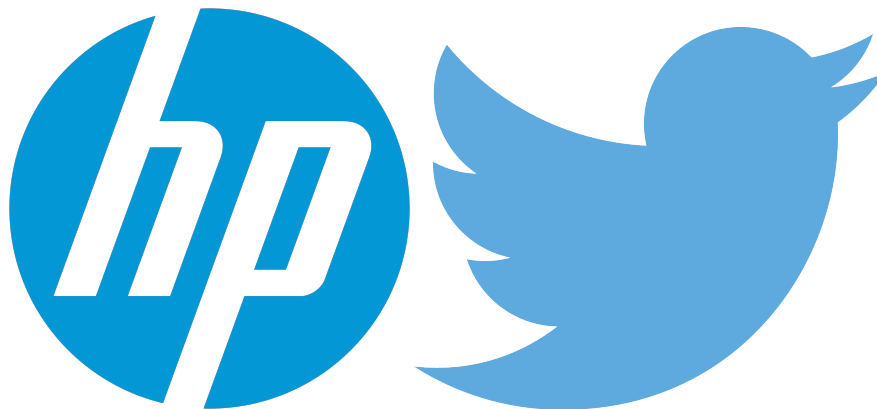


Twitter as a communication tool for executives

A study on HP Norway

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Master's thesis in Nordic Media
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A study on Hewlett-Packard Norway and their two previous executives, CEO Anita Krohn Traaseth and HR Manager Yvonne Fosser.

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Abstract

During the last ten years, social media has become a regular part of many people's lives. Despite this, corporate use of social media has not reached a critical mass yet. A company that made a tremendous change in their strategy a few years ago was *Hewlett-Packard Norway*, when social media was implemented as a significant element of their new strategy.

This is a study on the use of Twitter by previous CEO of HP Norway, Anita Krohn Traaseth, and previous head of HR, Yvonne Fosser. The research question asks whether their use of Twitter has had an effect on their company, their employees and themselves, during the period of Fall 2012 to Fall 2014. I have conducted a content analysis of tweets posted by the two executives, in addition to interviews with 13 employees and the two executives themselves.

The findings are numerous, but a brief summary indicates that the effect of Twitter on the company is that they became more visible, which resulted in more job applications, invitations to universities etc. It has not had an effect on the work of their employees, other than that they noticed the visibility in both positive and negative ways. Half of the employees find it very positive that HP Norway have become more well known, and the other half are skeptical and negative because they are afraid of the reputation of their work place. The probably biggest effect of Twitter is on the executives themselves, because they have broadened their networks and gotten access to people and ideas they would normally not get access to. However, they have tried to use this in favor of their company and employees.

Preface

I am finally done. Not just with a master's degree, but with 18 years of education. It has been an amazing journey, and I have grown and learned more than I could ever imagine. To end the journey with this thesis makes me proud.

I would like to thank my supervisor, Anders Fagerjord, for his honest and constructive feedback, but most of all for his support and understanding.

Thank you to my parents for endless discussions and input, and for your interest in my studies and work.

Thank you so much, everyone at HP Norge, for letting me do this. Especially Anita Krohn Traaseth and Yvonne Fosser.

Thank you to all friends and family, and as the crazy cat lady I am, thank you to my best friend, Naus.

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1. Introduction

1.1 Theme and Background

During the last ten years, social media has become a regular part of many people's lives. Many of us check our Facebook repeatedly throughout the day, we share links via Twitter or post "selfies"¹ on Instagram. Personal use of social media in 2015 can be argued to have reached a critical mass, a proof of its efficiency as a means of communications, and we would miss out on something if we were not a part of it (Ling, 2012). We might say that the technology of social media have been *domesticated*, which means that what seemed "wild" and unusual to us before is now part of our every-day-life (Boyd, 2010, p. 45-49).

Corporate organizations might not be as active users of social media as individuals. It takes more effort and resources to change an organization's behavior and procedures than it takes for an independent individual. An organization would also need different incentives to changes. As individuals, we might want to use social media to connect with others in order to not feel left out. An organization could have this as an incentive, but would be more inclined to work for profit. However, to some it might seem difficult to think that online communication and relations can lead to increased sales, the ultimate goal of any enterprise. An important reason for companies to be visible in social media is because communication about them happens anyways, with or without their permission (Kietzmann, Hermkens, McCarthy & Silvestre, 2011). Despite this, corporate use of social media has not reached a critical mass yet. However, regardless of this common view on the impact of online communication, a company which made a tremendous change in their strategy a few years ago was *HP Norway*, and social media was implemented as a significant element of this strategy.

Anita Krohn Traaseth, who had been in HP Norway for a couple of years already, took over as their CEO April 2012, and along came a new strategy containing three main goals. By 2015, they would be the best working-place in Norway (measured by the contest *Great Place to Work*²), they would be the most visible IT-company in Norway, and they would increase their number of sales and deliver impressive growth

¹ Self-portraits

² www.greatplacetowork.no/

compared to the market (Thue, 2012). Their goals therefore required a new strategy as well. Lacking the funding necessary for marketing and communication, HP Norway decided to take matters into their own hands and began using social media actively. Their goal was to become transparent and inform the market of their expertise in IT, that they were not restricted to computer-sales. In addition to this, HP Norway was a great place to work. The transformation began in fall 2012.

HP Norway is not the only Norwegian (or international) example of corporate social media-use. Many other companies are using social media as part of their strategy, and many companies could have been relevant to

this research project. Forbes.com made a list of 20 companies you should be following on social media, because they listen to the customer's need. Some of companies listed were Oreos, TED Talks and Staples (Pozin, 2014). However, I have chosen HP Norway among all these companies for several reasons. For once, the examples from the articles are American, and I wanted to use a Norwegian example in order to show how it is done in a country outside the US. Another reason is because they do not use social media exclusively as a platform for their official appearance, which in my opinion is the case for most companies. Within the IT-sector of Norway, companies such as Dell and IBM have official social media accounts, but their employees are not visible and representing their companies publically on social media. In HP Norway, all employees are allowed to "go public" and share their knowledge and work experience, they were even encouraged to do so. However, it is important to note that far from everyone in HP Norway are on Twitter, and I do not have the exact number on this. Of the employees I interviewed in this thesis, six out of 13 had an account. In my opinion, the management of HP Norway was ahead of their time with their use of Twitter already in 2012.

They have had this strategy for almost three years, and they are probably beginning to see some results and effects of this use. As a sales-driven corporate organization,

About Hewlett-Packard

- American multinational information technology corporation headquartered in Palo Alto, California, United States.
- Founded in 1939 by Bill Hewlett and Dave Packard.
- They provide hardware, software and services to consumers, small- and medium-sized businesses and large enterprises.
- Rated 17/500 in 2014 by Fortune 500 (fortune.com).



they are most likely to be interested in measureable results, which this thesis will not provide. However, by doing descriptive research on the non-measurable effects, one might find interesting indicators that can demonstrate the impact of corporate Twitter-use on the organization, their employees, and their leaders.

The research was conducted within the period of fall 2013 to spring 2015, and during this period I have spent much time planning the whole research process, searching for previous research within the field as well as communicating my idea to HP Norway. I have collected my own empirical data from content analysis of tweets, and conducted several interviews. The last months have been spent on analyzing and writing.

1.2 Motivation for this research project

The reasons for choosing the topic of corporate social media-use are numerous, and the motivation has been high throughout the whole process because I have believed in my choice and in the possible impact of this thesis, especially outside the field of communication research. In my opinion, the amount of research on social media is limited. Within the field of communication research, I would classify social media as a new phenomenon, in particular when it comes to corporate use.

What we are experiencing right now is parts of an evolution, and mankind is in many ways changing. Limitations of time and space are fading away with new, social technologies. This may be comparable to the changes that happened with the inventions such as the locomotive and telegraph, and the evolutions this brought to mankind. I will therefore argue that this field needs attention, and that we need much more research in this field. Social media is getting highly present within the society and the impacts are getting bigger, which implies that this field of research needs greater attention and must be treated carefully, although it takes time to conduct and publish reliable research. However, the researchers are getting there. My contribution is a small part of it, and its focus (leadership and Twitter) can perhaps only serve as an inspiration for further research. It can also be categorized as an historical paper describing the years of 2012-2015 and how some companies exploited digital communication within these years. It is difficult to measure the impact of social media, and in my point of view this is a phenomenon that should be treated not only within the media and communication departments (but also within psychology for

example). I will elaborate further and establish the theoretical context for this thesis in chapter 2, Theory.

HP Norway, and especially their two executives, have distinguished themselves because of their use of social media. As an active user of Twitter for the last two years myself, I have noticed how often they have been mentioned, shared and responded to. As Anita Krohn Traaseth says herself in my interview with her; “in 2012 this was not normal”. In 2015, we are getting there, but she believes she may have been a pioneer. My subjective and non-validated opinion is that I agree, which grounds some of my reasons for doing this research. I also consider this study as highly relevant for other companies and leaders worldwide, not just HP Norway. Their case can hopefully be applicable to many other cases, and the results add new knowledge within research on media and communication.

