, a group or a social unit. This kind of study means that the scientist takes one part or follows a sequence of occurrences. In a case study today becomes yesterday and the future becomes now. Through a case study a scientist gets an insight in conditions that are hidden or seen in a different way. The pre-work is important in this type of study. The subjects are few and the variables are large. (Ohlsson, 2007, p. 86) Patel describes a case study in the following way: A case study is usually concerned with a small group, an individual, an organization and a situation. A case study is also considered with processes and changes. (Patel, 2003, p. 54) The descriptions that Ohlsson and Patel give are similar. A case study gives the insight of the social networks conditions.

A case study is often used in combination with other methods. In a case study the scientist takes a small part of a larger context and with help of this case describes the reliability. The benefit of this is that the investigation does not have to describe the whole phenomenon, but only the part that he or she has chosen. The problem is that a small part of the reality can not represent the whole reality and the results only represent the investigated part. The conclusion can only be indication of what is going on. The main purpose of a case study is to understand the problem and not explain why it is happening. The case study is nearer to the investigated object than a statistic investigation. The difference between a case study and a statistic investigation is that a case study gives experience, but a statistic investigation only gives numbers, curves and bar charts. (Ejvegård, 1996, pp. 31-32) The interviews and what the respondents show me are a source of information that I can draw conclusions from. When a researcher has written down what a respondent has said he/she has to work up the material. The first step is to make the words that are important cursive. Then a transcription is made, in other words what the respondents say are transformed into something that represents the information that was recorded. This way of shortening the text is often described as a way to analyze the text. In a case study it is common that several methods will be combined for example observations, interviews and questionnaires. (Ohlsson, 2007, p. 98)

Case studies look at how people deal with problems from an overall perspective. You could say that a case study centralizes around a problem. The purpose with a case study is to get a total understanding of the units that is studied and from this the scientist is able to develop general theoretical statements about regularities in the social structure and social development. Case studies are suitable when something current is the target for the study. The strength with this method is that it can handle a large amount of material, for example interviews, documents and observations. A case study contains many sources and the information can be presented in many different ways. In a case study the process is important than the result and goal. Rather, what is important is direct observation. In a study like this the result is presented in a literature description and not in numbers. The descriptive character of a problem is shown in a complexity of a problem. (Merriam, 1994, pp. 23-31)
The end product is descriptive, because the study contains a lot of material for example quotations, interviews, articles and newspapers. A case study is also heuristic; it will give the reader a better understanding for the problem that is studied. The aim is to give the reader a new experience or confirm what the reader already knows. One problem with case studies is that they can be influenced by the writer’s own opinions. The analysis of a case study is inductive, in other words the context is built up with help of ideas, hypothesis and generalizations. (Merriam, 1994, pp. 23-31)

In a case study the interviewed can say that they act in one way, but in real life they can act in a different way. When presenting this in report readers can understand the information as contradicting and be a source for discussions. (Merriam, 1994, p. 48) To grab hold of the problem of social media it useful for me to use a case study. The companies in the Future Valley face a new reality and efficient to study social media networking development in its own environment and talk to people that are a part of the case.

4.4 Exploring investigation

What is an exploring investigation? A scientist who wants to understand a social phenomenon must search it up in its own world and its own context, mainly this is done as a field study. There are three ways of making exploring investigations in society:

1. One way is to explore the phenomenon with your own eyes.
2. A second way is to interview and speak with people that are involved in the phenomenon.
3. The third way is to use documents for example letters, diaries and reports.
   (Rosengren, 1992, pp. 94-95)

To find the necessary empirical data I have made sixteen interviews in the network. The interviews were performed in April and May 2008. The first method is used as a base for my reflections, since I live next door to the Future Valley and I know people that work in this area. By using the second type of exploring investigation I can get valuable information from main sources about how social media is used to create business networks. The third method is used in the theory part, because the Internet contains the social media that I am investigating and it is an available source.
4.5 Discussion of methodology

For this assignment I use the qualitative method. I discuss and analyse the use of social media in the cluster network of the Future Valley and I do not quantify the use of this kind of media. The qualitative method is the most suitable, because the purpose is to understand the impact of social media, when building and retaining business networks rather than understanding why social media is being used to create contacts. Another reason for me to use the qualitative method is that ‘The power of social media when creating business networks’ is a complex problem with many variables. This study is an explorative case study and the purpose of it is to get an in-depth understanding of the situation. Social spaces are a phenomenon in change and because of this case study are suitable, case studies is applicable on processes and changes. The unit studied in this case study is the Future Valley network Ahead - Media & Communication. Usually case studies deals with smaller units, but because in this case a cluster is studied it is important to get opinions from different parts of it to get a complete picture.

4.6 Analysis of the material

To analyze I have compared the empirical data collected from interviews and observations with theoretical background, theory and my own experience. Of the central questions of the interview guide I have made a structure and added the category: ‘Effective ways to use blogs’. I have divided the analysis into three different categories: respondents, companies and strategies

4.7 Reflections method

One problem when studying business networks and social media is that the connections are many and the subject changes while the study is performed, and it cannot be covered in one study. Another problem when doing this research is that I might influence their behaviour. This can be a problem, because all of the sixteen interviews can not be done at the same time or not even in the same day. I do not have help from other interviewers.

Social media is a large area and to be able to keep the volume of information on a reasonable level I have chosen to study just social spaces and blogs. I study a small part of the Future Valley network that is the network Ahead - Media & Communication. When meeting people that know very little about social media I give examples and it can unfortunately affect the responses. Sixteen interviews are not enough to cover the whole network; they will only give some hints as to what companies do with social media in the Future Valley.
4.8 Perspective, Reliability and Validity

This essay is my final study in the MBA program Marketing Management at the University of Gävle. This study is made on my own initiative, but can serve as help for companies in the Future Valley when creating strategies for social media.

Terms reliability and validity determines if a study is reliable or not. There are two types of validity. The two types of validity are *internal* and *external* (Bryman, 2007, pp. 40-42).

When targeting *internal validity* causality is the main issue. For example is the cause of the result or is it any other variable that causes the result? (Bryman, 2007, pp. 40-42) Sometimes internal validity also is called relevance and this kind of validity is often used to see if there are a logical link between the theory and the empirical validity. (Arbnor, 1994, p. 256)

Social phenomenon is built upon interaction; this has the consequence that social connections are mutual: the variable x as an effect on y and consequently y has an effect on x. These kinds of connections are called circular connections and are common in the areas of mass media and social phenomena. (Rosengren, 1992, p. 59) The study has a high internal validity, because there is high causality between the empirical data and the theory. The circular connection for social media also increases the internal validity.

*External validity* is concerned with the issue that the study is made in a specific context and if the result can be generalized. (Bryman, 2007, pp. 40-42) If an investigation has external validity it is possible the result on other contemporary events and to predict future events. (Arbnor, 1994, p. 256) My investigation is a case study and result can, because of this, only be applied to the networks of Future Valley. It can give an indication of how companies use social media to develop networks and its future competence in clusters in general.

*Internal reliability* is relevant when there are several researchers and they can agree upon what they have seen and heard. (Bryman, 2007, pp. 410) In this investigation there is only one investigator and because of this the internal reliability can not be measured.

*External reliability* is to which degree a investigation can be repeated. The problem when doing a qualitative research is that it is impossible to repeat a social setting and other specific circumstances. (Bryman, 2007, pp. 410) My investigation is not repeatable.

The main rule is that a research can be reliable, but because of this it does not have a high validity. (Patel, 2003, p. 99) As we have seen here validity and reliability are two important concepts, because they determine if the result of the study can be trusted and used for further studies.
4.9 Summary of Data Collection

The theoretical findings of this study are scientific reports from databases, literature, the Internet, magazines and marketing materials. The empirical findings consist of sixteen interviews with leaders in the network Ahead - Media & Communication.

The study is qualitative, because I study the phenomenon of social media. It is also a case study. The reason for this is that I study how the cluster the Future Valley and the cluster initiative Ahead - Media & Communication can handle social media. The study is an exploring investigation because I have interviewed the members in their own work environment. Through comparing empirical with the other information in this study I have got analysis of the result. The problem when studying networks is that they change as the study goes along.

The internal validity is high because there is a circular connection for networks and social media. The results can be applied on the cluster of the Future Valley and its networks. The conclusions from this cluster can not be applied on any other cluster in the world and because of this the external validity is low. Internal and external reliability can not be measured.
5 Empirical study

The empirical study is a summary of what the respondents answered in the 16 interviews and the total results. The interviews are presented in the order they were conducted. The leaders come from the following companies: Destinator, Trade and Industry Falun Borlänge, SB Media, the University of Dalarna, Heimer & Company, Trum Management, the Computer Society, Sprida, the municipality of Borlänge, the office in Industry and Commerce, Tension Graphics, Bangalore, Papangoo and Zimulus. The total results show the respondents’ answers are divided. In the end of this chapter there is a summary of the empirical study.

5.1 Interviews

5.1.1 Destinator

Destinator is a company that offers web solutions. The company’s most popular product is a web publishing tool called Destinator CMS. (Destinator, p. 1, paragraph 1)

5.1.1.1 Interview with Johan Olérs (Olérs, 2008)

Johan Olérs works as a technical project leader at the company Destinator in the Technical Valley. The company has four employees and builds websites. He spends 0-10 minutes a day using blogs and communities with the purpose of creating or getting new business connections. He also reads blogs and communities to get information. He communicates through email about 2 to 3 hours a day and uses MSN 5-10 minutes a day. The main benefit social media has given him is that he feels better, because his social network has increased. The disadvantage is that he gets stressed because he has not enough time to use it.

In his spare time Johan is a member of Face book and Xing. He used to be active on Face book, but now he thinks it has become a playground. The purpose on Xing is mainly to hunt for contacts and for this purpose it works well. The problem is that the conversations are to slow; one conversation can take a few weeks. To be interested in Xing he would like the conversations to take just a few minutes.

For his own leisure he reads blogs about friends, acquaintances and sport. One of the co-workers was in New York on vacation and Johan took part of that through his blog. At the moment Johan does not have a blog of his own, but he was one of the early adopters when he started his first blog eight years ago. Since then he has had blogs in different time periods. His latest idea is to start a blog about his dog where people can read about training and a competition calendar. The reason for him to shut down his previous blogs is that it needs patience to constantly update them. His earlier blogs were never connected to any network. Destinator doesn’t currently have a blog, but they built blogs for the company Sprida a few years ago and are recently working for ‘Rätt Pris’, Right Price a grocery in Borlänge. The latter is a part of a larger web-project.
Johan thinks the advantage he has had from social media is that his social network has increased. The disadvantage is that he feels stressed from the fact that he does not have time to develop social media because they lack the staff to do it. Johan hopes the will have more time for social media within the next six months, but the social media use is dependant of what personnel the company is able to recruit. Destinator currently lacks sales people and system analysts. The company’s use of social media will hopefully increase. To keep and increase the companies business network the company could get a community for their customers. Parts of the community could be protected by password.

Destinator is built on close contacts with their customers. To increase their competence the company uses the Internet to increase its knowledge in different areas. In general he thinks blogs are stronger than communities. If the company would recruit 20-40 employees, social media could be used instead of an Intranet. An internal community should then contain report functions like who uses it and how much.

He estimates that 0% of the marketing budget is spent on the Internet. The reason for a zero budget is that the company works with websites and the work on own websites is not included in their marketing budget. In ten years it will remain the same.

Johan believes The Technical Valley could benefit from blogs. Teknikdalen Foundation could have use of a community. Ahead - Media & Communication is under rebuilding and there is no defined strategy for social media that he is aware of. A strategy is important because it can help the company fight with the dragons in larger cities like Stockholm. The company is in the search for advertising agencies. If he would wish something from Ahead - Media & Communication it is a continuous flow of news in a blog.

5.1.2 Trade and Industry Falun Borlänge

‘Näringslivet Falun Borlänge’, Trade and Industry Falun Borlänge is owned by 250 companies in the Falun Borlänge region and the goal is to make the region grow through new establishment. The organization also wants to build networks between different companies and between companies and society. Another goal is to create attractive living environments and leisure time for young people to make them interested in the region. The infrastructure is important to make a society work and because of this the organization engages itself in this issue. (Näringslivet Falun Borlänge, p. 1, paragraph 1)

5.1.2.1 Interview with Maria Rolander (Rolander, 2008)

Maria Rolander works as an activity leader at Trade and Industry. Maria does similar tasks as a CEO. She does not spend any time using social media with the purpose to get or maintain business connections. Maria has never had any advantages or disadvantages of social media. Previously the organization had a discussion forum on their website, but people did not use it. She thinks larger companies have bigger possibilities to attract people, because people have interest in them. The company she works for is too small for the public to be interested in them through social media. Maria is since a few years a member on Facebook in her free time. Maria said Facebook was most fun when she first got registered, but she has got tired of it.
The blogs Maria Rolander reads are those connected to the ‘Dalarnas Tidningar’. Neither she nor the company she works for has blogs. Maria does not see any advantages or disadvantages with social media. She uses social media as little as possible today and has no plans of using social media more the next six months. The employees will read blogs to see the trends in the world around the company. In general she thinks the use of social media will develop. Maria does not believe the company will develop or maintain networks for their activities. She argues the companies email address is on the company’s website is enough. The company receives opinions from people in the region of Falun and Borlänge. Today 40 % of the marketing budget is used for activities on the Internet, but in ten years she thinks it will be 80 % of the marketing budget.

Maria says the Future Valley contains a lot of different branches and companies of different sizes; because of this a strategy for social media is difficult to make. Concerning the network Ahead - Media & Communication, Trade and Industry Falun Borlänge only takes part as an interest organization. The graphic industry in Borlänge and Falun is unique in Sweden, for example: there are many printing companies. Ahead - Media & Communication is one way to make people notice the region. If the network had blogs and discussion forums it would benefit Trade and Industry Falun Borlänge also.

5.1.3 SB Media

SB Media works with film productions, television commercials, business- and web television, event- and company movies, video banners and education in film. (Berglund, Medie Filmproduktion, p. 1, paragraph 1) SB media has a blog called SB media the latest news, ‘SB Media bloggen senast nytt’. In this blog you can read about Simon Berglund and his company. Mostly the readers get to know about current assignments. On the behalf of the office of Industry and Commerce the company has got the assignment to document Borlänge and this will be shown in Wuhan City in China, a friend city to Borlänge. (Berglund, SB Media bloggen senaste nytt, p. 1, paragraph 1)

5.1.3.1 Interview with Simon Berglund (Berglund, 2008)

Simon Berglund is self-employed and works with film production. He spends about fifteen minutes a day using social media with the purpose to create or maintain new business connections. Simon thinks the largest advantage he has had of social media is that he has gotten new connections. Sven Eriksson, Teknikdalen Foundation invited him through Facebook to become friends with Niklas Strand at Heimer & company. Sven also gave me connections within Sprida through Facebook. The largest disadvantage he has had is that one person wrote a negative comment: - It is no use to have a blog if you are not going to update it. Simon is positive to the future development of social media. He believes the general use of social media will increase in the next six months.