My study focuses on HP’s Norwegian department, which is mainly a sales organization with approximately 450 employees (most of them are situated in the Norwegian capital Oslo). This study is performed in collaboration with HP Norway, so my findings are also supposed to give them valuable information. In detail, this means that I got their permission to do this study, but they have not interfered with the research in any way. This is my idea, and my design.

1.2.1 My role as a researcher

One of the main reasons for choosing HP Norway can be traced back to my time as an intern during spring 2013, where I got to know them from the inside. During this internship, which was arranged by the University of Oslo and was part of my bachelor’s degree in media studies, another student and I conducted an analysis on the company’s use of official social media channels (Facebook, Twitter and blog). We were asked to do this because HP Norway had launched their new strategy six months earlier, where social media played a big part, and at that time they had basically jumped right into it without large knowlegde. They were now curious of the results, and were wondering if we could find out whether it had an effect or not.

We did an analysis, and wrote an internal report on their social media use so far. However, this analysis was done exclusively on their official accounts, but what we noticed was the large impact of the employees’ accounts, and especially the two executives, Anita Krohn Traaseth and Yvonne Fosser, who were by far the most active of them all. We also found that Twitter excelled as a social media-platform,

because it was public (in contrast to Facebook) and received an enormous response. At that time I thought to myself “this deserves a master’s thesis”. During my internship, I was introduced to the business strategy of HP Norway, their culture, and I made many new acquaintances, including their two, main informants of this study (Traaseth and Fosser).

As soon as I knew that I would write my own master’s thesis, I contacted HP Norway and asked for permission to go through with this project. I asked if I could write about the impact of Traaseth and Fosser’s Twitter-use, and the permission granted. Probably because I already knew them. It is therefore important to be clear of my role as a researcher, that I do have a relation with them (after the internship I kept in touch with them on a professional and collaborative level), and I would probably not have been able to carry out the work if it was not for this established relation. I have however been aware of this throughout the whole process, and will in chapter three provide the arguments for why this has not corrupted the objectivity of the study.

I am as mentioned an active user of Twitter myself, and in many ways I learned how to use it from the employees and leaders of HP Norway during my internship there. During the internship, I started to follow an amount of people on Twitter, many of them were people who knew HP Norway and had a clear opinion of the social media-use. My perception is that it is mostly positive (it seems like people enjoy getting an relation to the CEO of a big company), but also negative to some degree. I have discussed the topic of organizational use of social media with people working within all sectors, and often hear them complain about it. This is my subjective view, but I have found many people being negative towards the changes we are facing in today’s modern societies. They are stressed by the fact that we must always be “logged on”, and that it takes much time and energy. In addition to this, people tend to question why we must know everything about each other at all time. Based on this, I wanted originally to include the opinions of external people, to catch these reactions, analyze them and present them as research results, but unfortunately I have not had the time nor resources to do that. Therefore, this thesis will only include the opinions of employees and the leaders themselves. I will explain this further in chapter three, which deals with methods of this study.

1.3 Research question

The focus of this master's thesis is the use of social media within an organization, and to be even more specific, the use of Twitter by the management. The background for this specific attention is explained in the previous section, but in addition I have needed to narrow the topic as time and resources were limited. A master's thesis implies a great deal of work, but on the other hand it is a very small research project. I was confident that if I were to deliver reliable research, I had to concentrate on a strictly defined component within this field. I started out with a desire to do research on all employees and all the social media-platforms, and then ended up with a microscopic segment of it.

Therefore, my research question for this thesis is:

How can Twitter work as a communication tool for corporate executives, and what are the possible effects of transparency and openness on the managers as individuals, their company and their employees?

1.3.1 Explanation of terms and expressions in research question

To be sure that the readers of this thesis understand the meaning of my research question, and to prevent misconceptions throughout the paper, I will explain some of the terms mentioned. *Twitter* is the social media-tool that allows the user to publically post messages of 140 signs, and will be described further in chapter 2. *Corporate executives* in this thesis refers to the top leaders of HP Norway, in more specific the chief executive officer (CEO) and head of human relations (HR) at the given time (2012-2014), Anita Krohn Traaseth and Yvonne Fosser. Although these two executives are the research objects of this study, the results may be useful and applicable to other executives of other companies. By *possible effects*, I intend to uncover whether the use of social media may have had any effect at all, positive or negative. Effect can by this mean *anything*, if the use of Twitter has had for example any kind of reactions or impacts in any way. When they are using Twitter, they are doing this publically, which is why I use words as *transparency* and *openness*. The last part of the research question refers to the people and the organization. I wanted to describe the effects of Twitter-use use on the executives themselves, both in their leadership roles but also as private individuals. I wanted also to include effects on the

employees, more specific in relation to their work, and to the company and its branding position.

1.4 Thesis structure

This thesis consists of five chapters, each divided into sub-sections. You have already read chapter one, introduction, which gives a brief insight in what this research is about. In chapter 2, Theory, I will establish the theoretical framework for this research project, and explain why I have set this framework.

In chapter three I will present the methods of empirical data collection used in this research project. The different methods are presented and explained in the same order that they were practiced; content analysis of tweets, interview with employees and interview with the executives, simply because I found it natural to do it this way, and I will follow up on this structure in chapter 4, which is the analysis and discussion.

I have chosen to combine the analysis of the empirical data and discussion in one chapter, because I will do them simultaneously. I will first present the data from the content analysis, analyze them and discuss them. The same procedure was employed for the interviews, first with the employees, then Yvonne Fosser and then Anita Krohn Traaseth. The work was performed this way because this was the order in which I worked in during data collection. I will follow this order also in my analysis as well; build one analysis on the other. I will end the discussion by answering the research question in detail.

The last chapter of the thesis is the conclusion. I will then summarize the findings of this study, and answer the research questions. As previously mentioned, this is descriptive research, and I will not conclude by stating that executives should tweet or not. That is up to the reader to decide. On the other hand, this thesis may contribute to further research which could have better chances of concluding to such a statement. The last chapter will also discuss weaknesses to this thesis and give recommendations to further research.

2. Theory

In this chapter, I will establish the theoretical context of this research project. The First section is about internet, digital communication and, in specific, social media. I will then explain what Twitter is and how it works. Furthermore, the chapter will give an overview of theory regarding corporate use of social media, social customer relationship management and leadership. The chapter will end in two sections on cyberloafing and personality-dependence in relation to social media-use.

Much of what is written on social media is excessively positive. However, I have spent much time searching for research that would prove many of my selected articles to be wrong, without success. This may be an indicator that research within this field has proven social media to be almost exclusively good for human kind, or that I have not done a good enough job searching for theory. Last but not least, maybe all researchers within this field have a positive attitude towards online communication and they have strived to prove exactly this. Some theories have also been left out, but could have been of interest regarding the topic of this thesis. These will be mentioned in chapter five, in the section on recommendations for further research.

2.1 The evolution of digital communication and social media

Social media are digital platforms that allow us to connect with other humans, communicate through text, pictures, video etc., and to do many of the things we were already doing in real-life. Oxford English Dictionary defines social media as “web sites and applications which enable users to create and share content or to participate in social networking” (oed.com, year unknown). I will in this section present the brief history of the evolution of internet and digital communication, then explain how social media work in details and the reactions to this new method of communication.

To explain the history of digital communication, I will refer to the book by Nancy K. Boyd, *Personal connections in the digital age* (2010). The first stage towards internet connection (internet as a word and protocol came in the 80s) was in 1969, and was called the ARPANET. It was originally developed to safeguard military knowledge in the United States. At its beginning, the internet was text-only, and the possibilities for interaction were limited. It was not until the 1990s we could see something similar to what we use today, when the *World Wide Web* was developed.

This led to a shift in the communication from text to multimedia (pictures, text etc.) It took some years before internet became common and people got online, around 2000, and Boyd states that it was because of the ability to use e-mail. This was accompanied by other functions such as chat rooms, mailing lists, blogs and newsgroups. In the years around 2000, the *web 2.0* was developed, which allowed user to produce and present user-generated content, such as Wikis and social networking sites (SNS) (Boyd, 2010, p. 13-17).

One of the latest digital features that have emerged are the social media. There are many definitions of this, but one of them is that social media can be defined as a group of internet-based applications that allow the creation and exchange of User Generated Content (UGC), in addition to all assets of the original web 2.0 (Kaplan & Haenlein, 2009, p. 61). It is difficult to state which social medium that was the first, but the three most popular sites in 2015 are Facebook, Twitter and LinkedIn³.

Boyd defines digital communication with seven key concepts. The first, *interactivity*, is the ability for a medium to enable social interaction, letting human users manipulate the machine via its interface, and open up for creative and interpretive interaction between users and text. In other words, interactivity means that we can meet with new people and remain close to those we already know. The second concept is that digital communication makes it possible with *asynchronous communication* and no temporal structure. In digital communication, there may be *sparse social cues*. We get the possibility to *store and save messages*. The messages can also be *replicated*, for good and for bad. Another concept to digital communication is that we can *reach a bigger audience*, which previously was limited to media such as television and radio. The last concept, *mobility*, means that digital communication enables people to send and receive messages regardless of location (Boyd, 2010, p. 6-11). The concepts are many, and all of these illustrate features we did not have earlier, which further implies the big differences social media can have on the society and how we communicate.

What happens when we have all these new possibilities to communicate, how do we react to it? In many ways, *the domestication theory* may contribute to answer this question. This theory explains the phenomenon of when technology becomes part of everyday-life and we cannot live without. Technologies are first seen as wild animals,

³ <http://www.ebizmba.com/articles/social-networking-websites> (Retrieved May 30, 2015).

and then we tame them (get used to it) and implement them into our own lives. However, even though internet has been largely domesticated does not mean that all anxieties surrounding it have been resolved (Boyd, 2010, p. 45-49). A great example of this is the debate in Norway on “the good girl syndrome”, and how social media puts a pressure on young girls to be perfect (Aftenposten, anonymous, 2014). They have to “broadcast” themselves as popular, pretty, clever at school, athletic etc., in order to make everyone believe that their life is perfect. The result is an extremely high pressure which leads to young people, even children, being stressed and even burned out. They also become afraid of failing, and try to live a life without any flaws or errors. On the other hand, the domestication has shown another shift in the view on young people’s use of Facebook. In the beginning, young users were warned against social media by adults, especially when it came to sharing picture of themselves. Today, however, they are instead encouraged to take responsibility and reflect on what they share. The shift shows an acceptance towards the evolution of digital media, and instead of rejecting it, people are accepting it but with precautions (Aalen, 2013, p. 31). And when debating the good girl syndrome, most people do not say “stop using social media”, but use it more wisely and do not put pressure on yourself. This emphasizes how social media has been domesticated, because it is seen as a natural part of our lives. The reason why domestication theory is relevant to the topic of Twitter and leadership is because I argue that the use of Twitter by managers has not reached the same degree of domestication as the use of Facebook by young people. Not all executives use Twitter today, and they probably never will. However, the view on management use of Twitter what might change in the future, and perhaps this thesis can contribute to that change.

Social media can also be regarded as an innovation, a *social innovation*. This is defined as a distinct kind of innovation that meets social needs and improves people’s lives (Storsul & Krumsvik, 2014, p. 220). More specifically, these are innovative activities and services, which predominantly are developed and diffused through organizations whose primary purposes are social. They will be regarded as important tools of innovation. Of importance for an increase of life expectancy, for developing higher diversity within countries and cities, defeat inequalities, and increase happiness etc. (Mulgan, Tucker, Ali & Sanders, 2007). All in all, social media-platforms may help to contribute within these fields.

The most extreme reactions to social media can be described as media anxiety, a well-known phenomenon that appears every time a new medium enters our lives. The anxieties around digital media stem from the seven concepts described previously, for example the temporal structure of digital media, which seem to push us towards continuous interaction (Boyd, 2010, p. 22). Such reactions have been seen throughout the history of electronic communication. For example, some have seen the internet as a tool for people to communicate, people who should not be forming relationships (e.g. recruitment to ISIS (CBS Interactive Inc., 2014)), while others have praised the ability to form new relationships across time and space (Boyd, 2010, p. 100).

Despite these anxieties, in particular the notion that social media makes us less social, research has shown that users do not replace face-to-face socializing with social media. In fact, users of social networking sites (SNS) have reported significantly more face-to-face interaction with their close friends than nonusers and have more acquaintances. (Brandtzæg, 2012). Online and offline network capital (in short, how many people you know) are positively associated, suggesting that they supplement each other instead of replacement, confirming that the “rich get richer”. This is because SNS-users have more potential to meet new people (Vergeer and Pelzer, 2009, p. 203-204).

Boyd explains how social media, and Twitter, are examples of *hyperpersonal communication*, which means that we can meet people online (2010, p. 126). Meeting people online is getting increasingly popular (especially in dating), and research has shown why it in many ways is more promising than meeting people for the first time in real life. In fact, when people meet one another online, they often seem to like each other more than they would if they had met in person. The reasons for this are fourfold, reasons that are further explained by Boyd. First of all, we share and get *sparse cues*, and open up for much more personal interpretation of these cues. As humans, our cognitive way of handling sparse cues is compose the elements we need to feel like we know the whole person, and this made up view is often in favor of the person we are getting to know. The second reason is that with higher *control over our messages*, and we get to control what we reveal and when. The third reason is our *focus on message production*. When chatting online, we have the time to present our writing and ourselves in a better way, which leads to people liking us better. Last reason for why relationship formation may work better online is because of the *excitement of anticipation*. When we have written something, we usually wait a little

while for the other to answer. This mechanism makes us more curious and interested in the other person, and makes us happy talking to them (Boyd, 2010, p. 126-127). I have included this because in my experience, many people do believe that forming relationships online is a weak substitute to real-life relationship formation, and after interviewing the employees of HP Norway, I got the impression that some of them felt the same way.

I mentioned in the beginning of the chapter that most theories on the subject of social media is extensively positive, although it is also criticized. Typical critique towards social media is that it reduces engagement in other, more diverse and meaningful, communities. However, research on neighborhoods has shown that when internet is used to connect the neighbors, it can enhance their relations to each other and within their communities (Campbell & Kwak, 2009). Results from research on the use of exchange of info and opinions on mobile phone have already shown that users do not become less engaged in inter-personal relationships. They were more likely to do volunteer work, work on a community project, contribute money to a social group or cause, go to a community or neighborhood meeting and work on behalf of a social group or cause. In addition to this, internet users have been found to read more newspapers, vote and are more engaged in political activities (Boyd, 2010, p. 92-96).

2.2 *What is Twitter?*

The very first *tweet*⁴ was posted by founder Jack Dorsey (US) on March 21. 2006, and today the platform has over 288 million active users monthly (Twitter.com). It is called a micro-blogging tool, which allows the users to post public messages of up to 140 characters. In 2015, Twitter is used to follow other users and read tweets posted by them. You may reply to tweets, forward them to your own followers as a re-tweet (RT) or you can favorite them which basically means you are showing your support or you may save the tweet for later. Most people have open accounts, and post their messages publically. Everything is allowed, and even prostitutes have used the site to offer their services (Long, 2013), without getting removed. If two users are following each other, they may send private messages, which only they can see (called direct messages, or DM). Many celebrities use twitter as well, and some of the most popular

⁴ What you call a message posted on Twitter.

Twitter accounts are by singer Katy Perry (@katyperry), singer Justin Bieber (@justinbieber) and President of the United States, Barack Obama (@BarackObama)⁵. The most popular Norwegian Twitter account belongs to former prime minister, and now NATO Secretary General, Jens Stoltenberg (@jensstoltenberg)⁶.

Twitter is in my opinion mainly used by private individuals, and for private matters. However, it is growing to be a commercial channel as well, and companies and organizations are beginning to use it more and more. In their article on social media, Fischer and Reuber argue that social media channels definitely can help create opportunities for not just private individuals, and that divergent and creative use has positive effects on businesses. One reason is that social media can help companies “observing” and getting closer to the customers, and therefore develop to be more personal brands. However, it is important that each different medium and its culture is studied closely in order to use it effectively (2010, p. 16-17).

2.3 Corporate use of social media – a marketing channel

People are communicating about brands, with or without permission from the firms representing these brands. It is therefore important for firms to decide if they want to participate in this communication, or to ignore it (Kietzmann, Hermkens, McCarthy & Silvestre, 2011, p. 242). Research on Facebook has shown that users have an account primarily to keep in touch with their friends and family, but that they also are aware that Facebook is used as a marketing channel for companies (Hansson, Wrangmo & Søylen, 2013). This channel, and Twitter as well, can be used to spread messages, make contact with customers, and build relationships. Considering the many users Facebook and Twitter, companies are advised not to ignore the service as a major marketing channel (Kietzmann, Hermkens, McCarthy & Silvestre, 2011). This master’s thesis may give important insight into whether the executives of companies should take part of this community.

Social media allow companies and organizations to manage their brand and therefore influence the demand for their products and services. They may impact overall market directions and even guide future strategy. An important term in relation to corporate use of social media is the term *return on investment* (ROI),

⁵ <http://twittercounter.com/pages/100> (Retrieved 9. March 2015).

⁶ <http://tвитre.no/> (Retrieved 9. March 2015).

which can be defined as a way to evaluate the performance of a business and its profit making (Entrepreneur.com, year unknown). Many companies are trying to measure ROI through social media, which has proven to be difficult (Heath, Singh, Ganesh & Taube, 2013).