Simon is a member of the communities: Facebook, LinkedIn, Second Life, YouTube and Bambuse. The last mentioned is a community for showing films. The way he got to know about Facebook and Second Life was through the seminar: ‘Omform’, Virtual for Real. The seminar was arranged last year by Heimer & Company and was about YouTube, Second Life, Facebook, blogs och communities.
One lecture was held by ‘Farfar’, a famous web- and advertising agency in Stockholm. Simon watches social media through his mobile: N95 86B Nokia. For a subscription on the mobile operator 3 Simon can surf for 199 SEK a month as much as he likes. He also uses MSN and mail on his mobile.

Simon thinks Facebook is more accessible than LinkedIn. All the connections he has on Facebook are Swedes. LinkedIn is strict and it is not possible to publish films on it. Simon thinks LinkedIn is bureaucratic. On Facebook it is easy to publish films and it is also easy to watch them on the mobile. Previously it was special to be on Facebook. Now it is what everybody is doing.

Ulf Nash who cuts the movies for SB Medie Production is in contact with Simon through Facebook. Per Andersson mixes the sounds. Simon communicates with him through telephone and email. Per is interested to join Bambuser, live from your mobile. On Bambuser you can broadcast direct to the Internet from your mobile. It is also possible to send live from a web cam. On Bambuse you can chat and see the latest movies by choosing: What's up. For example: the day before my interview with Simon he broadcasted the ‘Gyllene Hästen’, a marketing award, on Bambuse. Simon believes only him and Niklas Strand from Heimer & Company broadcast from Sweden.

Simon thinks reading blogs takes a lot of time. The blogs he reads are mostly those of Niklas Strand, Heimer & Company: Deep Edition: http://deepedition.com and Researcher: http://researcher.se/. Simon’s way to read blogs is to use RSS feeds. Berglund has a blog of his own it is also his company blog. The name of it is ‘SB bloggen senaste nytt’: http://blogg.sbmedia.se/, but Simon thinks he will use ‘SB Media bloggen’: http://sb-media.blogspot.com/ instead. The latter is connected to Blogger: www.blogger.com. The blog he has is external. It is used for information and marketing. Simon is self-employed and can benefit both from the blog in his work and his spare time. The best use the company has had of the blog is that it has given business connections. Simon talks about one example where one film production company called him up and gave him an assignment that company did not have time to do. Simon believes blogs are good because they are free marketing; blogs does not cost anything. He thinks the largest disadvantage is negative comments. To become visible Simon uses search engine optimization. Through searching on Google on different words, you can see what words are the most popular. Simon has previous experience of working with web and marketing as a marketer on ‘Tunabyggen’, a local housing firm.

In the coming six months he will continue to update and develop blogs, Facebook, YouTube and Bambuse aiming to create new contacts. The latest tip he has got is Film Café, a community for films. SB Media will continue to be visible in different context on the Internet. The company develops its competence through looking at what others are doing. He will transfer the material from the old blog to a new one. The old one is a web hotel, but blogger is better because you can publish films from YouTube on it.

About 1 % of the marketing budget is spent on the Internet. The web hotel costs the most. Simon doesn’t believe the marketing budget will increase. Simon will not advertise in social media, even if he has noticed development going that way.
As far as Simon knows there is no joint strategy for social media in the Future Valley. Simon thinks it would be nice if the Future Valley was in Second Life as an island. The thing that will create problems is probably firewalls. To find the way in Second Life you can use Forums. One of those forums is [http://www.secondsweden.se/](http://www.secondsweden.se/). Simon has done a film for Zimulus with the program Fraps to their own island. In Second Life his character, avatar is called Simon B Praga. Second Life is a small program, only 35 MB. Simon shows me Second Life. That day there were 36 000 inhabitants active in the game. The Swedish Island is empty; only two avatars are visible. It was about 60 days since he last visited the virtual world of Second Life. In Second Life you can get paid to visit the lectures, but just be active by the keyboard or otherwise the teacher tells you to stop sleeping.

In Second Life you can meet people, but it is surprisingly empty when entering the world. One example of a meeting place is the discotheque where you can dance. In virtual environments you can buy whatever you like, for example: trousers, chairs and jewellery. Simon thinks the Future Valley should be represented on Second Life and when someone visits the reception of the virtual world the real receptionist in the real Future Valley could answer. Simon thinks it would be especially good for the University to be on Second Life. The Future Valley is rather anonymous. The different companies in the Future Valley do not have much contact with each other. You see the signs, but you don’t know what people are really doing. If the light yard, a public cafeteria inside the Technical Valley was in Second Life, then people could meet there and discuss. Simon thinks Ahead - Media & Communication keeps a low profile right now, but he believes they will eventually join the Marketing Association. Simon is a member of the board of the Marketing Association.

### 5.1.4 The University of Dalarna, Information

#### 5.1.4.1 Interview with Christian Lindberg (Lindberg, 2008)

In 2004 Christian Lindberg started collaborations between media students and companies. The first step in network was to start a website with the name Ahead - Media & Communication. Christian Lindberg has changed job and now he is the Information director of the University of Dalarna. Christian spends about 30 minutes a day on social media with the purpose to maintain or get new connections. Mostly he spends Saturdays looking for what is happening in the world. The largest advantage he has had of social media is the spreading of the universities trademark. The largest disadvantage is there are people who do not follow ethical rules and then it could violate the integrity. He says students have started a Facebook group about a person they did not like. C. Lindberg is not a member of any community, but if there was a community for his own profession that would be interesting. They are looking at a community within the marketing association. The blogs he reads are Niklas Strand's Deep Edition, ‘Dagens Media’ and ‘Resume’, the two last mentioned are branch newspapers. He also reads Legally Blond by Ida Hansson. Ida did a project for him when he was employed at Office of Industry and Commerce and the cluster initiative Ahead - Media & Communication. Ida got work at Metro to blog. Now Christian has not found Ida’s blog for a while. Christian and the University of Dalarna do not have a blog. There are many students that want to try to use social media and have external blogs, some are connected to the type of blog, like blogger, and some are connected to other networks.
The main advantage of social media is that it has given PR to the University of Dalarna. The information department creates different projects ideas and then students put it on Facebook. Using social media is a good way to get information about the world. The good thing he says is you get to know peoples opinions in connection to what is written. You can also learn about problems with personnel and get knowledge about the organization of the University of Dalarna. Through social media the silent Wailing Wall has got a voice. The neglecting teachers will be seen. Social media has no disadvantage for the University of Dalarna.

In the next six months the use of social media will vary a lot. Some companies will adopt it and some will not, however social media will increase by time. The advertising agencies have understood, but not the rest. The competitors who don’t understand will begin to wonder why nobody buys from them. Social media is marketing under cover. Those who understand the social media will target niche lifestyles. This enables companies to sell products on a global market. The anonymity will disappear and that is scary for people. Social media builds bridges between people, for example on the University people studying at different educations can find each other.

Christian says the University of Dalarna uses networks through working with net-based education in Sweden. Social media also builds bridges between the two campuses in Borlänge and Falun. The University of Dalarna increases competence through bench marketing. One example is informal meetings over the net. You can call a friend over the Internet and find out how he has done. You can stream video conferences. Meetings can become less dramatic if one can sit in his kitchen and the other in his office. The Internet used to be for technical freaks now it is for everybody. Social media has opened all ways. CEOs and co-workers can use social media to communicate. We work with a group of 70 students and they uses blogs and communities and through this we can indirectly affect the market with for example Facebook. There is a chat forum for the newspaper ‘Studie’ for sound technicians. In chat forum the University of Dalarna is discussed. Duliva have given the University of Dalarna publicity and it has reached out on blogs and discussions have emerged on communities. Resumé and Dagens media has written 12 articles about Dulivia in newspapers and Mix Megapol has talked about it on the radio. People get involved in the University of Borlänge through Dulivia. The initiative of Dulivia came from students and they also started a Facebook group around it. The first day they got 40-50 members.

The University of Dalarna and Niklas Strand; Heimer & Company will have a media event for social media. The Marketing association and those working in the Future Valley will be invited. The University of Dalarna has a web channel; if only time and resources are available the university will start using it.

The total marketing budget for the University of Dalarna is 400 000 and about 50 % of it is spent on the Internet. 25 % is spent on relations and 25 % on printed media. Today much of the Internet marketing budget is used to build infrastructure. Of the 50 % spent on the Internet the money goes to web hotels, banners, cooperation agreements to movies that will be published on the Internet, search engineers and EpiServer. In ten years 50 % will still be put on the Internet, but then the infrastructure is ready. In ten year the service will be in focus and only 15 % will be printed material and 35 % will be relation marketing.
The Future Valley does not have a strategy at the moment. Christian said the representatives for the municipality of Borlänge, the University of Dalarna, Teknikdalen Foundation and other representative from Borlänge will sit down and discuss this topic the week after the interview. Christian thinks you don’t need to mention what organizations are represented in the Future Valley, everybody in the region already know the most important actors. What should be done is to stop the total marketing budget and see how the Future Valley could get visible to the outside world. The only cooperation currently being done is that somebody calls and asks if they want to split the cost for an ad on 50 000 SEK. The purpose of Ahead - Media & Communication was to get the municipality of Falun, the University of Dalarna and the business world together.

5.1.5 Heimer & Company

5.1.5.1 Interview with Niklas Strand (Strand, 2008)

Niklas Strand works at Heimer & Company as a creative planner and is also a business partner in the firm. His position is a mix between creative director and account planner. People tell him that he is an expert in social media and also one of the most important strategists within the area. Niklas started to blog between the years 2001 to 2002. In the early days it was just a few people who wrote blogs. They were not called blogs then, but the articles merely had dates. In the beginning there were mostly Meta blogs, blog about blogs. In 2003 he started the blog Researcher, but then it had the name Adland and it was about marketing. In 2002-2003 RSS came, earlier you could only have lists of links to keep track on what other people were doing.

Heimer & Company mainly works with Business to Business marketing. Heimer & Company is not so much about social media, because the customers have not yet found interest in it. Niklas spends about 2-3 hours a day to read and update blogs. On Jaiku he spends 4-5 hours reading and updating micro blogs. The difference between a common blog and a micro blog is the latter is read on the mobile. The address to Jaiku: http://www.jaiku.com/.

When Niklas started to blog he was not employed at Heimer & Company, but through his experience of social media he could convince Heimer & Company to employ him. Through the blog Researcher he markets himself on the agency. In the blog Researcher he builds up Heimer & Company as good strategists. Deep Edition is a thorny way for Niklas to say what he thinks, but customers with courage appreciate it. His latest project is called ‘Same same, but different’, that is a blog about trade mark, when new media meets the old one. For example the old newspapers website does not contain any conversation. It is important to get the blog out right among the target group of media people. 300 people a day is alright as long as we reach the right people. The way he creates interest around his blog is through commentating other blogs and link back to his. Niklas writes about relevant things, links back to his site and tries to create discussion. The trademark of ‘Same same, but different’ must grows organically. One way to get visitors is to connect them to networks like: http://www.bloggportalen.se and http://nyligen.se/. Niklas have two blogs that has been on the top of the Twingly report: http://www.primelabs.se/2007/06/18/twingly-report-sweden-analyserar-bloggvarlden/. At one time Niklas was confused and could not sort out what to write it in which blog. To clear the confusion he did a trademark plan for each of them, precisely as he does for the customers he works for.
Anneli Fors  
MBA in Marketing Management  
The power of social media when creating business networks – The Future Valley in Borlänge

Niklas says the people lecturing about social networks are part of a network. Social media is a way to keep up his contacts. Web 2.0 is about communication. Web 1.0 was about information. One advantage he has had of Facebook is he has found seminar lecturers on it. On the seminar ‘Omform’ they had lecturers like Matias Palm Jensen, Stina Honkamaa, Peter Ingman, Brit Stakston and Fredrik Wass. The largest advantage he has had of social media is that he has built up his personal trademark. The disadvantage is that his colleagues sometimes tell him he looks tired. Another disadvantage Niklas has had of social media is that he does not like keeping quiet about his opinions. Some of his colleagues have negative opinions about speaking freely. His answer to them is that customers want contact with people and not machines.

The communities Niklas is a member of are Bambuse, Blip.to, Del.icio.us, Facebook, Flickr, Friendster, LinkedIn, MySpace, Second Life, Twitter, YouTube, Xing, Wikispaces, Wikipedia and few sites that leaves digital footprint. Niklas has an avatar is called: Deeped Browner in Second Life. Niklas gives an example of use of Second Life, for example IBM has meetings in a cafe in Second Life. Concerning the security in this virtual world he thinks it is as in real life. You must look around your shoulder to make sure the competitor is not behind your back and listens to what you are saying. Next ‘killer application’ within the 3D-world will be a world where you can buy the same clothes to yourself as your avatar. Everybody will have a home were they can invite people and have pictures on the wall. Some parts will be open and some parts will be closed. You will probably be able to have a blog post in the 3D-world.


The company he works for does not have a blog, but one is under construction. The blog will be built in a content management system (CMS) because it contains all necessary functions. The up coming blog will both be external and internal. The external blog will be traditional with information; marketing and it will also be used to build networks. The internal blog the employees will be able to see who is ill, when it is coffee time or when the lunch meetings are with the fellow workers. Niklas says the problem now is that the company’s mailboxes are filled with non important mails. The blog will be connected to those networks mentioned above. He does not see any negatives with social media. Niklas say he is not the right person to ask about disadvantages and smiles.

The companies’ use of social media will have a sharp increase. Heimer & Company will create groups for suppliers and freelances on Facebook and LinkedIn. Social media will be visible on Heimer & Companies own site. Niklas says you can not force anyone to start a blog, for example he refers to the CEO at Heimer & Company has said she will never start a blog.
About the future use of social media, Niklas upholds it is important to think that Web 2.0 is only an upgrading of Web 1.2. Flash was about Web 1.2. You could say Web 1.0 was when people only could read a website. In Web 2.0 the conversation is obvious. Niklas thinks we are in a breaking point when people start using the new. To affect the target group it is not so much about demography, but rather it is about psychological factors. The most current event right now in social media is movies. Björn Falkevik writes much about this. Niklas thinks real life could be defined as follows: IAL = In analogue life, IRL = I real life and IDL = In digital life. These concepts can together form real life. In the future it will not be separated like today. In today’s social media in real time everything can be stored. The Internet is divided into two different parts: wall garden and open garden. In China they have a wall garden. That is, they work with BBS technology and passwords. In the west we have an open garden that is official websites. To stop information the way it is done in China will never work, because there are already holes in the wall.