Another term that is relevant to the topic of corporate social media use is *thought leadership*, which can be defined as content that is recognized by others as innovative, covering trends and topics that influence an industry (Brenner, 2013). Heath, Singh, Ganesh and Taube present in an article five recommendations for building thought leadership through B-B (business to business) social media engagement. First, the leader must make thought leadership an umbrella goal for the entire organization, and get everyone to understand and practice this in their work. Secondly, it is important to understand your organization's social media ecosystem. The third recommendation is to select ideas and opportunities with strategic short -and long-term potential. In the case of HP Norway, the use of social media to reach their goal of becoming the most visible IT-company was part of such a strategy. Forth, the company must purposefully and selectively engage with stakeholders for mutual benefits, and last, it is important to evaluate the efforts put into social media thought leadership (Heath, Singh, Ganesh & Taube, 2013).

When companies are using social media, it is often a tool for corporate branding. In relation to this, a useful term and phenomenon is *word of mouth* (WOM), which is a form of viral marketing where the messenger tries to influence what people are talking about. Social media are argued to be an important WOM-channel (Aalen, 2013, p. 132). However, a variety of factors will determine whether a company is using social media for marketing effectively. One factor is to what degree the company is truly engaged and has chosen the right social media channel. As already mentioned, it is also important for companies to understand the nature of the different social media channels (and they are constantly changing as well), and understand the nature of WOM within each channel, otherwise they may fail (Kimmel & Kitchen, 2014, p. 16). As Anita Krohn Traaseth also mentions in her interview, in order for companies and employees to understand this nature, it is important for the leaders to go in front and learn these tools themselves.

A study that investigated whether and how Twitter WOM affects movie sales shows that the effect of WOM from users followed by many Twitter users is significantly larger than those followed by less Twitter users. The study also found that positive

Twitter WOM is associated with higher movie sales, whereas negative WOM is associated with lower movie sales. This study may prove the potential values of monitoring people's intentions and expressions on Twitter (Rui, Liu & Whinston, 2013).

Although social media give companies opportunities, it can also damage a company. For example, a company's reputation can be destroyed by comments posted by users. This applies not only for comments posted in social media at one time, but the comments are most likely to be saved for all time in the systems. This implies that all you write is possible to search for and find subsequently (Aalen, 2013, p. 118).

I will end this section by sharing ten pieces of advice for companies who are considering using Social Media, borrowed from Kaplan and Hanlein (2009). My reasons for doing so is because these tips may be useful if you are reading this thesis in order to decide whether you as an executive or individual may want to use Twitter yourself. In addition to this, I asked Traaseth and Fosser about their tips to managers who want to join Twitter. I refer to chapter four for results. First of all, *choose carefully the right application*. Do not create a blog if you are not willing to share your ideas regularly. It is also important to mention, once more, that the applications are constantly changing and it is therefore necessary to take time and learn the nature of them, this in order to use them like private individuals. The second tip is to either *join an existing application*, like Twitter, or you can *make your own* web community. Thirdly, ensure that your *social media activities are all aligned* with each other, which means that instead of using them all the same way let them fulfill each other and use them to show a more complex picture of your company. The fourth recommendation is about *integration*, letting consumers be part of both traditional and online media. Social media should reflect the company customers meet in traditional media, and use for example a poster to promote your company's Facebook-page as well as a product. Recommendation number five is to *give access to all*, including employees. Do not stop them from taking part in social media. Six, *take the lead* and be active to develop relationships. Twitter is perfect for creating new relationships. Number seven is about the ability to be creative, and it is important to *be interesting* in order to get customers to your social media platform. Eight, *be humble*. This can be compared to the saying that the customer is always right. Recommendation number nine is to *be unprofessional*, which can be further described as how important it is to be personal and not too business-like. Social media is about personal connections, and

even though you represent a company you still need to act as a person connecting with another person. Ten, and last but not least, always *be honest* (Kaplan & Haenlein, 2009, p. 65-67). Several of these tips are to some degree just the same as what Traaseth and Fosser talk about in their interviews, and how they describe their use of Twitter.

2.4 Social CRM

According to an IBM 2010 CEO study conducted by Baird and Parasnis (2011), the top priority for CEOs is to get closer to customers. The same study concludes that social media are increasingly used for this purpose. As already argued in this chapter, companies are to some degree losing control over the relationship with their customers because of social media, and *customer relationship management* (CRM) is becoming more difficult. On the other hand, in shifting focus to social CRM, the companies get a chance to facilitate collaborative experiences and dialogue with the customers. Some of the control may be re-gained. As the IBM-study shows, consumers today are interested in obtaining tangible value. Unfortunately, this is not entirely understood by the companies, and businesses are more likely to believe that consumers are interested in interacting with them in order to feel part of a community. Accordingly, businesses also overestimate the consumers' desire to engage with them to feel connected to their brand. Baird and Parasnis give six recommendations to companies who want to understand social media better. First, it is important to recognize that social media may be a game changer, a medium which may change the way companies can reach out to their market and customer. In this way, traditional one-way marketing may vanish and be replaced by dialogue and content marketing. This is also why I am writing this master's thesis, in order to shed light on the topic of corporate social media-use. Secondly, be clear on the difference between social media and traditional media. This is to some degree different from the recommendations from Kaplan and Haenlein, but they both emphasize the point of paying attention to both. Thirdly, make the customer experience seamless. Number four, start thinking like a customer. In extension of this, and recommendation number five, if you are not sure what they want, ask them. Lastly, monetize social media (Baird & Parasnis, 2011).

Some argue that social media can deliver financial benefits to companies in all sectors, which some of the employees claim is not possible (chapter four). The reason

why it is argued that social media is good for business is, as already emphasized in this chapter, social CRM through social media contributes to increasing customer insight and engagement and is now fundamental to increase business performance. It can also help drive customer centric innovation. The financial benefits apply across the customer life cycle, not just when a product is sold. Knowledge on customer behavior will therefore result in benefits throughout the whole value chain, which ends in sales. However, there are in this context, three challenges. I have included recommendations on how to use social media for CRM, but Woodcock, Green and Starkey (2011) present some of the challenges. First, it is difficult to implement social CRM in a company, especially because of culture. This is also illustrated by the employee-interviews in this study, see chapter four. The second challenge is the risk of over-hype and over-expectations related to brand. Many brands may present themselves as better than they are, and then fail in the meeting with customers. This can be related to the problem presented earlier in this chapter, about young people and how they strive to appear perfect in social media, while no one can be perfect in real life. The last challenge is connected to the first, the actual failure in relation to deliver what you promote, which is related to project management failure) (Woodcock, Green & Starkey, 2011).

Another term related to customer relationship management is *value-based selling*, which is emerging as the up-coming business model. As explained in an article by Terho, Haas, Eggert & Ulaga (2011), this implies adding the company's value orientation at sales force level. For example, when HP Norway changed their strategy and added the goal of becoming the best place to work in Norway, it was about their value of appreciating their employees. Their use of social media in order to promote this, may be regarded as value-based selling because they are promoting this value to their customers online. Value-based selling is also about 1) the company understanding the customer's business model, which means to identify the key drivers of customer's earning logic. 2) Crafting the value proposition, or in other words, defining the size of the market's value opportunity. And 3) communicating customer value, which means how a salesperson focuses on the impact on the customer's profit statement. This study on value-based selling showed that respondents emphasized that it is a broader approach than just selling product functionalities or customer benefits, it is also about focusing on the value-in-use potential of the offering for the customer's business and financial profits". (Terho, Haas, Eggert & Ulaga, 2011).

In Norway, people active within communication and social media has defined this as “sosiale bedrifter”, or social business. However, the term social business is not similar in English. Instead, a social business is created to address a social problem (Wikipedia, author and year unknown). After doing some research, I found that the term and phenomenon most likely would be social CRM.

2.5 Leadership, communication and social media

Leadership means to foster support among people who intentionally would prefer to support something else. President Eisenhower: “Leadership is the art of getting someone else to do something you want done because he wants to do it”. Leadership is about creating meaning, and good communication can be the tool to influence people (Brønn & Arnulf, 2014, p. 126-127).

Communication is important because it creates attention, unites the employees of the organization, connects the internals with the externals, and is important to the reputation. Employees are the ambassadors for an organization, branding. They are not just responsible for the concrete work they do and what they deliver, but through their actions they are also responsible for the organization’s reputation. The executives of an organization are responsible for protecting the reputation through interpersonal communication. Organizational communication occurs when people unite to develop strategies, planning, making decisions and through daily work (Brønn & Arnulf, 2014, p. 50-51).

A term within this field, which is important to state, is *communicative constitution of organization* (CCO). This emphasizes that communication is the main factor needed to create organizations. In other words organizations are created through communication (Brønn & Arnulf, 2014, p. 29). The reason why this is important is because not everyone believes communication is important, or do not believe that it leads to sales.

A study on executives’ perception of communication shows that communication is viewed as less important to business success than other management disciplines. However, executives rate communication skills as the most important communication discipline. A study on this shows that executives want to be more competent in communicating, as they listed this as number one in importance (Brønn, 2014).

The communicative company understands the value of failure in the process of learning, it support social interactions, is flexible and understands the value of

strategic communication on both individual and organizational level. Effective communication: who is your target group, how do you get their attention, how to facilitate a dialogue, and how to prevent misunderstandings (Brønn & Arnulf, 2014, p. 14-15).

Digital communication is just like communication in general in 2015. Until recently, CEOs could survive even though they avoided anything related to IT, and left this to others. However, now it is essential to know how to compete in the *Information Age*. Some argue that there is no room for so-called nonbeliever CEOs. In the information age, IT issues such as social media must be understood and embraced. In 2000, surprisingly few CEOs provided the necessary leadership in relation to this (Earl & Feeny, 2000). 15 years later, this has probably changed, as we see by the example of HP Norway.

As I said in the introduction, it takes more time for companies and organizations to exploit the possibilities of social media, than it takes for individuals. It also takes longer for leaders to consider what these new phenomena mean for them personally, and the reason may be that they are not only working for themselves but for an entire staff. However, executives today are discussed in online venues. Unfortunately, perhaps, few of them are using social media themselves to spread their own messages and see what others write and think about them. Therefore, Dutta (2010) presents three reasons why today's managers must embrace social media. For one, leaders can build their personal brand. Secondly, they can engage with peers, customers and the broader public. Lastly, they get the opportunity to learn from instant information. Dutta (2010) elaborates further on how to form the social media strategy, in another three points. First, it is important to consider whether your goals are personal or professional, or both. Number two, an executive should establish who the desired audience is, private or public. When using Twitter, managers often go for the public audience. The third tip on how to form a strategy is to analyze which resources are available for you. It is important with continuity, and in order to achieve this you need time. Dutta ends his article by stating the risks of an online presence, which I also will share in this chapter. First of all, it is important to consider how you manage social capital and whom you connect with (should you have everyone as Facebook-friends?). Secondly, you need to establish how you manage intellectual capital, what do you talk about. Thirdly, you need progress, and figure out how you maintain momentum (Dutta, 2010).

2.6 Cyberloafing and personality

After interviewing 13 employees of HP Norway, I realized that some may regard Twitter as only personal and even just idle babbling. I decided to try to find theory related to this. I found that this could be regarded as *cyberloafing*. Spending time online on nonsense and recreation during work hours. Recently, studies on this field have been published, I will include some of them here.

One study on attitudes towards use of SNSs for personal purposes during working hours shows that managers have negative attitudes towards this kind of use, but looking at top-level managers, they reported more use than other respondents (Andreassen, Torsheim & Pallesen, 2014). This may be the case in HP Norway as well. The study cannot provide an explanation for this phenomenon. However, they mention that other studies have shown that higher-status employees engage in more frequent personal Internet use at work compared to lower-status employees. *The five-factor model*, which explains how humans have five, big personality traits (openness, conscientiousness, extraversion, agreeableness, and neuroticism), is also included in the mentioned study. It argues that extraversion, neuroticism and openness to experience were all positively related to the frequency of social network site usage. This means that if you have a high degree of these traits, you are more likely to use sites such as Twitter. The study also concludes that small and controlled cyberloafing rest-breaks may act as “digital water coolers”, and they may even enhance workers productivity and effectiveness (Andreassen, Torsheim & Pallesen, 2014).

Another study within this field shows that the persons who may use internet at work for personal matters are young males. Other numbers from the same study is that 78.7% among persona with a college degree engage in cyberslacking, compared to 58.7% among those with less education. When looking at income, one finds the same results, the higher the income, the more cyberslacking (Vitak, Crouse & LaRose, 2011).

One more study on this topic states that web surfing for entertainment and information even shows positive effects on communication with other people (Vergeer & Pelzer, 2009, p. 202).

Are people honest when they present themselves in social media? This is difficult to answer. However, personality affects the way we write. The easier it is to find out how the person is in real life, the more honest we act in social media (Aalen, 2013, p.

96-99). I already mentioned the five personality traits, which have been tested in other studies as well in relation to social media-use. When it comes to Twitter, it is stated that the use of this specific medium to socialize is related to higher openness, sociability and lower conscientiousness. This implies that the typical Twitter socializer may have broad interests and enjoy socializing in general. The same study also shows that people use social media for spreading information would not do it the same way through both Facebook and Twitter (Hughes, Rowe, Batey & Lee 2011).

When it comes to gender, there is also a difference in how we use social media. Extraverted men and women were both likely to be more frequent users of social media tools. However, men with greater degrees of emotional instability were more regular users (Correa, Hinsley & Zúñiga, 2009). Women are more motivated by the social grooming-aspects to social media, and socialize more. Men, however, use social media as a utility tool (Aalen, 2013, p. 74). One may conclude that gender influences mediated interaction just as it influences unmediated communication. Women have relational dimensions of conversation while men are specialized in the informative dimensions (Boyd, 2010, p. 66).

This chapter has established the theoretical framework for this master's thesis, and the articles and books included have to some degree been essential when discussing my findings in chapter four. Some of the theory will be re-occur in my discussion, and some of it has only been mentioned in this chapter in order to provide an overview of the research on social media so far.

3. Methods

In this chapter, I will describe my choice and use of methods for this master thesis. I have collected my own, empirical data, and the purpose of the data collection is to shed light on the topic of leadership and Twitter-use. According to the research question, I wish to find and explain the effects and outcomes when executives use Twitter as a communication tool. I will focus on the effects on themselves, their company and their employees. To achieve this, I have decided to mix three different methods of data collection; content analysis, interviews with employees and individual interviews with the two executives.

In the subsequent sections of this chapter, I will give a brief explanation of each chosen method, and illustrate more detailed how I have applied the preferred methodologies specifically, how I have secured validity and reliability and which limitations there might have been. How the collected data was analyzed will be further described in chapter four, alongside with the analysis itself and the discussion of results.

I have chosen primarily qualitative methods. However, I have included one quantitative element in this case study, the content analysis. To use several methods is called triangulation, and the reason for doing this is to collect a richer array of evidence and strengthen my findings. This is above all a qualitative study, for the reason that I wish to present the findings as point of views, experiences and perceptions, not statistics and numbers.

3.1 About my choice of methods

The reason for doing a content analysis, a quantitative element within an otherwise qualitative study, is because I considered it as an essential feature to map how the two executives use Twitter in general. In specific, how do they tweet, what are they tweeting about and how is this received by their followers. The goal was then a numerically based summary of a chosen message set, which is a set of published tweets from May, June and July 2014 (Neundorf, 2002, p. 14). I will return to this in more detail in section 3.2.

To find the effects of Twitter-use, and present them as descriptive stories, I needed someone to tell the stories. In order to get someone to tell them, I had to ask them to

do so. In this study, the interview was almost the obvious method for data collection. I have also chosen to conduct two different kinds of interviews; speed interviews with employees and individual elite interviews. With whom and how will be explained further in their corresponding sections.

3.2 Content analysis of tweets

Content analysis can be defined as quantitative research of message characteristics. The goal is to achieve a numerically based *summary* of a chosen message set, and not a *report* explaining or elaborating the findings (Neundorf, 2002, p. 1-14). In this study, the content analysis aims to map the categories and topics presented in the tweets published by Traaseth and Fosser, in addition to analyze how it was received by the followers (how often are they retweeted, favorited and answered). The content analysis will therefore serve as a summary of their online actions, and the interviews will serve as the descriptive report.

The typical process of content analysis begins with establishing research question and theoretical framework, which is mostly the case for any study and any methodology. Then it is important to establish measurable variables, conceptualization and operationalization before data collection and coding. After coding, the researcher has to calculate reliability and validity, before reporting the results (Neundorf 2002: 50). The criteria to this method are as follows; an a priori design, objectivity, reliability, validity, generalizability and replicability (Neundorf, 2002, p. 11-13), criteria's that I will return to in section 3.2.5 and 3.2.6. I will further explain how the process of this thesis' content analysis was executed in the subsequent paragraphs.

I will continue the section on content analysis by describing the selected sample, how I conceptualized and coded the tweets. I will also discuss whether I met the criteria of content analysis and describe limitations to this method.

3.2.1 Sample

The units of this study, what or whom is studied (Neundorf, 2002, p. 13), are tweets published by @krohtraaseth and @YvonneFosser during the months May, June and July 2014 (521 tweets). What I did for my research, more specifically was clustered sampling, which means that the tweets were collected randomly, but I chose in advance that they would be from three specific months (Neundorf, 2002, p. 83-85).