Earlier the marketing activities went from the inside to the outside. Now marketing gets from the outside and in. It is customers and competitors that give the picture of the trademark. Niklas says we could talk about the Trade market managers’ death. It is no longer push of the trademark, rather it is pull. The trademark lives along the network. It is important to know what people are saying about the trademark to be able to rebut the critics. You must be a part of the dialog. If somebody dislikes a company, but the company answers honestly, then it will have higher lab market effect. To campaign does not work anymore. Niklas upholds that previously you get a rest after a campaign. A company must now be present all the time. We have got a continuous cost of time, but the tools do not cost anything. CEOs come to Niklas and wonder if they should not call their lawyers when somebody writes something negative about the company. People who are not brought up with computers can not understand why other people can decide what to write about them. When Heimer & Company creates networks the most important thing is to be there and seek cooperation partners. Concerning the competence you can say his colleagues have not reached so far yet concerning social media. What they can do right now is to read specialist blogs with tutorials. What Niclas does is to read blogs about what other planners are doing. Heimer & Company uses 10 % of the marketing budget for the Internet, but it is only to recruit new employees. In 10 years it will probably be about 100 %.

Today there is no strategy for social media for the Future Valley, but they will work on it next week. A strategy could in the general part be to create groups in Facebook and LinkedIn. Another thing would be to have inspirational courses for those working in the Future Valley. The main thing is to be strong against the competition in Stockholm, Gothenburg and Malmö. Invite the companies to cooperation within the Future Valley. There is a difference between digital immigrants and digital natives. Digital immigrants want to build platforms and create rules around it. It can be compared with a sandbox. The sandbox can only be used one hour a day and you can only dig 5 cm around you. The digital natives instead think it is about organic growth of a trademark.
The strategy for Ahead - Media & Communication was to build a website, but Ahead - Media & Communication is on its way to disappear. The best parts of the Ahead - Media & Communication website will be a part of the Marketing Association website. There is no use in having several networks for the same thing. Forums will be built and networks will be linked. If there are only comments on a website you only get back to see if you got any answer. The most important is to give people a reason to come back. Ahead - Media & Communication has been Niklas and Christian Lindberg's baby.

5.1.6 Trum Management

Trum Management was started in 2007 and the purpose with the company is to work with marketing, organization, business information, long term strategies, lectures, project leading and event communication. (Trum Management AB, p. 1, paragraph 1)

5.1.6.1 Interview with Barbro Trum (Trum, 2008)

Barbro Trum works as a marketing economist and is self-employed. She uses social media about 45-60 minutes a day. The largest advantage she has had from social media is competition advantages. Barbro has not had any disadvantages from social media. Barbro Trum is a member of Facebook, Flickr, LinkedIn, MySpace, YouTube and Second Life. Flickr and MySpace are the most interesting right now. It has become an inflation in Facebook and because of this she has not used in a while. LinkedIn and Second Life she used earlier. The business opportunities for people that are familiar with games are endless in Second Life. One thing you could do is to test products in advance to know if they would work in real life. YouTube she uses in lecture context. She shows how people can search knowledge through YouTube. Flickr she uses to get and publish pictures. When she worked for the municipality of Falun she helped them put out a campaign for Snow Graffiti. They received a lot of comments for the pictures.

The blogs she reads at least once a month: Design Sponge, ‘Kol & Rosor’ and Smashing Magazine. Right now she does not have blog of her own or for her company. She has shut her web page down because she wants to create a new one with a blog in WordPress. It should be flows on the website, for example news feed. The website should become dynamic, but a good strategy is needed to succeed with this. When a website just contains addresses and telephone number it becomes boring. The building of a dynamic website will happen within the next six months. Companies she works for as a consultant have blogs. These companies use it for marketing and have through them got to know their contacts better. It is also a cheap way to market. The companies she consults for use networks like: bloggportalen.se, blogger.com, blogg.se and WordPress.com.
In general she thinks the use of social media will be focused on niches. People with the same interest will be drawn to each other. The total use of social media will increase. The coming generation already lives in the world of social media. Her 17-years old daughter found new friends even before they moved to a new city. Through social media young people can easier adjust to new environments. People search for their place in the world, in exactly the same way people must find their own place in the web world. Barbro thinks the companies she works for could work interactively to create networks. One of those companies she works for is ‘Mitt Dalarna’. She thinks companies could increase their competence through using social media to develop research and development. Managers can tell their employees to read blogs about relevant subjects. Courses in web and etiquette could be of value. The employees must learn social media on their own. The use of social media can easily get too much. In the future there might be blog directors instead of information directors. To have knowledge within social media will be needed within marketing. 20 % of the marketing budget is spent on the Internet and she thinks 70 % of the marketing budget will be spent on the Internet in 10 years. The Future Valley does not have a strategy for social media. Barbro considers the Future Valley only as a geographical place. The interest in the Future Valley is too scattered to have a united strategy. In the Future Valley you can go out and meet people face to face. She does not know if there is a strategy for social media in Ahead - Media & Communication. Today the networks websites only contains several templates that are difficult to use. If the website instead contained blogs and communities there would be more traffic to the site.

5.1.7 The Computer Society

The Computer Society is a non-profit organization that works for increasing the competence in IT-issue both for members and others. The Computer Society arranges seminars and conferences were invited experts talk about current subjects. (Dataföreningen, p. 1, paragraph 1)

5.1.7.1 Interview with Joakim Akre (Akre, 2008)

Joakim Akre works as a sales manager in the company Office, but he is also the chairman of the Computer Society in ‘Dalarna’. As a chairman he uses about 15-30 minutes a day to maintain or get new business contacts. The main advantage of social media for Joakim is that he has been able to communicate with other members of the Computer Society Sweden. The disadvantage is that he sometimes feels stressed from it. Joakim is a member of LinkedIn and the community D4D: http://www.d4d.se/. D4D is a shortening of the fourth dimension, the community is for members of the computer association and to get in you must have a password. It is a confused, but living community and in the beginning it was hard to find things on it. In D4D people with ideas can give their perspectives of ideas. The main goal is that people should discuss IT and society. The Computer Society has about 600 members. The Computer Society think about starting interactive communities were system developers can exchange experience. This would also be a way to get the physical networking started. Dalarna has been late in its networking, because there have not been any human engines that has made it happen. The way to increase the competence in the Computer Society regarding social media is to give information, information and more information.
The CEO of the Computer Society Sweden has a blog in the community. The community is used internally, for information, building business networks and it is connected to a network. Joakim does not have a blog of his own. He does not read blogs regularly, but he uses it to cover what the competitors are doing. The only blog he reads regularly is Ahead - Media & Communication. The advantages the Computer Society has had of social media is that they have got to know their business connections better, got quick and correct connections and the members feel involved in what is happening. The largest disadvantage is that he feels he should spend more time with social media, but he has not got the time because of his situation in life. The media is direct and everything should happen fast. It is possible the computer associations’ use of social media will change within the next six months, probably it will become intense. In general he thinks social media is a faster way to divide information and get information. The closeness on behalf of the distance will increase. The use of social media is depended on trends and the upcoming trends. Thing have a tendency to change with time. Companies in the Future Valley work with high pressure right now and do not have time to deal with social media, mostly because social media is something that has to be dealt with on a daily basis. This is the situation the company Office is in right now. Joakim is not in the position where he gets information about the market budget of Computer Society Sweden, and because of his he does not know what it will happen in ten years.

Joakim thinks there is no joint strategy for social media in the Future Valley. The best thing that could happen to the Future Valley is if somebody could call a meeting twice a year. The people calling to the meeting could then give the company offers, that the companies can say yes or no to. The meetings would then be in a perspective that could be of use to everybody. Ahead - Media & Communication has a strategy. The strategy for Ahead - Media & Communication is right now that the network should live on its own. Joakim says: Ahead - Media Communication did work in the beginning that they now can benefit from. Joakim thinks a person is needed that can make it happen. It is important that there is a person which sees the situation a little bit from above, with a helicopter perspective. The companies in Ahead - Media & Communication are strong together.

5.1.8 The University of Dalarna, Media communication

5.1.8.1 Interview with Marit Nybelius (Nybelius, 2008)

Marit Nybelius is a subject teacher in media communication science at the University of Dalarna. She is responsible for the Media Communication program. At the same time she is an international judge in Nordic combination and ski jumping, commentator on Eurosport and works a journalist. Marit spends about 15-30 minutes a day using social media with the purpose to keep or get business connections. Through social media she has done business and she feels better because her social network has increased. The disadvantage is that a student used her name to chat in her name on ‘Aftonbladet’. They found the student through the IP-number. Marit is a member on Facebook, LinkedIn and Alumni. On LinkedIn she is just registered, but not active. The blogs she reads is stålberg.se and a blog about ski jumping. She does not have a blog of her own. Her own use of social media will not change the next six months if there does not come a new social media about marketing and program responsibility. Marit will never blog, because she has not time with it. She began to use Facebook fall 2007 and she thinks it works well to connect back to old acquaintances. Some contacts are totally new and some has occurred on Facebook. She has two Facebook groups: ‘Idrott, medier & PR eller Mediekommunikationpr...’ and ‘Reklam eller international kommunikation Högskolan Dalarna’.
After the interview Marit invites me to become a member on Alumni, a network for former students: http://alumni.du.se/public/start/start.asp. The University of Dalarna does not have a blog, but her other workplace Eurosport has blogs.

The largest advantage the university can have of social media is that it can reach people. The disadvantage the University of Dalarna has is that the employees do not have enough knowledge about it. A colleague of her asked if she was not afraid they would read her pages on Facebook instead of the Universities own web site. Within the next six months the University will get more contacts with its customers, but the forums for using social media will change. Concerning competence development the University of Dalarna will be seen as futuristic and not Stone Age. In general Marit thinks social media will be used in a larger quantity. Marit does not have a budget responsibility and does not know how the marketing budget is spent.

Marit does not know if there is a strategy for social media in the Future Valley. She thinks a platform where the companies could have direct contact with each other would be a good idea. She does not know if Ahead - Media & Communication has a strategy. Ahead - Media & Communication has just transferred their page to the Marketing Association’s website. Marit does not know how a strategy for Ahead - Media & Communication could look like, because she does not know what it looks like now.

5.1.9 Sprida

Sprida believes good advertising gives results in form of value for money and their most important task is to communicate effectively with people. The agency upholds it is about getting through the flood of messages and finds the straight way to the heart. (Sprida, p.1, paragraph 1)

5.1.9.1 Interview with David Bergström (Bergström, 2008)

David Bergström works as a planner in the advertising agency Sprida and is also is the director of the Marketing society in Dalarna. David spends about 2-3 hours in social media to contain or get new business contacts. His largest advantage of social media is he feels better from the fact his social network has increased. He has never had any disadvantages of social media. When looking into the future, Bergström thinks social media will continue to be an important way to get information. David’s use of social media will not change the next six months. The communities he is a member of are Facebook, Flickr, You Tube and APG. APG is an abbreviation of Account Planning Sweden, a community for people working as planners. APG also exists internationally. David was invited to the network through a planner on ‘Åkerstam & Holst’, a famous Swedish advertising agency in Stockholm. Through the network David can get in contact with other planners, can get advice and help how to accomplish his assignments.
D. Bergström reads about 60-70 blogs a day to cover the world around Sprida. It is in his assignment to cover what is happening. Example of blogs he reads is Åkerstam Holst blog and Scamp. The last mentioned is a blog looks for trend changes. The blog looks around the corner for what is going to happen within communication and within the digital world. David does not have a blog of his own. The company doesn’t have an own blog, but they will get one in the next six months. The upcoming blog will be external and internal. It will be used to build networks, marketing and information. He does not know if the blog will be connected to any network.

The advantages Bergström has had are that the marketing has become effective and the staff feels that they are involved in the companies’ activities. The personnel on Sprida have a creative meeting once a week. David then gets through what he has found in his trend search, but he also sends out mail to everyone on the advertising agency about what is going on. He does not see any disadvantages for the company to use social media. The change the company will do in the next six months is like previously mentioned that they will get a blog which will contain Sprida’s search for trends.

When he looks into the general use of social media he thinks there will always be social media, but he is not sure that it will be Facebook. People will not call it social media and it will be a natural part of the communication. The coming blog will be a link to the advertising industry and it will be a way to get and maintain business connections. The more active Sprida can be the more he thinks they can become a part of the marketing establishment. The way the agency can use social media to increase its competence is to learn about its target group through it. About 20 % of the marketing budget is today spent on the Internet. Sprida will probably use 40 % of the marketing budget on the Internet in ten years.

At the moment there is no joint strategy for social media in the Future Valley. The Future Valley could use social media to spread knowledge about its competence. It would strengthen the Future Valley outside its geographical area.

5.1.10 The municipality of Borlänge

5.1.10.1 Interview with Roger Johansson (Johansson, 2008)

Roger Johansson is Borlänge’s information director. He spends about 15-30 minutes using social media with the purpose to maintain or get new connections. The main advantage Roger has had of social media is that he feels better because his social connections have increased. He has never had any disadvantages of social media. Roger Johansson is a member of Lunar Storm. The story behind his membership in LunarStorm comes from the fact that he invited a lot of journalists to Borlänge under Peace & Love rock festival. 40 accepted, but only 2 turned up: LunarStorm’s information director and managing editor. Roger took the journalist on a round tour in Borlänge. On the tour the journalists made Roger Johansson a member of Lunar Storm. The same day the two participants wrote an article that ended up on LunarStorms first page. The article had over hundred hits. Roger Johansson reads Peter Hultquist’s blog and other politicians’ blogs. Roger does not have a blog of his own. His use of social media will increase in connection to the Peace & Love festival, because he will read LunarStorm to see if they write anything about the festival.
The municipality of Borlänge does not have a blog, but they think about starting one. At the moment politicians and some principals have blogs. A first decision would be to decide who would write it, for example: the municipality commissioner, Lasse Ivarsson, the municipality director or the Information director himself. The largest advantage the municipality of Borlänge has had of social media is that the marketing has become effective, the customers’ knowledge increased, and Roger Johansson knows what the inhabitants stand on different issues. The largest disadvantage is that he has less control about what is written about the municipality of Borlänge.

The coming six month the use of social media will increase. On Peace & Love Roger has had the opportunity to talk to young people. Roger often gets the question why the municipality of Borlänge isn’t advertising on sites they use. Young people are attracted to communities and avoid traditional websites. In general he thinks the use of social media will increase on behalf on traditional websites.

For the younger generation Roger Johansson and Tiina Ohlsson think about starting blogs that would target this group. One example is to let a nurse blog about her occupation to attract young people to care- and medical educations.

The technical educations have the same problem, because teenagers do not know the meaning of different professions. Agneta Stark, the principal of the University of Borlänge could write a blog to create interest for the university. Roger thinks the comments they would get could contribute to the municipality's activities and competence development. A person might have an idea how the care for old people could improve. A common problem in the care of old people is the employees do not have time to take them for a walk, maybe that could be solved. Information from the inhabitants is valuable.

Today 60 % of the marketing budget is spent on the Internet. Roger Johansson has begun to turn down the advertising. To know how effective advertising is he has started to count how many ads he remembers. Roger believes this a good test advertising does not work. In ten year he thinks that 70 % of the marketing budget will be spent on the Internet. In ten years it will have a totally different kind of commercials. One problem he sees is that people are already tired of computers and refuse to use them in their spare time, because they use it too much in their work.