The set of sampled units should be large enough to represent the phenomenon investigated (Neundorf, 2002, p. 73), but that is not the case in this study. Because of limitations in time and resources, I was not able to collect tweets from a broader period of time, and there were also many tweets that I did not get the hold of (the ones who were part of an conversation, and therefore not published on the main informants main Twitter page). When visiting the Twitter profile page for the two executives, the posted tweets that are visible are the ones they either originally wrote or the ones they have re-tweeted. Tweets that were a part of a conversation (another user tweets something and they answer) is only visible if I find the original messages that started the conversation, and that might often be on someone else's Twitter profile page. The process of finding all these conversations would take too much time, and I could never be sure that I had found all conversations. However, this would be interesting data and is therefore a recommendation for further research. Since the content analysis is not the main method for this thesis, I consider this as not highly significant for the results of the study. However, this implies that I have not been able to secure the criteria of generalizability.

The tweets were saved manually, two times a month, using the Evernote⁷ tool "Web clipper". I double and triple-checked that I did not miss any tweets on their Twitter profile page. Then I secured all tweets, with their following answers from other users, saved at my personal computer and online. Further on, I made an archive in Microsoft Excel, where I indexed the collection of Tweets and gave them ID numbers for later coding (Tweet-ID list is not included in the appendix) (Neundorf, 2002, p. 76).

3.2.2 Conceptualization and coding

The conceptual definition of this methodological research, what I actually wish to study (Neundorf, 2002, p. 107), is the effect of Twitter use by executives. The content analysis is mostly connected to the part of the research question where I ask how Twitter might work for leaders, but has also the function of strengthening the other methods, which to a larger degree aim to answer the research question. Therefore, what I wanted to achieve with this study was to identify which Twitter categories the two informants mostly use, and how their followers responded to this.

⁷ <https://evernote.com/> - an online workspace

3.2.3 Variables and codebook

Initially, I did several attempts at constructing my own variables, based on the collection of tweets and continuous testing and adjustments. The criteria to variables are shortly described as follows; Exhaustive categories and only one appropriate code for each code unit coded (Neundorf, 2002, p. 118-125). When making my own variable, I constantly felt that it did not turn out right, and the variables were never satisfying with respect to reliability, validity and especially replicability. Therefore I decided to use a Twitter classification framework developed by Stephen Dann (2010), which is based on 16 other existing Twitter studies. This framework enables the researcher to code tweets as either conversational, status, news, phatic or spam (and it contains supplementary sub-categories). I have used all of these variables, and added simple, countable variables such as how often a tweet was re-tweeted, favoured etc. See appendix 1 and 2 for detailed codebook and coding scheme (Neundorf, 2002, p. 121-124). After numerous trials with my own variables, I was very pleased after finding and implementing the variables by Dann (2010). They made it much easier to analyze the data, and I did not question whether the tweet was classified in one category or the other. I was therefore also pleased with the result, which you can read in chapter four, along with more on the codebook and variables.

3.2.4 Coding

During May, June and July, the two main informants published a total of 521 public tweets. These published tweets later saved by me, were the foundation for coding. As this amount may not be considered as a large amount of data, I did not intend to extract highly advanced result from them, so I decided to do human coding (Neundorf, 2002, p. 132-137). In other words, I did the coding manually using simple tools such as Excel and its calculation functions, as well as counting myself. Before I did the final coding, I did some test coding on a selection of 30 tweets. It was also during the test coding with my self-made variables that I discovered their weaknesses. See these original codes in appendix 3.

The actual coding, reading tweets and plot in numbers in the coding scheme, was done manually with pen and paper. After this part of the coding, I entered the numbers into an Excel-sheet, which later was saved digitally.

3.2.5 Generalization and a priori design

The data collected in this study are not sufficient to allow me to generalize on the topic of leadership and social media. If I had used another case I would probably get a totally different result. In addition to this, I assume that it would be very difficult to carry out the exactly same study on the same case once more, because the informants of this study could very easily give different information in a new study (when time passes one may have changed opinions), which means that the findings are not replicable. However, the methods used in this study could probably fit another study on the same topic.

The study has not an a priori design, which means that all units and variables were defined before I analyzed the tweets (Neundorf, 2002, p. 11). The design was not complete before I collected the data, but it was ready in time to not interfere with my findings.

3.2.6 Validity and reliability

Validity implies to what degree the study is measuring what I really want to measure, and whether I answer the research question. In this case I would say that the content analysis alone does not provide validity to this study, but together with the interviews it fulfils the criteria. Considering the first part of the research questions, where I ask how Twitter can work as a communication tool for executives, this is the method which partly answers to this requirement. I therefore argue that I have assured validity.

Reliability is achieved if the study would have the same results if another researcher repeated it. In other words, if another researcher used the same collecting methods, units and variables he or she would get the same result. In this case it is difficult to say, because my two informants might for periods tweet about different topics. These tweets were collected during the summer, and at a time when Traaseth was still the CEO of HP. Now she is the CEO of *Innovasjon Norge*, at a more hectic time of the year, and her topics might differ. I therefore do not argue that my findings are reliable (Neundorf, 2002, p. 11-13). Another aspect of reliability is whether another person would code the data differently, even though the same codes were used. I have not tested this, which is a weakness, and another coder would maybe do it differently.

3.2.7 Limitations to this method

If all criteria are met, there are few limitations to this method. However, it is difficult to match all the criteria (as mentioned above), and I will conclude that I have not managed to do so. Because of my inexperience as a researcher, I have probably not done everything correct, and the criteria of both validity and reliability are most likely not entirely fulfilled. Considering the coding that was done manually, there might be errors in this context. I was focused and I have double-checked that I coded the right tweets, but may not entirely rule out small human errors.

Even if I had done everything correctly, there would still be limitations within this method. Content analysis can only give a certain amount of insight to the Twitter categories, without any further explanation of what they really meant or which impact they may have had on the receivers. If I had more time and resources for this study, I could for example complemented this method with a qualitative text analysis for more detailed information.

3.3 *Qualitative interviews*

My main method is qualitative interviews, in the form of very short interviews of five minutes with 13 employees and in-depth interviews with the two executives. I chose this method because the purpose is to understand the world from the subjects' point of view, and to learn more about their experiences. Their perceptions of the world will be analyzed within a scientific framework (Kvale & Brinkmann, 2009, p. 1).

I have followed the process outlined by Kvale and Brinkmann, called the seven research stages. I first formulated my research questions, which are presented in chapter one and then I decided on my theoretical framework. This is called the stage of thematizing. Furthermore I designed the research process, and worked out a plan of with methods to implement (Kvale & Brinkmann, 2009, p. 102-109). Before I performed the interviews, I implemented and conducted another the method, the content analysis. When planning the research project, I found out that this extra data collection could strengthen my findings in the interviews. This was followed by stage three; two kinds of interviews, with employees and the executives. Stage four was transcribing, which means to write down the recorded interviews to texts which are easier to analyze (Kvale & Brinkmann, 2009, p. 180-187). Stage five was to analyze the data, which I will explain in detail in the next chapter.

After analyzing, the data had to be verified, a stage which I to some degree found very difficult, and I have already mentioned how the content analysis does not meet all criteria regarding verification. The last stage of a research project such as this is reporting, which means to present the findings. In other words, writing the text you are reading now (Kvale & Brinkmann, 2009, p. 267-291).

3.3.1 Ethics

In order to do research where you collect the opinions of informants, as you do in interviews, you need to apply to NSD. I did, and got my approval for conducting this study during spring 2014.

By doing this, I have assured that all employees who were interviewed would be anonymous, and it would be impossible to find out who they were. I fulfilled this criterion by not even asking their name or ask about their position in HP Norway. When I had transcribed their interviews, I deleted the sound file. In this way, all I have saved from the interviews are text-based and nothing in the text can reveal their identity. The employees were also informed of this, and therefore gave me permission to interview them. They were also fully informed about the purpose of the study, and at which stage they would be able to read it. The employees did not get a right to withdraw after the interview was conducted, which they also were informed approved since they would be 100% anonymous.

The two executives could not be kept anonymous, but they have signed a consent allowing me to conduct this study. The consent also included information about the study, and that they can choose not to publish it. After transcribing the interviews, both executives received the text in order to correct me if I had misunderstood anything. None of them returned the text with corrections.

I have not had access to any data which is not already public, other than the opinions presented in the interviews. During the process of collecting and analyzing the data, the only ones having access to the data have been my supervisor and myself.

3.3.2 Interviews with the employees

To find out how the executives' activity on Twitter affects the employees, I had to ask the employees directly. At first I wanted to interview employees in a focus group, and did a whole lot of planning regarding this procedure. The reason why I wanted to conduct a focus group interview was because I wanted to have the topic discussed

among several employees at the same time, in order to bring different viewpoints into the open at once and see whether they agreed with each other or not (Kvale & Brinkman, 2009, p. 150) My contact person in HP had a list of all employees (over 300), and I used an online number generator which gave me 20 random numbers. These matched the names of 20 employees, whom I contacted and invited to a focus group (first ten, and then the next ten). Unfortunately, nobody was eager to participate, and I had to acknowledge the fact that part of my research plan was failing and I had to look for other solutions.