R. Johansson does not know if there is a strategy for social media in the Future Valley. Social media could be useful in a strategy for the Future Valley. To use social media could be a way to make the Technical Valley an attractive place for young people to work. High Tech and crystals could be trendy. This is already done by paper products, for example the Future Valley Magazine. This newspaper has the target group CEOs in the middle of Sweden with the purpose to make them in establish their companies in Borlänge. As far as Roger knows Ahead - Media & Communication does not have a strategy for social media. Regarding Ahead - Media & Communication he thinks I should talk to Peter Evertsson and Sven Eriksson. Roger does not know how the networks strategy could improve.
5.1.11 The office of Industry and Commerce

The office of Industry and Commerce, ‘Näringslivsenheten’ is located in the Technical Valley because it is important to be near the customers and near organizations with the same target group, such as ‘Mitt Dalarna’, ‘Almi’, ‘Exportrådet’ and ‘Inkubator’. The main goal for the organization is to get companies to establish themselves in Borlänge and to market the already established companies in the community. To get companies to move to Borlänge it is important to offer attractive places to live. Another main issue is to make Borlänge get nearer the neighbouring community Falun, because together they work as an engine for the county. Her watchword is nothing is impossible. (Sjöström, 2007, p. 3, paragraph 2) The office of Industry and Commerce also works with: infrastructure, planning issues, building networks, business consulting, social planning and investment advice. (Borlänge Kommun, p. 1, paragraph 1)

5.1.11.1 Interview with Tiina Ohlsson (Ohlsson, 2008)

Tiina Ohlsson works in Borlänge at the office of Industry and Commerce as director, ‘Näringslivschef’. She spends about 15-30 minutes a day in social media with the purpose to create or maintain new contacts. She has never had any advantages or disadvantages of social media. Tiina is a member of Facebook, but she never uses it and she does not read any blogs either on regular basis. Tiina Ohlsson does not have a blog. Her use of social media will change within the next six months if it does not take up to much time. Tiina uses email because she gets fast answers. Tiina believes we live in a society that is drowned in information, but she says she seeks it when necessary. Social media can never replace real contacts. Some companies she meets do not use email. The municipality of Borlänge does not have a blog. The politicians have blogs, but she does not have time to read them. The politicians’ blogs have the target to reach the voters, get votes and get the parties messages out. She does not know if the politicians’ blogs are connected to any network.

The main advantage the municipality of Borlänge, has had of social media is that they quickly connect with the right person and they get a better knowledge about what the customer wants. Tiina says they are now looking at using social media in marketing. It is important to find new ways to communicate. The largest advantage of social media is the time it takes. The next six months the municipality of Borlänge will use more social media. For example will the municipality of Borlänge use YouTube and build the Future Valley in Google Earth. To do this they will take help from students on the programme Graphic Technology. In general she thinks it is important to use the tools for social media. She thinks social media is full of traps and it is easy to step on mines and because of this it is important to sort among the social media. Concerning competence development Tiina claims the employees are individually responsible to take in all the new. On the department of Industry and Commerce the employees are of different ages. For the young ones social media is no problem, but the IT-homogeneity is different. Some companies she meets do not even use email. The backup she will give the employees is general lectures and seminars. About 20 % of the marketing budget is used on the Internet and about 80 % will probably be used in ten years. Today there is no joint strategy for social media in the Future Valley. She would never go out and ask the companies what they would like to do. The companies are too different to have a joined strategy. Tiina says they are developing a marketing plan where social media will be a part of a larger mix. Concerning Ahead - Media & Communication Tiina Ohlsson refers to Bengt Fahlgren and Sven Eriksson.
5.1.12 Tension Graphics

Tensions Graphics mainly works with a two year long game development education. The first education was held in 2001. The company educates game designers, programmers and artists. Playground Squad Sweden is an official Autodesk Authorized Training Centre. (Playground Squad, p. 1, paragraph 1)

5.1.12.1 Interview with Magnus Björkman (Björkman, 2008)

Magnus Björkman is the CEO of Tension Graphics. He spends 4-5 hours in his spare time in the game World of Warcraft to create or obtain business connections. The advantage of social media is that it is fast and simple. He knows if his connections are online or not. The largest disadvantage is that some people do not have any acceptance for social media. The communities he belongs to are Facebook, LinkedIn, Second Life and Project Utopia 3D and other 3D related communities. He uses 3D communities to compare the quality of Tension Graphics productions with that of others. He has been connected to 80 % of the most common networks, but is not active anymore.

The blogs Magnus reads are connected to unofficial business networks that belong to the business he works in. Magnus does not have a blog of his own. He hopes his use of social media will decrease the next six months, because he uses it too much right now. Tension Graphics has an own blog that students can use it during the education and after they have taken their exam. Usually, during the education students use the Intranet for communication. The blog for the students are external and internal. The blog are used for information, marketing and does not belong to any network.

The largest advantage of social media the company has had is that they can easily get good connections. The largest disadvantage is that the employees’ time is used for social media instead of core business, too many connections and less control of the information spread about the company. The company’s use of social media will not change much the next six months.

When looking into future he says the more people that accept social media, the more it will be used. The attitude towards social media is a generation thing. The difference is mainly some people know how to handle a game controller and some don’t. People growing up using a World of Warcraft- or a CS-controller will have a big advantage compared with the others. Nintendo wheel is a way to overcome the differences between the generations. For example everybody knows how to play bowling and that is one way to use the Nintendo wheel. Today’s teachers have much to learn about social media that concerns the education of nine-year compulsory school, upper secondary school and University. Teachers have no acceptance for social media and games. Björkman's son has learned much English from playing World of Warcraft. It would be possible to reach the pupils on their own level if the teachers understood what the pupils were doing in the games. Magnus has held lectures about this for Rotary. If parents only took time to sit down two hours a day with their children they would be able to ask their children question and actually be a part of their reality.
When talking about how the company will use social media to develop or contain networks, Magnus Björkman says the largest most difficult question are which networks they should be a part of or not. Tension Graphics cooperates with Zimulus as to how companies can develop their competence through social media. 70% of Tension Graphics marketing budget is used on the Internet. In ten years it will be 80%.

There is not a joint strategy for the Future Valley concerning social media. Mats Johansson, Zimulus and Tension Graphics have left a proposal how a joint strategy for social media could look like to Teknikdalen Foundation.

### 5.1.13 Bangalore

Bangalore works within the areas of communication strategies, information technology and employer- and place branding. (Bangalore, p. 1, paragraph 2) Bangalore has in total 20 employees in the three offices located in Borlänge, Falun and Stockholm. Half of their customers are communities, county councils and public authorities and the rest come from the business world. (Om Bangalore, p. 1, paragraph 1)

#### 5.1.13.1 Interview with Mats E Johansson (Johansson, 2008)

Mats E Johansson works as CEO for Bangalore and his title is a senior adviser in communication. He does not spend any time using blogs or communities to keep or get new connections. Mats says the company has not had any advantages or disadvantages of social media, because it does not work that way in the business world. Mats Johansson is a member of Facebook, MySpace and YouTube. He is a member because he wants to test and understand on behalf of his customer. Mats reads Swedish political blogs, but does not have a blog of his own. Mats E Johansson will not change his behaviour the coming six months, but he will continue to cover what is happening. The company has a website, but they do not call it a blog. The site has a news function and the companies customers read about what is going on. The blog is not connected to any network; it is the company’s own. The blog is internal, used for marketing and for building business networks. The best advantage the company has had of social media is better knowledge of the customers. The largest disadvantage the company does not have any personnel resources with time for social media. The companies use of social media will not change much the coming next six months.

When Mats looks into the future he states the need to communicate will always be there. The Internet is the most important tool we got so far. Mats started using the Internet 1993/1994 and since then there have been phenomena that has come and gone. Every phenomenon has its own hype factor. New trend curves come continuously. The use of Facebook has increased and decreased and the same development has happened to Second Life. People think that if they only publish a film on YouTube they are part of the development. What they must ask themselves are: Why should this movie be shown? Companies that think wrong are nothing new. Companies believe if we only send out a brochure it will be all right. The truth is only 7% of paper mail gets read. Social media concept has probably to do with the fact that social economy has become popular. Social economy is when citizens do things together. It is important to analyse the words being used, otherwise we all use them without knowing what we are talking about.
Developing, maintaining networks and develop competence belong together. What Bangalore does is getting their customers to understand that business and marketing is done digitally. Digital marketing is a different way to do business that differs from traditional marketing.

90% of the marketing budget is spent on the Internet, but for the company it is not the main cost. The real cost is time consumption and is not counted into the budget, so the cost depends on how the question is asked. In ten years it will probably be 100%, but telephone, television and the Internet has probably merged to something else. Mats E Johansson thinks the new media it will not be called the Internet.

There is no joint strategy for the Future Valley. It is only a geographical place. Mats thinks it is no use in telling people the company are situated in the Future Valley, because they do not know what it is. It is better to talk about ‘Dalarna’, ‘Borlänge’, ‘Falun’ and ‘Stockholm’. He thinks the perspective of the Future Valley is too small. Why somebody would read a paper with news from the Future Valley, when it competes with ordinary newspapers. Nobody should come up with the idea to start a newspaper today, because there are too many already. Ahead - Media & Communication is updating their strategy and the most important thing is to consider what the members are competing with. Their site must have a high value on the Internet. To develop a new working strategy is an enormous process.

### 5.1.14 Papangoo

Papangoo works with search engine optimization, sponsored links and web analyses. (Papangoo, p.1, paragraph 1) The organization is owned by Peter Isaksson and was started in the year of 1999. Papangoo is a network organization where all co-workers have their own company. This is away for the company to be able to offer high competence in different areas. The company upholds the cost for getting one customer through a search engine is 65-90 SEK, yellow pages 140-230 SEK, e-post marketing 370-730 SEK and direct commercials 550-730 SEK. (Om Papangoo, p. 1, paragraph 1)

### 5.1.14.1 Interview with Peter Isaksson (Isaksson, 2008)

Peter Isaksson is self-employed in Papangoo and works with the Internet Marketing. Peter lives in Sälen and works in the Technical Valley and in Stockholm. When Peter started his company he mostly worked with search engine optimization, then it became web and traffic analyse and now it is much social media. Papangoo develops what the customers want them to develop. Often Peter get hired for different assignments and work in groups of 10 persons. He spends about 45-60 minutes everyday with the purpose to keep or develop new contacts. The largest advantage of social media is that he has got his largest customer through social media, done problem solving through it and got competence development. Peter has never had any disadvantages from it. The communities he is a member of are Del.icio.us, Facebook, Flickr, LinkedIn, MySpace, Second Life, Squidoo and branch orientated communities for web analytics and CEO round table.
The blogs Peter Isaksson reads are Media Post: http://www.mediapost.com/, Demystified: http://www.demystified.com/, WebProNews: http://www.webpronews.com/ and Niklas Strand’s: http://researcher.se/. Most of the blogs he reads are created in the US. Peter has a blog called Pladdangoo: http://pladdangoo.blogspot.com/. The blog is both personal and his company blog. The blog connected to www.blogger.com. What Niklas writes is often commented on other blogs. Pladdangoo is both external and internal. It is used to discuss the subject of search engine marketing.

Peter Isaksson will the next six months change the customer’s use in different ways. On his own behalf Peter will not have much time to increase his use of social media, even if he would like to. The advantages Peter has got from social media are: more business connections, marketing has become effective, customers are more engaged, got better knowledge about what the customers wants, the marketing has become cheaper, but the largest advantage is that he has got authority within his subject area. The disadvantage is that he has no to time to comment on his critics. It is hard to know where people make comments.

The problem is that those are into social media are almost only nerds. They learn from their buddies. Peter Isaksson says we are at the same stage, when people started to get websites. The difference is that social media will flourish much faster, than the Internet did. Today he uses social media exclusively on his mobile, because he travels a lot. The websites he looks at are adjusted for mobiles, but fast Internet access is essential. He says Google is alone about adjusting websites to mobiles. It is a question about copyright, but right now the market is silent and accepts it. Some companies have not adjusted their websites for use on the mobile phone. The net is in constant development, but the Internet connections are not yet fast enough to show websites with large pictures.

In the near future companies will take the communities to their websites and let their customers have opinions about what they are doing. In forums on the company websites blogs will be connected. Web 3.0 is when the companies are not out on public communities, but have taken social media to their own traditional websites. Today there are few advertising agencies that know anything about this. Those that have already started will have a big advantage compared to others. The development in different countries differs. The development in Sweden is that everybody can do something. In Europe the elite in social media know a lot, but common people do not know anything.

Movies are an upcoming trend on the websites. If people film themselves the credibility increases, because people dare stand up for their opinions. Up to today people have been able say things anonymously. The Internet will get a serious stamp. The receiver of social media in the future must think critically; questioning what is said and finding sources of information. People have a tendency to believe everything they read on the Internet.

Business networks can be built through creating discussion forums with customers. It is a way to solve problems directly and satisfy the competence that is needed immediately. The way to develop competence is to actively use social media. To read a book is meaningless, because they only contain old news.
95% of the marketing budgets are spent on the Internet. For example it can be membership in different organizations, ads on Google and different branch networks. In ten years it will also be 95%.

Peter Isaksson does not think that the Future Valley has any strategy for social media. A better strategy for the Future Valley would be to have web-television. This kind of media is cheap and coming strongly. Web-television costs only a few thousand SEK. All you need is a better web camera, software, a screen and somewhere to film. Peter says Ahead - Media & Communication does not have a strategy for social media, but to reach the visitor they would need two-way communication.

5.1.15 Zimulus

Zimulus main office is in Falun, but the company also has a sales office in Stockholm. The company is new, but founded by entrepreneurs that have long experience from business development and business simulation. (Zimulus, p. 1, paragraph 1) Zimulus is a company with a school in Second Life for education. In Second Life the pupils can have meetings, seminars, lectures and see films. The company claims it gives effective learning. (Stiftelsen för företagsamma, p. 1, paragraph 1)

5.1.15.1 Interview with Mats Johansson (Johansson, 2008)

Mats Johansson is the CEO for the company Zimulus. The company works with business simulations, e-learning and a business school in Second Life. He spends about 15-30 minutes a day in social media on keeping or getting new customers. The greatest advantage he has had of social media is to carry out education. He has never had any disadvantages of social media. Mats Johansson is a member of LinkedIn, Second Life and YouTube. Mats does not have a blog. The next six months Mats Johansson will continue with the school on Second Life. To be able to build a school he has bought a half island. ‘Folkuniversitetet’ has now decided they want to carry out education within the school. They will have lectures and meetings within the building. Today the company does not have a blog, but they have thought about it. They will have a virtual Zimulus person that would function like a blog next year. The avatar tells about what is happening in the company. He does not know if the blog will be connected to any network. The largest advantage the company has had of social media is that the marketing is effective. The Second Life School has created trustworthiness for the company.

The use of social media will increase drastically within a year, but the next six months he does not know, that depends on the general use of social media. At the moment it is too early to use social media to get networks, but in about a year it will be another thing. Our interactive school can be used by companies for competence development. Zimulus also works with traditional e-learning. One day it will be possible to go to the Zimulus site and directly enter a virtual world with the school. Today Second Life is an unsure place and because of this Tension Graphics and Zimulus will in time develop their own virtual world with more security. Today 100% of the marketing budget is spent on the Internet and in ten years it will be the same.
He does not know if there is a strategy for the Future Valley, but he thinks it would be a good strategy would be to build the Future Valley in Second Life. Mats thinks Ahead - Media & Communication has a good strategy for social media.

5.1.16 Teknikdalen Foundation/Ahead - Media & Communication

5.1.16.1 Interview with Sven Eriksson (Eriksson, 2008)

Ahead – Media & Communication is the name of a development work between legal media organizations. Sven Eriksson works as a project leader at Foundation Teknikdalen. He is the spider in the net and process leader for the cluster initiative: Ahead - Media & Communication. The project is sponsored by EU-project: InnoWent. Ahead - Media & Communication takes up about 20-25 % of his time. Sven is also responsible for the information at Teknikdalen Foundation. He also works with Ahead - Media & Communication for regional development and process management.

Sven reports back to EU what has happened to the network.

Sven estimates he spends about 45-60 minutes a day using social media with the purpose to keep or get new business connections. The largest advantage he has had of social media is that he has kept and developed his business network. He has not had any disadvantages of social media. Sven believes his use of social media will increase the following six months. The reason that he has not used social media more is lack of time. Sven is a member of MySpace, Flickr, Facebook and Second Life. Flickr and MySpace he has only tested. The blogs he reads is Magnus Uggla, Niklas Strands: Researcher and the blog Christer Grus writes. He has a blog of his own; it is connected to www.bloggportalen.se and is on the blogplatform: www.blogger.com. Sven thinks his use of social media will increase the following six months.

Teknikdalen Foundation has an own blog, but they have not got it going yet. The largest advantage the company has had of social media is that the marketing has become more effective and cheaper. The Ahead - Media & Communication has not had any disadvantage of social media. In the coming six months the cluster initiatives use of social media will develop. In general Sven thinks the use of social media will increase, but the users are unfaithful to the different platforms. Sven says we have already seen the rise and fall of LunarStorm and Facebook.

To keep and develop the network Ahead - Media & Communication he will continue to inform through social media. The cluster initiative will build an advanced website. To develop the companies’ competence within social media there is no restriction as to how much or how the personnel could use social media to develop its competence. The people that grow up now have another way to look at social media, because they use it on a daily basis. Today 20 % of the marketing budget is spent on the Internet. In ten years it will be 90 %, if Sven has something to do with it.
There is not a joint strategy for social media in the Future Valley, but it is on its way. The process has just started. Tiina Ohlsson has the ball right now. How would a strategy look like for social media? Sven thinks it is a difficult question. One thing that would be interesting is to have a joint platform that would be both internal and external. That would be communication that everybody could take part of. It would be like a big Intranet, where all who work in the Future Valley can get information about each others activity. Sven claims there is much competence in the Future Valley, but the employees in the building do not know what everybody is doing. A displacement of the budget must be one priority.

Ahead - Media & Communication has no strategy for social media. When Sven started working with Ahead - Media & Communication everybody expected everything to happen from above, but during the time Sven has worked with Ahead - Media & Communication he has turned the process around. One thing he did in the beginning was to have a blog. His plan right now is to confuse the members of Ahead - Media & Communication in order to make them network on their own and also make them start common projects. Sven has worked a lot with developing projects within the networks of Ahead - Media & Communication. The Marketing Association has about 300 members, but a goal is that they will get to be 1000 members. If they had more members they could employ people to drive the cluster initiative and arrange seminars. Sven cooperates with Film in Dalarna considering building networks. On good example of this is documentary film festival Nitra. Sven Eriksson thinks the way to get going is to do things together. The companies then get insight in what the others are doing and in the long term they will start to take their own initiatives and come to him with suggestions.
5.2 Total results of the questions

Here are the results from the sixteen interviews with leaders from the network Ahead - Media & Communication.

5.2.1 Gender

Figure 2: Men and women

![Pie chart showing gender distribution]

Figure 2: The circle chart show that 77% were men and 23% were women in the investigation.

5.2.1.1 What gender are you?

In the investigation there are 3 women and 13 men.

5.2.2 Age

Figure 3: Age

![Bar chart showing age distribution]

Figure 3: The bar chart describes the spread of different age groups.

5.2.2.1 Between which years were you born?

5.2.3 Occupation

*Figure 4: Occupation*

![Bar chart showing occupations](chart)

Figure 4: The bar chart makes the spread of different occupations visible. There are nine different professions.

**5.2.3.1 What is your occupation?**

This investigation studies the occupations of the respondents: 1 activity leader, 3 CEOs, 1 chairman, 1 director of Industry and Commerce, 2 information directors, 2 planners, 2 project leaders, 1 responsible for University program and 3 self-employed. 13 work in the media/market/information/computer business and 3 are working in supporting organizations to the media organizations.

5.2.4 Time Spent

*Figure 5: Time spent with social media*

![Bar chart showing time spent](chart)

Figure 5: The bar chart shows the time the respondents spend with social media for the purpose to maintain or get new business connections.
5.2.4.1 How many hours per day do you estimate that you use for social media with the purpose to keep old business connections or obtain new business connections?

3 respondents say they spend 0-10 minutes a day. 7 persons uphold they spend 15-30 minutes a day. 3 individuals use 45-60 minutes a day in social media. One respondent answered 2-3 hours a day, another 4-5 hours and yet another more than 5 hours a day.

5.2.5 Advantages of social media

5.2.5.1 What advantages have you had in your business life from using social media?

- 4 people feel better because their social network has increased.
- 2 people have built up trademarks with help of social media.
- 7 people had the following scattered opinions:
  - I can educate through social media.
  - I got knowledge about customers and the branch.
  - I got the largest customer through this media.
  - I got new connections.
  - I got my job from social media.
  - It is simple.
  - I have use of it as a member of a society.
  - It is possible to keep and develop the business network.
  - It is fast and you know when your connections are online.
  - I got PR from it.
- 3 people have never had any advantages of social media

5.2.6 Disadvantages of social media

5.2.6.1 What disadvantages have you had in your business life from using social media?

- 8 respondents say they have never had any disadvantages of social media.
- 2 interviewed feel stressed from this media.
- 2 think the breaking of integrity is the largest disadvantage.
- 1 respondent thinks the low acceptance of social media is the largest disadvantage.
- 1 respondent does not like to keep quiet about his opinions and because of this he got critique.
- 1 respondent once got a negative comment.
- 1 respondent does not know what to answer.
5.2.7 Communities

*Figure 6: Communities*

![Bar chart illustrating community memberships](chart.png)

Figure 6: The diagram makes it visible were the respondents are registered.

5.2.7.1 What communities are you a member of?

Facebook has 12 registrations and LinkedIn 8 registrations. 7 use YouTube and Second Life. 4 mention their membership on MySpace. Bambuse, Del.icio.us, Xing have two members each in the investigated group. The rest of the communities have one member each. The answers concerns registered membership; the respondents may not be active at the moment.
5.2.8 Blogs read

*Figure 7: The blogs the respondents read*

![Diagram showing the division of the different categories of blogs the respondents read, except for one respondent that read all three categories and another do not read blogs.]

5.2.8.1 Mention three blogs that you read at least once a month?

The respondents were asked to mention three blogs they read once a month: The blogs the respondents mention I have divided into three categories: private, work and political. 1 respondent answers only private blogs. 9 give the name of work related blogs and 3 mentioned political blogs. 1 read all three categories of blogs. Two could not mention any blog they read.

5.2.9 The respondents’ blog & connection to network

*Figure 8: Respondent Blog*

![Diagram showing the percentage of respondents who have an own blog. 25% have their own blog.]

5.2.9.1 Do you have a blog of your own?

4 of the 16 respondent have a blog of their own. Three of these blogs is created on the platform: www.blogger.com and one is independent.
5.2.9.2 Is your blog connected to a network?


5.2.10 The respondents future use of social media

5.2.10.1 How will your own use of social media change in the next six months?

- 7 of those that answered the questions think the use of social media will increase.
- 2 persons have a concrete project they talk about.
- 2 will watch the market and see what will happen.
- 1 says that social media will continue to be important part.
- 1 uses social media to much and wants to decrease the use.
- 1 uses it little and will use it less.
- 1 respondent will start using social media if necessary.
- 1 will continue to use it if he must and watches were the trend goes.

5.2.11 Company blog

Figure 9: Company blog

Figure 9: The figure shows that 37.5% of the companies have a blog of their own.

5.2.11.1 Does the company that you work for have a blog?

6 of 16 companies have a blog. 4 of the company blogs are used internally. 3 are used externally. 3 have the purpose to market the company. 2 blogs are used for information. 2 blogs are created on a blog platform and one of these two blogs is used both on behalf of the company and the individual. 4 of the blogs are used to build business networks. One is also used to discuss the companies business.

5.2.11.2 If you have a blog is it connected to any network?

Two blogs are connected to platforms: a community and one to a blog portal. Two companies are planning to get a blog. One of the planned blogs will be in virtual form on Second Life. Two of the directors of the municipality of Borlänge have talked about the possibility to start a blog.
5.2.11.3 If yes, describe the company's blog. What statements are correct for the company's blog?

Of the six respondents that answered that the company had a blog the factors applied as following:

- The blog is external: 4
- The blog is internal: 4
- It is used for information: 4
- It is used for marketing: 4
- It is used to build business networks: 3
- The blog is connected to a network of blogs: 2
- Other factors: 0

5.2.12 Advantages for the company

5.2.12.1 What advantage has the use of social media had for the company that you work for?

*I asked the respondents what they thought was the largest advantage of social media. Five mentioned more than one factor because they could not pick just one.

This is how many votes each alternative got:

- More business connections: 5
- Better knowledge about what the customers want: 4
- Fast and right contact: 3
- The marketing has become more effective: 3
- I have got to know my business connections better: 2
- The personnel feels more involved in the companies activities: 2
- The marketing has become cheaper: 1
- Watch the world around: 1
- Social media does not make a difference: 0
- There is no advantage: 0
5.2.13 Disadvantages for the company

5.2.13.1 What disadvantage has the use of social media had for the company that you work for?

I also asked the respondents what they thought was the largest disadvantage of social media. Five mentioned more factors because they could not pick out just one. This is how many votes each alternative got:

- There are no disadvantages: 7
- Less control about what company information is spread on the Internet: 2
- Social media takes time from the employees core activities: 2
- Time consumption: 2
- I have got a negative comment once on my blog: 1
- Does not know: 1
- The company does not have resources to engage in social media: 1
- There is not enough knowledge in the company to be able to engage in social media: 1
- The biggest difficulty is to be able to rebut all that is written about a company on the Internet: 1
- To many contacts: 1
- The marketing has become more expensive: 0
- Social media has not made any difference: 0
- Social media is a trend that soon will pass: 0
- We do not have the financial possibilities to invest in social media: 0

5.2.14 Company’s change in use

5.2.14.1 How will the companies use of social media change in the next six months?

Here are the results of what the respondents answered:

- The company’s use of social media will increase within six months: 7
- The company’s use of social media will be constant: 4
- The company’s use of social media will increase within a year: 1
- The company’s use of social media would increase within six month if we had the time: 1
- The companies use of social media would increase within six month if we had personnel resources: 1
- The companies use of social media will vary, some will use it and some won’t: 1
- The company will not use social media, just read it: 1

5.2.15 The future use of social media

5.2.15.1 How do you view the future use of social media?

Here is a summary of the respondents’ opinions:

- The general use of social media will increase: 6 persons
- It will develop: 2 persons
- Trends and forms for social media will change: 2 persons
- Film is the upcoming trend: 2 persons
- The use of social media will increase and the use of virtual worlds will also increase: 1 person
- Social media gives nearness in spite of distance and it is a fast way to distribute information: 1 person
- Social media must be used selectively: 1 person
- The use of social media will have niches: 1 person
5.2.16 Develop networks

5.2.16.1 How can the company that you work for use social media to develop or maintain networks?

Here are the respondents’ answers:

- The more active you are in social media the more you become accepted in the branch: 3
- Could get a community for our customers: 2
- Get a more advanced website: 1
- It is too early to use social media to develop networks: 1
- In social media it is a question of choice: where should you be or not be: 1
- Learn how business marketing happens digitally: 1
- Natural to find new ways to communicate: 1
- Social media is not adjusted to our activities: 1
- The work on the Internet could be interest orientated: 1
- The forms for contacts in social media will change: 1
- Use blogs to target the younger generation: 1
- Use social media to make the networks in real life work: 1
- Work with network education: 1
5.2.17 Develop competence

*Figure 10: Positive or negative to develop competence through social media*

![Pie chart showing positive and negative responses]

Figure 10: Visualization of how many of the respondents that are positive or negative. 25% of the respondents are positive and the rest are negative.

5.2.17.1 How can the company that you work for use social media to develop its competence?

Here are the respondents’ answers:

**5.1.17.1.1 Positive**
- Bench marketing: 1
- By information you increase the competence: 1
- Cooperate with another company concerning competence development: 1
- Increase competence through being active, because books are old information: 1
- Learn how business marketing happens digitally. It is another technology: 1
- The company can develop its competence through searching on the Internet in social media: 1
- Through social media you can learn more about the target group: 1
- Social media could be used for research and development: 1
- Through communication with inhabitants in the municipality we can learn to do things better: 1
- Use interactive schools for competence development: 1
- Use social media to give the picture of an organization that strives forward: 1
- You can learn from what others are doing: 1

**5.1.17.1.2 Negative**
- Does not believe that social media can be used for competence development: 1
- The employees do not have any restrictions for how much they can use social media in their work: 1
- The employees don’t have the knowledge yet and because of that we can not use it: 1
- The employees have their own responsibility to learn social media, we can only back up with seminars: 1
5.2.18 Budget

Figure 11: Budget increase in ten years

Figure 11: The pie chart displays how the respondents estimate that their budget on the Internet will change in the next ten years.

5.2.18.1 Budget change

The two questions were:
- Estimate in percent how much of the company’s marketing budget that is spent on the Internet?
- Estimate in percent how much of the company’s marketing budget that will be spent in ten years on the Internet? Here is the budget change in ten years:

- 8 persons thought the marketing budget would be constant.
- 6 persons thought it would increase the following:
  - 1 person thought 60 %
  - 1 person thought 50 %
  - 2 persons thought 40 %
  - 1 person thought 20 %
  - 1 person thought 10 %
- 2 persons did not have budget responsibility and because of this they did not know.
5.2.19 Current strategy for social media in the Future Valley

Figure 12: Current strategy for social media in the Future Valley

Figure 12: The circle graph makes it visible that nobody believes there is a strategy for social media or they do not know if there is one. 81% believes there is no strategy. 19% do not know if there is a strategy.