I therefore decided to do speed interviews with as many employees as possible during a work day. I found an easy accessible room in the HP office in Oslo, and invited random employees to share their opinions on having such an active management on Twitter. The result was 13 interviews, approximately of five minutes each, with employees of all ages, gender and professions. I did not ask their name or position (but their answers implied that they worked in different departments), so they have remained anonymous throughout the whole process and it should be impossible to trace them and their answers.

I will argue that this method of collecting participants could be called random, at least to some degree. Out of all the employees who were in the office that day, anyone could have been a part of the research. On the other hand, not all HP employees were in office, nor at the part of the office where I was situated. So in that case the whole population of employees were not included. Another reason why they were not randomly selected is that they ones entering my “interview office” were probably more eager to share their opinions, which may have made my findings biased. My results show the opinions of employees with mostly strong opinions, while the reality may be that most of the employees do not care that much about the topic of social media-leaders. However, I tried to “solve this” by actively get people to join, inviting them in. As soon as someone said “I do not have any strong opinion of this, you should ask someone else”, I told them that their answers would be valuable too I succeeded in obtaining some more interviews.

3.3.2.1 Interview guide and execution

The interviews were as mentioned performed during a work day in HP’s office. I recorded the interviews, and wrote down some notes during the conversations and afterwards. The interview guide was inspired by the one I had prepared for the longer

focus group, and I chose five of the most important and relevant questions (see appendix 4). I made it as short as possible, because of the reluctant reactions I got from the employees who were invited to the focus group. They argued that they did not have the time. I then figured out that in order to receive as many opinions as possible, I had to ensure the participants that this would not take much of their time. The response was that they appreciated this, and therefore they would let me interview them. If I had more time and resources, I would have conducted longer interviews with the employees, but the data I got already have also been helpful in relation to the research question.

I found that most employees understood my questions, and were happy to participate. If there were some misunderstandings I gave them more information, and everyone got the chance to give their extra comments in the end if they wished.

The interview guide included some fixed questions that I asked everyone, but the interviews themselves were semi-structured to the degree that if I noticed that an employee had a lot on his/her mind I would ask them some extra, related questions (Kvale & Brinkmann, 2009, p. 124).

All employees got a quick briefing at beginning, with adequate information about the study and I ensured their anonymity. When the interview was done I gave them information about release date and where it could be read (Kvale & Brinkmann, 2009, p. 128-129). Since I did not want their personalia, I did not collect their e-mail to be able to send them the thesis when it was published. It will therefore be their responsibility to follow up their own participation.

3.3.3 Interview with the leaders

In order to answer my research questions, I found it essential to interview the two executives themselves. I performed the interviews with them lastly (first content analysis, then interviews with employees), because I wanted the processes of data collection to build on each other. I used the information I got from the employee interviews to prepare for the interviews of the executives.

These two interviews can be described as *elite interviews*, which means interviews with managers, experts or people in powerful positions. These informants are known to be informative and good at answering, because they have often been interviewed. However, this can affect the answers and to what degree they actually reflect the truth (Kvale & Brinkmann, 2009, p. 147). I have been aware of this, and that was one of

the reasons that I did the content analysis in addition to the other methods, to match their responses with the reality of how they really use Twitter. Although, as a researcher using interviews, I cannot do anything other than present their answers as the truth, which is also why I do not want to conclude from my findings. It will be up to the reader to decide whether my findings are applicable. I only reflect the world from my informants' point of view.

3.3.3.1 Participants

My first interview was with the head of human resources, Yvonne Fosser. She was part of the leader group before the strategy of 2012-2015 was launched, and one of the executives who began using Twitter actively. I chose her, next to Traaseth, because after personally being active for a few years I have clearly noticed her as the most active user of Twitter (within HP) next to Traaseth. I relied on my choice of her being the right person to include in my study. She has 4800 followers, compared to the 3475 people she follows. I did the interview with her before the one with Traaseth because I wanted to end with the CEO, and use as much prepared data before the last interview. However, these two interviews were not linked or built on each other. The interview with Fosser was conducted in November 2014 at the HP office.

Anita Krohn Traaseth was the last to be interviewed, done in January 2015 at the office of Innovasjon Norge. Traaseth became the CEO of HP Norway in April 2012, and together with her board members she launched the new strategy of HP in September. She has 22.200 followers on Twitter, and she follows 4845 people in return. In addition to leading HP for two years, she has been an active blogger, participated in traditional media and published her own book "Godt Nok for de Svina", which got a lot of attention in all kinds of media during the spring 2014. She took over as CEO in Innovasjon Norge in September 2014. Traaseth has clearly done more than just tweeting. Social media has played a part in her professional career for the last couple of years, making her an interesting study subject.

3.3.3.2 Interview guide and execution

The interview guide was divided into three parts. First I had questions regarding their use and how they would describe their own use of Twitter. Then I shared with them some of the results from the interviews with the employees, and asked for their reactions. I presented both positive and negative feedback, and gave the two

executives a chance to explain in detail their point of view. The interviews were ended with a section on leadership and Twitter-use in general, and they got a chance to reflect and give tips to other leaders who consider using this social media-tool. See appendix 5 for details and which questions I presented.

The interviews were 45-50 minutes long, and were recorded. After the interviews had been transcribed, the analysis was based on the text.

3.3.4 Generalization, objectivity, reliability and validity

When performing a study, it is interesting to judge whether the findings are primarily of local interest or to what degree they might be transferable to other subjects or situations. In other words, are the findings *generalizable*? (Kvale & Brinkmann, 2009, p. 260). In this case, the answer is both yes and no. My findings cannot describe any given management all over the world, not even within the borders of Norway. What HP Norway have done is probably not in the way an other business would have done, and if they had, the results would probably be different. However, the findings can perhaps be translatable to other businesses, at least they can learn more about the subject and maybe be inspired. To conclude, I will not be able to generalize neither from the content analysis (too few tweets) nor the interviews.

To be *objective* means to produce reliable, controlled knowledge that is free from personal bias and prejudice (Kvale & Brinkmann, 2009, p. 242). I have already explained my role as a researcher, and my relation to HP and the two leaders, in order to prove my awareness around the implications this might provoke. Although, I will argue that my awareness around this have made me extra cautious and I have throughout the process not been led by subjective opinions within this topic. All interview stages have been done as if I was a researcher without much knowledge of the internal life in HP and the external opinions of HP. I believe I have remained as close as possible objective throughout the whole process, and my report is also objective without any recommendations.

Are the findings *reliable*, can they be trusted and would I get the same results if the re-did the study? Yes and no. The way the interviews were planned and executed have in my opinion assured reliability. If another researcher would use the same method and ask the same people the same questions, they should obtain the same results. However, opinions may change, and therefore the findings could be different if this study was done next year, or even after three months. Another reason why the results

could differ is if the interviews were performed a second time, by another interviewer. The two executives knew that I knew the strategy and the company culture, which also reflected their answers. Another interviewer might get the same answers, but re-phrased which again could have lead to a different interpretation and therefore different results (Kvale & Brinkmann, 2009, p. 245).

Are the findings and arguments of this study and the interviews *valid* (which means to be justifiable, strong and convincing)? Essential to validity is the quality and credibility of the researcher, and whether this person has done all the interview stages correctly. The findings can get a higher degree of validity if the stages in the process are checked, questioned and maybe re-done (Kvale & Brinkmann, 2009, p. 246-251). Unfortunately, I would argue that in respect to such demands, the findings might have a low degree of validity. I am not an experienced researcher, and this master's thesis has in many ways been a test-project to see if I am fit as an academic researcher. However, I will not be the judge of this question. In addition, I have not had the time to re-do any of the stages because this is a demanding project which lacks time and resources. However, I have done all preparations and executions in much detail, and have reflected upon whether I could have done things differently and whether I should do things over again. My reflections have made me reluctant to re-triala, especially regarding the time limit of this project.

3.3.5 Limitations to this method

Interview as a research method is by some argued to imply a certain simplicity, and to be similar to everyday conversations. However, if done properly and according to the seven stages mentioned earlier in the chapter, it can be a way of doing strong and valuable research (Kvale & Brinkmann, 2009, p. 15). As explained, I followed the seven stages and have done all planning and designing carefully. However, since I am an inexperienced researcher (and interviewer), I cannot guarantee that this research is 100% professional and has no elements of "everyday hints". Although, my personal, subjective opinion is that I have done what it takes to make sure that the interviews have led to the collection of true data of value to the research questions.