5.2.19.1 Is there a joint strategy for the companies in the Future Valley?

- 13 people say there is no strategy for the Future Valley.
- 3 people do not know if there is a strategy for the Future Valley.

5.2.20 Joined strategy for the Future Valley

5.2.20.1 How could the joined strategy for social media in the Future Valley look like or how could it improve?

The respondents gave in short form the following 14 suggestion how a strategy/a better strategy could look like for the Future Valley:

- The Future Valley is just a geographical place and the activities in it is to different to have a strategy for social media: 3
- Build the Future Valley in a virtual environment: 2
- The Future Valley could have an own community: 2
- The Future Valley could have groups on communities: 2
- Invite companies to cooperate: 2
- Put the brake on all marketing budgets in the Future Valley and see what could be done in social media: 1
- Webb-television: 1
- To have the Future Valley as a perspective is too small: 1

Except from the suggestions two persons said that they were involved in an upcoming meeting about the strategy. Two other respondents had sent a suggestion about a strategy for social media to Teknikdalen Foundation.
5.2.21 Current strategy for Ahead - Media & Communication

Does Ahead - Media & Communication have a strategy for social media? The respondents had the following opinions:

- 10 people say there is no strategy for the network Ahead - Media & Communication.
- 6 people do not know if there is a strategy for the network Ahead - Media & Communication

5.2.22 Joined strategy for Ahead - Media & Communication

5.2.22.1 How would a strategy/a better strategy look like for Ahead - Media & Communication?

The respondents gave in short form the following 2 suggestions and 8 opinions:

5.2.22.1.1 Suggestions

- Blogs and communities could make it work better: 3 persons.
- Forums will be built and networks will be added to each other: 1 person.

5.2.22.1.2 Opinions

- Do not know or do not want to say: 5 persons.
- Ahead - Media & Communication will join the Marketing Association: 1 person.
- Ahead - Media & Communication important, because it helps against the dragons in big cities: 1 person.
- Ahead - Media & Communication is on its way to disappear and the rest of it will join the Marketing Association, this will be discussed in a meeting: 1 person.
- Ahead - Media & Communication has not yet exist any more: 1 person.
- The strategy right now is that the network will drive on its own: 1 person.
- They have just put the website on the marketing association’s website: 1 person.
- The rest: did not know, would not say or referred to other persons.
5.3 Summary of Empirical data

5.3.1 Interviews

Respondents from the following companies were interviewed: Destinator, Trade and Industry Falun Borlänge, SB Media, the University of Dalarna, SB Media, the University of Dalarna, Heimer & Company, Trum Management, the Computer Society, Sprida, the municipality of Borlänge, the Office of Industry and Commerce, Tension Graphics, Bangalore, Papangoo and Ahead - Media & Communication. Here are a few of the most interesting things that the leaders told me:

The company Destinator works with web solutions. Johan Olérs the company’s technical director claims that none of the marketing budget is spent on the Internet, because they do all the marketing themselves and that it is not counted into the marketing budget.

Trade and Industry Falun Borlänge have the goal to make new companies establish themselves in the region. Maria believes that the organization that she works for is too small to use social media.

Simon Berglund is self-employed and he uses a lot of social media in the marketing of his company: SB media. To keep track of what is happening he uses the mobile phone to read social media. He also uses his mobile phone to send films directly out on the Internet.

I interviewed two employees at the University of Dalarna: The information director Christian Lindberg and Marit Nybelius, the persons responsible for the program Media Communication. The information director is the founder of Ahead - Media & Communication with the purpose to make media companies and students cooperate. Now he spreads information about social media through arranging seminars. Marit Nybelius is responsible for the program Media Communication, but she also works for Eurosport as a commentator. Marit uses blogs and in her work she has two Facebook groups about media, but her use of social media is not always received well by her co-workers.

Niklas Strand works as a creative planner at Heimer & Company. Niklas says that people consider him to be an expert in social media. He has got his success through writing blogs since 2001. His blog has been on the top of the Twiggly report as the most visited in its category. He was much involved in the start of Ahead - Media & Communication.

Barbro Trum is self-employed at the company Trum Management. She has put her website offline to rebuild it and make it interactive, for example she will have blog functions and a news feed. She believes that the use of social media in general will become specialized.

Joakim Akre works at the company Office and is the chairman of the Computer Society in Dalarna. He communicates with the other members of the board in Sweden only through the organization’s community.

David Bergström is planner at the advertising agency Sprida. At a community for planners he can discuss work issues and get advice. David reads about 65 blogs a day with the purpose to keep up with what is happening in the world and report back to his co-workers.
Roger Johansson is the information director of the municipality of Borlänge. He invited journalists at LunarStorm to a round tour in Borlänge during the rock festival Peace & Love. This first meeting resulted in an article written about Borlänge and Peace & Love on the first page of LunarStorm. The director of Industry and Commerce, Tiina Ohlsson works on a marketing plan which social media is one part of, but she doesn’t consider it a strategy. For the municipality of Borlänge the Future Valley is being built in Google Earth by students at the program Graphic Technology.

Tension Graphics CEO, Magnus Björkman develops his business network through the game World of Warcraft. He spends about 4-5 hours a day playing. He says that the increase of social media in the world is dependent on the public accepting it. Together with Zimulus the company has left a proposal to Teknikdalen Foundation how a strategy for social media could look like.

The company Papangoo works with web-consulting, for example search engine optimization and web analysis. Peter Isaksson is self-employed. He believes that Web 3.0 will be when social media is used on the companies own traditional websites and have left the communities. He believes that movies and credibility are the coming trends.

Zimulus is owned by Mats Johansson. Mats has bought land in Second Life and built a school on it where he plans to hold educations. He has now a contract with ‘Folk Universitetet’, the Peoples University, which is an organization that works with educations.

Sven Eriksson works at Teknikdalen Foundation and is process leader for the network Ahead - Media & Communication that is sponsored by means of EU-project: InnoWent. His goal is to make the companies within the network take initiatives of their own and because of this the network does not have a strategy for social media.
5.3.2 Total results

In this investigation, 16 leaders in the network Ahead - Media & Communication were interviewed.

5.3.2.1 Respondents

- **Gender:** The respondents are 13 men and 3 women.

- **Age:** The respondents belong to three different age groups:
  - 1 person: 1938-1947
  - 6 persons: 1958-1967
  - 9 persons 1968-1977

- **Occupation:** The respondents have nine different leader positions.

- **Time in social media:** 13 respondents say that they spend more than 15 minutes a day in social media.

- **Personal advantages:** 13 respondents have had advantages of social media.

- **Personal disadvantages:** 8 respondents have never had any disadvantages of social media.

- **The individuals use of communities:** Facebook is the most registered social space in the group of respondents

- **The kind of blogs that the respondents read:** 9 respondents read work related blogs.

- **The respondents’ ownership of blogs:** ¼ of the respondents have a blog.

- **The respondents’ uses of social media in the next six months:** 7 believe their use of social media will increase and two have social media projects that they will work on.

- **How the respondents view the future use of social media:** In general 8 persons think that the use of social media in society will increase or develop.
5.3.2.2 Companies

- **The companies’ ownership of a blog:** 6 companies have a blog of their own. 2 are planning to get a blog and 2 have not yet decided if they will have a blog. The most usual factors for a blog is that it is external, internal and used for information & marketing.

- **What advantages have the companies had:** 5 answered that the largest advantage they have had of social media is more business connections.

- **What disadvantages that the companies have had:** 5 answered that they never have had any disadvantages of social media.

- **The company’s use of social media the next six months:** 7 thought that the companies use of social media will increase within the next six months.

- **Social media for business networking:** All respondents had an opinion about how the social media could be used for business networking, but the opinions varied.

- **Social media for competence development:** 12 have a positive attitude towards the use of social media and 4 are negative or restricted in their answers.

- **The Internet budget change within ten years:** 8 respondents thinks that the marketing budget will be constant; the rest believe that it will increase, except from two that did not know.

5.2.2.3 Strategies

- **Current strategy for social media in the Future Valley:** 13 respondents say that there is no strategy for the Future Valley and the rest do not know.

- **New strategy the Future Valley:** The suggestion for strategy varies. 3 believe that the Future Valley is just a geographical place.

- **About Ahead - Media & Communication’s current strategy for social media:** 10 respondents say that there is no strategy for the network Ahead - Media & Communication and the rest do not know.

- **New strategy for the network Ahead - Media & Communication:** Only four people had an opinion about how a joined strategy could look like. These respondents believe that blogs, communities and forums would make it better.
6 Analysis/discussion

In this part I analyze the results from each question. I have added the category ‘Effective ways to use blogs’, because that deals with research question number two. This chapter has three main categories: respondents, companies and strategies.

6.1 Respondents

6.1.1 Gender

In this study it will not be possible to draw any conclusions concerning men and women, because the last group is underrepresented. One thing you could consider is that women might be underrepresented in the total network of Ahead - Media & Communication, but to know this for sure a larger investigation is needed.

6.1.2 Age

Three respondents mention the age as a factor as to how well people are able to handle social media: it comes easier for young people. In this investigation no one is younger than 30 years. My experience from working with young people between the ages of 16 -20 years people is similar. Social media comes easy to teenagers: for them it is a natural way to communicate. There is only one respondent from the older age category and because of this it is impossible to draw any conclusions from that. The age differences in the investigation are not large enough to make any conclusions about the influence of age.

6.1.3 Occupation

The respondents I have interviewed that work with marketing, media and computers on a daily basis seem to have knowledge about social media. That is probably the result of being part of networks where it is important to know about trends. Networks on the Internet are attached to the respondent’s occupation, the branch and some of those networks are secret.

6.1.4 Time in social media

More than 80 % of the respondents use social media more than 15 minutes a day with the purpose to keep or get business connections. They would not spend that time if it did not have any significance for their business networking.
6.1.5 Personal advantages

The respondents’ opinions about the advantages in their business life are diverse. Two people believe that you can use social media to build a trademark. That is one of the most important reflections of social media. Unknown organizations and people have the means to become visible. For example there are two men that live in Borlänge that has topped the blog lists: Gyrot that has been the most read blog on ‘Metrobloggen’ and Niklas Strand with two blogs that have topped the Twingly report. The problem is that now the public can control what is said about a trademark. To build up a trademark the company or person must have a lot of time to answer what is said about them.

6.1.6 Personal disadvantage

The respondents believe that 50 % never had any disadvantages from social media. Two feel stressed from social media and two feel that it sometimes violates integrity. These comments pinpoint the most essential of the worst social media scenarios, people feel they must update all the time and the information about them can get misused in the wrong hands. From the fact that 50 % never had any advantages I draw the conclusion that they do not have much experience or they just see the advantages.

6.1.7 The individuals’ use of communities

YouTube was the most popular social media 2007, but in this investigation the community is only the third runner up along with Second Life. YouTube and Second Life are each used by 44 % of the respondents. The first runner up in this investigation is Facebook. 75 % of the respondents are a member of Facebook, but in total it is the second largest community. 50 % of the respondents are members of LinkedIn. That both Facebook and Second Life have high member numbers can come from the fact that there was a seminar about social media in 2007 where these two communities were presented. Some respondents also mention that they are not active any longer on these two communities.

6.1.8 The kind of blogs that the individuals read

56 % of the respondents read work related blogs at least once a month. 19 % read political blogs at least once a month. These two answers imply the respondents search for information about the world around them and the companies they work for. The rest read private blogs.

Work related blogs have significance for business life. Six of the respondents read Niklas Strand at Heimer & Company’s blogs and for me it is easy to see that his opinions influence the respondents’ opinions.
6.1.9 Effective ways to use blogs

Micro blogs have now made their entrance into the market. It is now possible to watch the Internet, email, blogs and communities on the mobile phone. Along with falling prices on mobile phones and stress from the Internet people will read and create social media while waiting for the bus or at a business meeting. In the network of Ahead - Media & Communication the early adopters are already using micro blogs. To be successful it is important to keep track of your customers and this technology makes it possible in ones spare time. In this investigation only three have mentioned that they use micro blogs. Another technology that has made it easier is RSS. That makes it possible to keep track on what is new without directly visiting the websites.

6.1.10 The respondents’ ownership of a blog

In the late 90s the first web diaries arrived in the US. They didn’t get much recognition until 2002, and in 2006 the phenomena flourished. In Falun/Borlänge blogging seems to have started in 2000/2001 with a few bloggers and got its first real blog started in 2003. Five years later only 25 % of the respondents have a blog. 38 % of the companies in the investigation have a blog, but if we look at the development in the US it is reasonable to think that blogging has not reached its peak yet in the area of Borlänge and Falun. The self-employed use their blogs both for creating personal and business networks.

6.1.11 The respondents use of social media the next six months

56 % of the respondents believe that their use of social media will increase in the next six month or they have concrete projects that they will develop within social media. The rest are watching the situation or trying to cut down their usage. Booker (2007) wrote that the biggest decision is to choose if a company should use it or forever be left behind, just like when the Internet came. In my mind there is no doubt that the respondents’ use of social media will increase. New media has always been followed by a discussion whether to use it or not.

6.1.12 How the respondents view the future use of social media

37.5 % think that the use of social media will increase and 12.5 % think that it will develop. 100 % of the respondents have an opinion about how they think the use of social media will develop. I can agree with all their suggestions: the trends will change on the Internet and the use will become specialized, because everyone can not be everywhere. My analysis is that all respondents have tested a lot of social media. Some have found temporary homes, some are still looking, and some have given up the search because they did not find what they were looking for. I believe that in time the use of social media will become structured and people will just go where they can get their interests satisfied. The respondents mention films and virtual reality as upcoming trends, this is not difficult to understand. YouTube is the most popular community in the world and that is all film. Second Life has many members, even if most have got tired of it and World of Warcraft gets new users every day. To be selective is also important. People will go were they feel secure. Nearness is important because you know when you log on who is online and who isn’t. That makes communication efficient.
6.2 Companies

6.2.1 The companies' ownership of a blog

The blogs that the organization owns has been discussed earlier in the part of ‘The respondents’ ownership of a blog’.

6.2.2 What advantages the companies have had

100 % of the respondents see some advantages of social media and nobody says that social media does not make any difference or that it does not have any advantages. On this question I got 21 answers, but none of the answers got a clear majority. ‘More business connections’ however, got 24 % of the answers. 19 % of the answers agreed that social media gives: ‘Better knowledge about what the customers wants’, ‘Fast and right connection’ and ‘The marketing becomes more effective’ each got 14 %. ‘I have got to know my business connection’ and ‘The personnel feel more involved in the company’s activities’: 9.5 %.
‘The marketing has become cheaper’ and ‘Watch the world around’ each got: 5 %.
What is clear is that social media has a lot of advantages for companies.

6.2.3 What disadvantages the companies have had

38 % of the companies think that there are no disadvantages to social media. Other respondents talk about social media being held back, because companies don’t have the resources in form of personnel, knowledge and time. The tools do not cost anything and because of this money is not an issue in the computer/marketing/media industry. ‘Have got a negative comment once on my blog’, ‘Less control of the information that is spread about the company’, ‘Too many contacts’ and ‘Social media takes time from the employees core activities’ each got 8 % of the answers. Problems could be solved if companies began to consider social media as an important part of their activities and began to plan for them.

No one thinks marketing has become more expensive or that social media had not made any difference. No one believes social media is only a trend or that companies have no financial possibilities to engage in social media.

I can see from the answers that social media is here to stay.
6.2.4 The company’s use of social media the next six months

50% think that the companies’ use of social media will increase the next six months or in one year. 12.5% thought it would increase if they had the resources. 6% thought that it would vary; some would use it within the company and some would not. 25% think that their use of social media will be constant. 6.5% think they will only read social media. No respondent thought the company’s use of social media would decrease.

Most company leaders discover that people write things about the company on the Internet whether they like it or not. Their use of social media will increase, because they will then want to reply and contribute to the picture of their trademarks. The companies’ use of social media will increase more than the individuals use of social media. The companies must adjust to the market to survive where individuals can stay anonymous. Young people that are more frequent users of social media are targets of social pressure to be accepted into groups.

6.2.5 Social media for business networking

When the respondents were asked how they could use social media to develop networks the majority, 88% thought that they today can use social media to develop networks. One person believed that it was too early and one did not think that it suited the organizations activities. They all had different suggestion how they could use social media to network, but two suggested that they build communities for their customers. It is obvious social media is useful for creating networks, but they also understand that it is still limited. It is obvious that social media can be used to build and retain business networks.

6.2.6 Social media for competence development

The majority, 75% believe that the company could use social media for competence development. I agree with the majority, because one of the largest advantages of social media is education.

6.2.7 The Internet budget change in 10 years

50% of the respondents thought it would be constant. 38% thought it would increase and the rest did not have an opinion. The budget questions were difficult for the respondents; because the time spent to read and create social media was often not included into the budget. The costs are often just for web hotels, sometimes for search engine optimization and sometimes advertising on the Internet. Advertising, computer and media companies do not need help from other companies to be represented on the Internet, they have the knowledge themselves.

The reason why half of the respondents do not think the marketing budget will be constant in ten years is that they believe that the infrastructure is being built now and in ten years the budget will be spent on communication. Another reason is that some of the companies have the capability to create social media and interactivity themselves.
6.3 Strategies

6.3.1 Current strategy for social media in the Future Valley

It is obvious that there is no strategy for social media in the Future Valley; the Director of Industry and Commerce has just started working on a marketing plan were social media is one part.

6.3.2 New strategy the Future Valley

25% of the 16 respondents thought that the Future Valley needs a community. Half of them thought that it should be a virtual community. 12.5% believe that groups should be created on already existing communities. Another 12.5% thought that the companies of the Future Valley should be invited to cooperate. 6.25% believe in web-television. 6.25% thought that they should put a break on all marketing budgets in the Future Valley and see what could be done. 18.75% thought the Future Valley is just a geographical place and that the activities are too varied to have a strategy for social media. 6.5% thought that the Future Valley is too small of perspective. Zimulus and Tension Graphics have contributed strategy suggestions to Teknikdalen Foundation.

I agree with all the comments that the respondents have given, except from those who argue the Future Valley is just a geographical place. I believe there is no use in having a cluster if the companies do not believe they can have any use of each other. The companies can put values into the trademark of the Future Valley that can lift the whole area.

6.3.3 Current strategy for social Ahead - Media & Communication

There is no strategy for social media in the Future Valley, even if few do not know whether there is one.

6.3.4 New strategy the network Ahead - Media & Communication

People in the network do not have a clear view of what a strategy for Ahead - Media & Communication would look like. Most give vague comments about blogs, communities and forums. The respondents do not seem to be enthusiastic and that is somehow the core of the problem. Ahead - Media & Communication does not have a strategy for social media, but the Sven Eriksson has a plan for how to make the members of the network take initiative.

The respondents’ visions for the Future Valley are clearer than those that they have for the network Ahead - Media & Communication. Both networks are in my opinion in need of a strategy for social media.
6.4 Summary Analysis/Discussion

6.4.1 Respondents

In this investigation the women are underrepresented. Most respondents in this investigation are of middle age. Occupation seems to be an important factor for the attitude towards social media. Those who work with media, advertising and computers are more positive than the rest.

Social media has a significant importance, because 80% of the respondents spend more than 15 minutes with the purpose to create or maintain business networks. One of the advantages of social media is that it is possible to build trademarks with it, but to do so you must send messages and also comment in other social media. The problem is that it can be hard and time consuming to find the comments. The disadvantages of social media are for example that it can create stress and compromise integrity.

The popularity of social spaces differs in different areas in the world: In this investigation Facebook got 3/4 of the registrations, but it is not accurate statistics because a lot has lost interest in it and are not active. In the US, YouTube is the most frequently used. More than half of the respondents read work related blogs and their opinions get affected by it. A trend is to read blogs on the mobile phone, these kinds of blogs are called micro blogs. 25% of the respondents own blogs and 38% of the investigated companies own blogs. We will see an increased use of blogs and other social media in the network of Ahead - Media & Communication.

6.4.2 Companies

All respondents see company advantages in social media and it is clear that they can have use of it in their daily activities. 38% of the companies see no disadvantage of social media, but the respondents say that their companies would use it more if they had resources and knowledge. More than half of the respondents think their use of social media will increase in the next six months. It is clear that the use of social media will increase within the network Ahead - Media & Communication. The results point in that direction and looking to the development in the US it is easy to see that the use of social media will increase. Companies must realise that individuals write about them, even if the company doesn't use social media.

A clear majority thinks that social media can be used to build networks and increase competence. The respondents who think that social media can be used for networks is higher, 88% compared to 75% that think that it can be used to increase competence.

6.4.3 Strategies

The Future Valley and the network Ahead - Media & Communication have no strategy. Both networks are in need of strategies. The respondents have a few suggestions how both strategies could look like, but no clear views. Two of the companies have left suggestions to the Teknikdalen Foundation for a strategy for the Future Valley.
7 Comments/conclusion

In this part of the study I comment and conclude what the respondents think about the general situation for social media and how they view the companies’ current situation. I also answer the research questions.

The chapter also deals with my reflections and recommendations. It has two parts: the Future Valley and Ahead - Media & Communication. The Future Valley section has three headlines 'Social media mix', 'Service Community' and 'International cooperation with other clusters'. You can say that it is a three stage rocket: what the companies in the Future Valley should do now, in the near future, and in a longer perspective. I also write about ideas as to how the network ‘Ahead - Media & Communication’ can do for the development of social media.

7.1 Answer research question 1

The first research question was: How do the leaders in the companies of the Future Valley view the future development of the use of social media? When asked to view the future of social media most of the respondents believe that it will increase and develop. The trends mentioned are such as film and virtual worlds. All respondents also agree that there is no strategy for the Future Valley or the network Ahead - Media & Communication. The conclusion is there are no plans or strategies for how social media should be used within the network of Ahead - Media & Communication, but they have started to consider it.

7.1.1 General situation

The interviews revealed that social media is a new technical era, similar to the Internet era. The life cycle of communities is short. Second Life had hype, but now the Second Life Embassy of Sweden is rather empty. Second Life is a good example where the products and services are adjusted. People can design their own avatar and buy an island to build on. A few of the respondents think that they are overloaded with information from social media and have problems selecting what to read. Geographical distance is not a problem when companies are able to cooperate through computer networks. Some say that those who do not follow will be left behind, but the same people who make that claim are in the IT-business. They have the most to gain from social media. The more these people in the Internet industry talk about it, the more hyped it becomes. It is a circular phenomenon.

The respondents’ use of social media will increase. That includes both the people that are positive and those who aren’t. The increase of social media that has been seen in the US will follow in Sweden. Successes with social media depend on time and know how. Money is of less importance in the beginning stages, but platforms, advertisements and optimization requires money.
7.1.2 The companies’ current situation

80% of the respondents use social media to network with the purpose to keep or get new connections. The majority believe that social media can be used to build networks, but the answers reveal that their plans are not yet concrete and the knowledge how to create networks is limited for most of the respondents. For example, less than 40% have a blog and of those 40% only one firm has connected it to a blog portal. 75% are members of Facebook, but most claim they are only registered and not active. They are all registered on one or more communities, but most of the respondents do not seem to have a goal with their networking. One has trademark plans for his blogs and five respondents are members of work related blogs.

Most respondents are in a testing phase. They registered out of curiosity, but now they have lost interest or time and found other interesting things on the Internet. The largest challenge for social media providers is to make people return to their content.

In the network there are formal and informal centres for social media. The formal centres are those that have been given the formal power to make decision about social media. The informal centres are used by people that have a lot of knowledge about the subject.

My investigation has influenced the situation of the Future Valley and the participants in the network Ahead - Media & Communication and the municipality of Borlänge are now making plans how they should deal with social media. Some are even making strategies.

7.2 Answer research question 2

The second research question was: How can the Future Valley use social media to develop networks and its future competence? It is impossible to develop a network without also developing competence.

7.2.1 Develop competence through social media

75% believe that social media can be used for competence development, but few have a concrete plan how this can be done. Zimulus has built a school in Second Life and is working on getting an education organization to carry out education through it. The Computer Society already has a community that they communicate through. The companies let the employees be responsible for learning social media. Employees are supposed to do their daily tasks and still catch up with the development of social media. The companies don’t have any restrictions for how social media can be used in working hours and that is positive, however, there is no time set aside for this activity and that can in some cases create stress.

CEOs should have in mind that social media is a powerful tool to create business networks and they should allocate time for their employees to learn by doing. Seminars are good for inspiration, but for older employees’ workshops are also needed. Social media etiquette is an essential course for all employees.
7.2.2 Develop network through social media

Most companies in the Technical Valley target their own interests, but the objectives should instead be to find what the target group really wants. To be able to affect the target group the influencing company must be present where the hype is for the target group. You could explain it like this: You can build a sandbox in the middle of the town and expect all kids to turn up, and then try to sell sandbox shovels, or you can go to the most popular sandboxes and just sell the shovels where the kids already are. It is likely that the latter will succeed, that is; be present where the consumer already is.

7.3 Reflection and recommendations

The reflection and recommendations are divided into two parts: those that concern the Future Valley and those that concern the network Ahead - Media & Communication.

7.3.1 The Future Valley

The recommendations for the Future Valley have been divided into three steps: social media mix, service community and international cooperation with other clusters. To conduct the different steps a strategist and a project group is needed to steer the cluster in the right direction.

7.3.1.1 Step 1: Social media mix

In the first step I recommend the Future Valley to use a social media mix to be present there the customers already are. I have divided the chapter into three sections ‘View of social media’, ‘Develop networks’ and ‘Develop competence’. The base for these chapters is the research questions. Social media mix is about combining several different social media to reach the target group.

7.3.1.1.1 View of social media

How the use of social media will develop depends on the attitude towards it. Through marketing and education about social media the employees working in the Future Valley can be persuaded to use it for competence development, building networks and marketing purposes. The most important reason for the respondent to not use social media is that they lack time. Time must be allocated for social media activities. Companies’ view of social media must broaden. It is not only about updating the traditional website; rather it is about being present in social media and to react quickly to trends within it.

7.3.1.1.2 Develop network

People in the Future Valley are busy and because of this the most important question is: Why would people like visit the community of the Future Valley? To make a community work there is need for critical mass, but the Future Valley is not large enough to make people exchange ideas. Worldwide, there are already sites that present news and give work related information, so that niche is already taken. Furthermore, a community must have a real enthusiast to drive it, but I do not see any driving forces in the network with the time needed.
The companies’ lack time and personnel resources right now, because of a boom in the standard business cycle. Another reason for not starting a community is that the market is not quite ready yet. Most of the companies within the Future Valley network don’t have the knowledge to see the big picture. The ideas and purposes of a community must come from the network itself and it can not be forced, because then it will be empty as most other platforms. The network must find what the needs of the target group are, that is the most important factor to start with.

To build the Future Valley in Second Life is not a good solution, because the hype has lost the general public attention interest the last year. I would call it a first generation of virtual worlds. In a few years we will look back and say that Second Life was one of those trends that got the general public interested in virtual worlds. There are too many problems with Second Life. The graphics are old fashioned and could not be compared to current games like, for example, World of Warcraft. There are no incentives like levels or points, except for money, that make people stay and participate. Second Life can not protect businesses or personal security. To make it work there would be a need for motivated people within almost every company in the valley that would be present in the Second Life on a daily basis; a building needs life to be interesting for its visitors. About 5 years from now the virtual world will have developed and the people that grew up with games and social media will have entered the job market. At that point it might be interesting to have the Future Valley built in virtual reality, but not much sooner. When, for example, the competitive computer firms do not cooperate in the corridors of the building, why should they cooperate in Second Life.

7.3.1.1.3 Develop competence

The use of social media must always come from a need. The strategy should be to keep learning about social media and make strategies for how social media can be used to develop networks and competence. The life cycle of social media is short and because of this it is important to always be up to date with the trends and be where people already are.

7.3.1.1.4 How a strategy could be realized

Below I describe how a strategy can be worked out:

1. Find one or more target groups.
2. What are the target group’s habits?
3. How long does the target group spend in different media and what are they doing there? Are they watching film or leaving comments on pictures? What are they doing?
4. Ask why the target group would like to visit the social media which has been chosen.
5. Find the right mix of social media.
6. Is there a critical mass large enough to get a return of time effort in social media?
7. What is the message and how should it stand out in the noise of the Internet?
8. Complement all of this with traditional marketing.

The answer to these questions is not to be found in this investigation. Further investigations must be done.
7.3.1.2 Step 2: Service community

In the second step I recommend the Future Valley to start a service community to make their daily work easier.

7.3.1.2.1 View of social media

If the social media activities are connected to basic needs it will be easier for employees of the Future Valley and their networks to see the advantages of using social media. The basic needs; such as food, sleep, be more effective at work and have good friends and family. Social media can help with these things.

7.3.1.2.2 Develop networks

I live in Borlänge and see the changes that the Future Valley is in; especially the ‘Kupolen’ area, which is expanding. There is no critical mass now; but we might soon be reaching that point.

The purpose of an internal community should have a theme that concerns work. People in the Future Valley are busy and because of this the most important question is: Why would people like to visit the community of the Future Valley?

I believe the answer is:
- **An internal community would work if it could provide services for its inhabitants.**

  - People need food. There are a few restaurants in the Future Valley. If their menus were to be found on this community there would be a reason for those nearby to visit it. People could have their breakfast delivered to work before 8 o’clock, maybe order it the day before using the community site. People in the community could be able to discuss the menu. The restaurants would benefit from knowing what the guests think.

  - Other things that could entice are a more developed infrastructure. If there was childcare within the area for employees in the Future Valley they could announce the opening hours and when the kids had their day trips. A special group could be created for parents where they could talk to each other in the community.

  - People could turn in their laundry on the way to work and on the way home they could pick it up. Discount coupons for laundry could be available within the community, because there must be incentives for people to visit the site.

  - In the community it would be possible to rent bicycles one hour in advance for employees. This would be good for the environment.

  - An event calendar would be another thing that could interest people, for example free lectures.
• News will draw people’s attention and they would have a possibility to discuss them in the community. The services and products that are bought should be open for discussion and evaluation. Decisions about the Future Valley in the municipal council could be presented, and the public should have an opportunity to voice their opinion in the community and on their blogs. One thing that could make the communication interesting is to invite famous people, someone new every day.

• The activities within Kupolen should be announced, and it should be possible to see the latest fashion in the community. Fashion blogs are among the most popular right now.

• There could also be a mini community within the big community for kids, where they can chat and play games with the theme of the Future Valley: The Future Valley club.

A community must never be left alone and there must always be people active in it. The updates must be done at least once a day.

7.3.1.2.3 Develop competence

To be able to use a service community the target group must be made aware of it. The employees of the Future Valley and their networks will need an introduction day when the community is presented. That day there will also be lectures about social media that can inspire the participants to use it. In the community there will be offers that the participants can only get if they become members. This day need a follow up every six months to remind people to use it.

In the community there must also be incentives to use it, for example you can get points for using the different services in the community. When reaching a certain amount of points, the members can use them for activities, for example a day with the kids in the Future Museum in Borlänge.

To reduce the irritation when technology doesn’t work there could be a service telephone that the user can call if things go wrong. The service telephone can also function as a community helpline.
7.3.1.3 Step 3: International cooperation with other clusters

In the third step I recommend the Future Valley to start cooperating with other international community clusters.

7.3.1.3.1 View of social media

The view of social media might differ in different countries. To appeal to the target groups it is important to find out what the preferences are for the different countries. The marketing, networking and competence development must be adjusted to this.

I view social media as a possibility to increase understanding between people in the world. To have friends all over the world will diminish the possibilities for countries to start war against each other, because you do not want to start a war against somebody you know. This is my opinion and to know for sure further investigations must be done.

7.3.1.3.2 Develop networks

When the community has got many visitors it is time to develop it internationally. One of the interviewed persons said that it is important to think bigger than the Future Valley. Here are my thoughts: the Future Valley needs to become what I remember people talked about when the Technical Valley first was built: the Silicon Valley of Borlänge/Dalarna. The trademark does not work now. People outside Dalarna are not impressed if you say that you work in the Future Valley, they would rather ask where it is. To accomplish that, there must be cooperation partners in order for the Future Valley to learn how others have succeeded. One such cooperation partner could be Bangalore in India. There are students from India at the University of Dalarna and the connection they might have could help. EU might also be able to sponsor exchange programs with other successful clusters in Europe. To connect different international clusters has not been done as far as I know.

A community could consist of an auction site where IT consultants auction their services, or it could be a site where its members have an opportunity to showcase their work, for example advertising agencies. People could make comments on it and the agencies would get recognition.
7.3.1.3.3 Develop competence

To start the international social exchange, meetings could be arranged between clusters. Cooperation on the Internet could be developed further.

Cultures are different and companies need to learn the difference between cultural codes in order to communicate with members of other clusters effectively.

Web TV could be one part of a community; it draws attention and increases credibility. A start of the cooperation could be exchange films between the two clusters. A community will need something exclusive to draw attention to it. An international community could be an opportunity for increased import and export. To export to a country you need a lot of knowledge of how that culture works and that is something you can learn from social media. The companies currently compete with companies in Stockholm, Gothenburg, Malmö, but they should look further. The new economy makes it easier to sell to companies and consumers outside of Sweden.

7.3.2 Ahead - Media & Communication

7.3.2.1 View of social media

In the new economy the network Ahead - Media & Communication has gone from a world where businesses could control the major part of what was written about them to a world where consumers have the power to influence the companies’ choices, and the view of the trademark.

7.3.2.2 Develop networks

Ahead - Media & Communication and the marketing association have almost the same goal. In the network of Ahead - Media & Communication there are small companies that have established themselves on difficult markets. The reason why the companies in Ahead - Media & Communication don’t cooperate is that they are competitors and compete for the same customers. A community is not a working strategy for the members of Ahead - Media & Communication/Marketing Association, because the two organizations do not have the critical mass required.

To make a community work they have to seek cooperation partners outside of the province and also internationally. This could, for example, provide with the opportunity to exchange lecturers and it would also lower the cost for it, because common lectures are something that they all can gain from. The Computer Society is a good example of how local societies can exchange knowledge; they use the national community 4D4. A good alternative would be to join a community that already exists and make a group there. Today the respondents’ use foreign communities to learn about their occupation.
The Marketing Association and the Computer Society have complementing activities and can gain from extended cooperation. Some know how to create the system and some know how to market and design. If a community was built for the Future Valley this would be a project that they could cooperate in and eventually be a part of.

### 7.3.2.3 Develop competence

When someone in the network Ahead - Media & Communication starts to use a new media the rest are likely to follow, for example the micro blog. I would recommend the network members to start micro blogging to decrease stress and increase awareness on what is happening in social media.

### 7.4 The degree project from a critical view

The people that I have interviewed in the network Ahead - Media & Communication are mostly people that deal with computers and marketing on a daily basis. Their work make there attitude more positive towards social media than people in other businesses.

Information increases the companies’ networks, but does not produce food; and other basic commodities. In the new economy social media and the Internet produce immaterial values. This makes valuation difficult in the long term. The most recent example is the high tech bubble.

The qualitative method is good because it is possible to dig deep into people’s opinions, but the method lacks statistical results and it is not possible to draw general conclusions from it.

*If I would do the investigation again I would have asked some of the questions differently:*

- I would not have asked what communities they are members of; instead I would have asked which communities the respondents are active on today. The reason for this is that I now know that people on the Internet test a lot of sites and then move on to other sites.

- I would not have asked how much of the market budget that is spent on the Internet. Instead I would have asked how many working hours the respondents spend on marketing on the Internet, because it is often a hidden cost for companies in the marketing/media/computer industry.
**Further investigation:** To find a working social media strategy for each company, the network Ahead - Media & Communication and the Future Valley must figure out which groups they want to approach with social media, and their aim for doing so. When that is done, further investigations must be conducted to find out the target group’s psychological factors, their social media habits and what incentives would make them interested in participating in the social media mix used by the senders. In other words: a further study must answer the questions posed in this study. All the answers as to how to make a good strategy for the Future Valley can not be found in within the cluster, or even in Sweden. Some answers must be found in countries that have developed social media further, for example the US. Another investigation that can be done is to find out why there are so few women leaders in the network of Ahead - Media & Communication.

**Contribution of this study:** The people that I know will read this study are those working at Teknikdalen Foundation and the 16 interviewed leaders. A few other CEOs at other companies have also shown interest in my work. The above mentioned leaders claim that my work will be strategically important for their companies. Social media is a new phenomenon and because of this the companies lack knowledge in this area. To change the social media situation in the Future Valley it is important that all the leaders in the clusters networks read it. By this study I have provided new knowledge and I wish it can be an inspiration for other students to do similar work.

### 7.5 Summary Comments/conclusions

#### 7.5.1 Conclusions

**7.5.1.1 Answer research question 1**

Half of the companies I interviewed believe that social media will increase and develop. I agree with the respondents’ observations. The Future Valley and its network Ahead - Media & Communication need strategies. The upcoming trends within social media are: movies, virtual worlds, micro blogs, security and social media moving into the traditional websites. The investigation shows that it is the employees own responsibility to learn about social media, but to avoid stress the managers should allocate time and help for it.

**General situation:** Company information on the Internet is being replaced by communication. That is the difference between the Internet, Web 1.0 and the social media, Web 2.0 era. Products have become adjusted, geographical distance is not a problem and people sometimes feel that they get too much information. Social media is a self-fulfilling prophecy; the more people who can gain from social media talk about it, the more popular it gets.

**The companies’ current situation:** Most of the respondents use social media every day, but they do not have plans or strategies for the companies’ use of social media. In social media issues the Future Valley is centralized to those that have the formal power. Those that have the knowledge and experience have informal power. My study has started to affect the Future Valley networks before its publication.
7.5.1.2 Answer research question 2

The problem is that most of companies in the network Ahead - Media & Communication focus on their own goals. What they should do instead is: find a target group, find the facts about the group, and be present were the target group is.

7.5.2 Reflection and recommendations

The recommendations concern the Future Valley and network Ahead - Media & Communication. The Future Valley recommendations are divided into three steps: social media mix, service community and international cooperation with other clusters.

7.5.2.1 The Future Valley

*Social media mix:* The view of social media can be changed through marketing and education, because attitude is what controls how social media will be used. To start a community for the Future Valley there must be a potential critical mass, but right now there isn't. I do not recommend that the Future Valley starts a community nor should they start a virtual world. Second Life is becoming old, because of outdated graphics and lack of incentives. My recommendation instead, is to develop a social media mix; a collection of various social media to reach more than one target group. The masses of social media are constantly moving and because of this the competence development should focus on being up to date with social media.

*Service Community:* By connecting social media to basic needs it will be used. The Future Valley is a growing area and will soon be in need of a community. The employees in the area are hard working and often stressed. The idea with a community for the Future Valley is that employees are in need of services as they spend a good deal of their day in the area. The community should be based on services such as food, childcare and help with laundry. A community should also enable the user to give feedback regarding the products and services they buy. To develop competence I recommend an introduction day that explains the incentives for using it and a service telephone for the users.

*International cooperation with other clusters:* How social media is used and opinions about it differ in different countries and activities targeting other countries must be adjusted to this. The thought of the Future Valley as the Silicon Valley of Borlänge has failed, but it was a good idea. The Future Valley can accomplish something similar in cooperation with other famous clusters and with a big effort to market the trademark outside Dalarna and Sweden. The service community can develop into a community for cluster exchange. The Future Valley should reach customers outside Sweden. The world is waiting. The competence can be developed through visits to other countries, learning other cultural codes and international Web TV.
7.5.2.2 The network Ahead - Media & Communication

A community for only Ahead - Media & Communication/the Marketing Association is not likely to work, because the companies compete on the same market. To make cooperation within the community work they must join together and work outside the local market, both in Sweden and internationally. The Computer Society and Marketing Association could gain from cooperating in projects like building a community for the Future Valley.

7.5.3 The degree project from a critical view

It is likely that media people are more positive in their answers than other employees would have been. The limitation is also that only blogs and communities are being discussed. This affects the investigation and my conclusions. The values produced on the Internet are immaterial and it is not easy to measure the economic effects in the long term.

For the cluster the Future Valley and the network Ahead - Media & Communication it is important to find target groups and find these groups’ psychological factors, social media behaviours, and what would make them interested in a social media mix. The use of social media in the US is more developed and because of this there is a lot to learn from that market.

The problem with the qualitative method is that it does not give exact results and statistical conclusions can not be drawn.

There are two questions that could have been asked differently: In a new investigation I would ask for activity instead of membership of communities. I would also have asked about time consumption instead of marketing budget.
Appendix

Interview guide

This interview is about social media. In this interview I will focus on communities and blogs.

About Respondent

1. What gender are you?
   - Female
   - Male

2. Between which years were you born?
   - 1938-1947
   - 1948-1957
   - 1958-1967
   - 1968-1977
   - 1978-1987

3. What is your occupation?

4. How many hours per day do you estimate that you use for social media with the purpose to keep old business connections or obtain new business connections?
   - 0 min
   - 5-10 min
   - 15-30 min
   - 45-60 min
   - 2-3 hours
   - 4-5 hours
   - More than five hours a day

5. What advantages have you had in your business life from using social media?
   - I have got my employment through social media.
   - I have done business through social media.
   - I feel better because my social network has increased.
   - I have never had any advantages of social media.
   - Other

6. What disadvantages have you had in your business life from using social media?
   - I have been exposed to threats or insults.
   - I feel stressed.
   - I have never had any disadvantages of it.
   - Other
7. What communities are you a member of?
   - Cyworld
   - Del.icio.us
   - Ecademy
   - Facebook
   - Flickr
   - Friendster
   - Fotosidan
   - Library Thing
   - LinkedIn
   - MOG
   - MySpace
   - Second Life
   - YouTube
   - Xing
   - Other

8. Mention three blogs that you read at least once a month?

9. Do you have a blog of your own?

10. Is your blog connected to a network?

   Blog portals:
   - Knuff.se
   - Nyligen.se
   - Bloggtips.se
   - Intressant.se
   - Twingly.se
   - Bloggtoppen.se
   - Anser.se
   - Bloggsverige.se
   - Tjejblogg.se
   - Blog Up date
   - Blogportalen.se
   - Nybloggat.se
   - Sweblogs.com
   - Blogkatalogen
   - Blogglistan.se
   - Bloggkoll.se
   - Feeder.se
Blog platforms/bloghotel:

- Aftonbladet blogg
- www.blogger.com
- www.blogg.se
- Metrobloggen
- Passagen blogg
- Expressen blogg
- Spray blogg
- Blog Dog
- Vecko Revyn blogg
- Bloggis
- Bloggorama
- Egenblogg.se
- Blogga gratis
- Mobilblogg.nu
- Blogproffs.se
- WordPress.com
- MSN Live spaces
- Other

11. How will your own use of social media change in the next six months?

12. Do the company that you work for have a blog?

13. If yes, describe the company’s blog. What statements are correct for the company’s blog?

- The blog is external.
- The blog is internal.
- It is used for information.
- It is used for marketing.
- It is used to build business networks.
- The blog is connected to a network of blogs.
- Other factors

14. If you have a blog is it connected to any network? (See question number 10.)

15. What advantage has the use of social media had for the company that you work for?

- More business connections
- I have get to know my business connections better.
- Fast and right contact
- The marketing has become more effective.
- The personnel feels more involved in the companies activities.
- Better knowledge about what the customers want.
- The marketing has become cheaper.
- Social media does not make a different.
- There is no advantage.
- Other advantages
16. What disadvantage has the use of social media had for the company that you work for?

- Social media take times from the core activities.
- Too many contacts.
- Less control of the information that is spread about the company.
- The marketing has become more expensive.
- There are not enough knowledge in the company to be able to engage in social media.
- Social media has not made any difference.
- Social media is a trend that soon will pass.
- We do not have the financial possibilities to engage in social media.
- The company does not have personal resources to engage in social media.
- There are no disadvantages.
- Other disadvantages.

17. How will the companies use of social media change in the next six months?

18. How do you view the future use of social media?

19. How can the company that you work for use social media to develop or maintain networks?

20. How can the company that you work for use social media to develop its competence?

21. Estimate in percent how much of the companies marketing budget is spend on traditional media and how much is spend on the Internet?

22. Estimate in percent how much of the marketing budget that will be spend in ten years on traditional media and how much will be spend on the Internet?

23. How could the joined strategy for social media in the Future Valley look like or how could it improve?

24. Is there a joined strategy for the companies in the network Ahead - Media & Communication?

- Yes
- No

25. How could the joined strategy for social media in the network Ahead - Media & Communication look like or how could it improve?
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