Another limitation of this method, or pitfall, is the threat of skewed power symmetry between the informants and the interviewer. An interview like this can be seen as a professional conversation with a power asymmetry between the researcher and the subject. It is therefore the job of the researcher to act as if both parts are equal

and that there is no dominance in being the researcher, and it is important to create full understanding (Kvale & Brinkmann, 2009, p. 33). When conducting my interviews with both the employees and the executives, I made sure that I used everyday words that I knew everyone was familiar with. I did not elaborate on any of the theories that I have used as framework, and tried to create a relaxed and open atmosphere so that no one would see me as a dominant person doing experiments with them.

I already mentioned the difficulties of getting employees to participate in a focus group, and additionally, many employees were also reluctant to join me on a speed-interview. This was in my opinion the biggest challenge, and is also a limitation to this method because I did not get probably enough employees to participate in order to create a whole picture of the topic.

In summary, the empirical data of this thesis is provided by three different methods; content analysis of tweets, short interviews with employees, and in-depth interviews with the two executives. I am in general content with my choice of methods and how I conducted them, and believe that the data collected may contribute to an analysis and discussion that will answer my research question with insightful findings. The next chapter is the analysis and discussion, which will be divided into three sub-chapters based on my three methods and the data collected from each method.

4. Analysis and discussion

In this chapter I will present the empirical data that I have collected for this research project, analyze them and discuss and compare the findings in relation to the theoretical framework presented in chapter two. The chapter is divided into four sections, and is presented in the same order that I used when collecting the data; content analysis of tweets, interview with employees, interview with Yvonne Fosser, and interview with Anita Krohn Traaseth.

4.1 Content analysis: How do they use Twitter?

In order to answer my research question, and find the effects of Twitter-use by executives, I found it natural to also do research on how they use this specific medium. In the interviews I asked them to describe how they use Twitter, and what they tweet about. I also wanted to check if their answers matched with the reality, and therefore I decided to conduct a simple content analysis. A part of the study where I focus on how they use it and how other Twitter users perceive it.

I came to the conclusion that I wanted to use already established theory and past research within the field of Twitter content analysis, in order to treat my data with respect and not to re-invent the wheel (Neundorf, 2002, p. 99). After much searching, mostly by using the website Google Scholar, I found the article *Twitter Content Classification* by Stephen Dann, published in 2010. Dann has created a Twitter content classification model based on 16 existing Twitter studies, which contains six broad categories and 23 detailed subcategories (see codebook in appendix 1). There were many reasons for choosing this model, first of all because it used several other existing studies I had already read and considered, others had cited it in newer articles, and it allowed me to study tweets on a rich and in-depth level.

It consists of six categories of tweets; conversational, status, pass along, news, phatic and spam. Category one, *conversational*, defines tweets that uses an @statement to address another user, and includes the four sub-categories query, referral, action and response. For more detail, I refer to the original article and codebook. Category two is called *status*, and refers to tweets that answer to the origin of Twitter, “what are you doing?”. The sub-categories are personal, temporal, location, mechanical, physical work, automated, and activity. Third category, *pass along*, means tweets of endorsement of content, and consists of the sub-categories, RT

(re-tweet), UGC (user generated content, such as their own blog post) and endorsement in general. *News* is the fourth category, and its sub-categories are headlines, sport, event and weather. Category number five, *phatic*, defines tweets that implies a connected presence, and consists of the sub-categories greeting, fourth wall, broadcast and unclassifiable. The last category is *spam*, which means unsolicited automated posts and has no sub-categories.

This method of analysis does not cover specifically which themes the two executives are tweeting about (i.e. leadership, television-series etc.), but more how they use the medium (i.e. tweeting with others, sharing links etc.). Therefore I generated all the tweets into a word cloud, which allowed me to see which words they have used the most. See the next section for the results.

4.1.1 How do they use Twitter?

I chose not to analyze the tweets posted by the two executives separately, because while collecting the tweets I saw immediately that they used Twitter very similarly, and by analyzing them together I would probably get almost the same results. The results would also be more comprehensible when presented together. This could however prevent me to see some minor, but important, differences among the executives, but I trust my observations and argue that it does not remarkably affect my results. The following sections, where I present the data on how the tweets are received by their followers, are however divided. The reason is even though Traaseth and Fosser use Twitter the same way, the response is different. This I will discuss further in the respective sections.

When using the model for analyzing tweets, created by Stephen Dann, I quickly found out that it was the same categories that occurred over and over again. The categories used by the two leaders are presented in the list below:

Code	Name	Explanation	%
3A	RT	Any statement reproducing another Twitter status using the via @ or RT protocol.	46% (243)
3C	Endorsement	Links to Web content not created by the sender.	15% (77)
1B	Referral	An @response which contains URLs or recommendations of other Twitter users.	15% (76)

5C	Broadcast	Textual soliloquy, monologue and undirected statements of opinion.	8% (41)
1D	Response	Catch-all classification for conversation @tweets.	5% (28)
1A	Query	Questions, question mark or polls.	5% (23)
2F	Work	Reference to work related activity.	2% (12)
3B	UGC	Links to content created by the user.	2% (10)
1C	Action	Activities involving other Twitter users.	1% (5)
2A	Personal	Positive or negative sentiment in the form of personal opinion or emotional	>1% (4)
2H	Activity	Activity statements answering “What are you doing now?”.	>1% (2)
2B	Temporal	Content referencing specific dates, times, statements of temporal nature and temporal action.	>1% (1)
2C	Location	Geographic references and location statements, including statements of traveling and location change.	>1% (1)
2D	Mechanical	Statements relating to any form of technology or mechanical systems.	>1% (1)
4A	Headlines	Coverage of breaking news.	>1% (1)

Almost half of all tweets posted by the two executives are so-called *RT* (re-tweets), which means they did not write the original tweet themselves but simply chose to re-post someone else’s message. However, what they re-tweet is still something they (usually) stands for, and the topics of their re-tweets often match when compared to their own tweets. These tweets are therefore included in this study as their Twitter messages, and in the world cloud below they are also included. A re-tweet is a quick way to share thoughts and content, and is by many used to support a statement.

The second most applied category is 3C, endorsement. An example of this is when they share a blog post written by someone else, and recommend it to all their followers. As a re-tweet, this does not take much time either. In section 4.2, the interviews with the employees, we will discover that the ones responding negative to the executives’ Twitter-use argue that they spend too much time on it. When asking the leaders about this, both of them say it takes almost no time anymore. It did in the

beginning, but now it takes only a few minutes during the day. This content analysis might show why, because most of their tweets are either re-tweets or simple link sharing.

Category 2F, which refers to tweets about work, is calculated to 2%. This might seem surprising, and more of their tweets are about HP Norway or work related. This category however is related to tweets that describe what they are doing, and if they wrote about doing something work-related it would fall under this category. The word cloud beneath shows however that they do post tweets about their role as leaders and HP Norway, which I would say is work-related and in accordance with what they say themselves about how they use Twitter (see section on their interviews).

The category 1D is probably much more used, but unfortunately this category was difficult to map when collecting tweets. They might in this category have discussed topics that therefore also are let out of the word cloud underneath.

I have here included all the categories that occurred, but there are still categories that are not used at all. These will not be elaborated on nor discussed further. However, they are mentioned in the codebook and further explained in the Dann-article.

The analysis developed by Dann (2010) does not allow me to see which topics in detail, which occurred the most, and it was difficult to map whether the tweets were about themselves, HP Norway or anything else. This could probably have been done easier if I had developed my own variables and categories, but as already mentioned, this was also quite difficult and not satisfying when it came to the criteria of content analysis. The solution was to make a word cloud, using the internet tool *Wordle*⁸. The cloud is a summary of all tweets (I copy-pasted them from my Excel-list into the wordle-tool), and the words that are most common in the tweets are the ones who have turned out most highlighted in the cloud below.

⁸ <http://www.wordle.net/>

includes both their own written tweets and their re-tweets.

The word “women” also occurs often, and as female executives they often post or share tweets about female empowerment and leadership. As some of the employees mention in the interviews, they do feel that having active, female managers advantageous because it encourages young girls and women to approach the IT-industry and have ambitions. As Traaseth mentions in her interview, which I will return to in the following sections, is that one of the reasons why she became so active was to encourage more women to work in her industry.

As seen in the analysis above, the category “endorsement” includes 15% of their tweets. This correlates with the two words “thank you” and “congratulations” that have a big spot in the cloud. The two executives use Twitter to appreciate others and highlight them, which also some of the employees mention specifically in their interviews (see section 4.2).

The last word included in this elaboration is *goodenoughforthosebastards*, or as it was originally in Norwegian (as a hashtag), *#godtnokfordesvina*. This is the name of Anita Krohn Traaseth’s own book, published in March 2014, a book about her life and leadership.

When collecting the data, I also included whether they had included pictures or not, and I found that Yvonne Fosser had 77 tweets with pictures and Anita Krohn Traaseth had 40. This is not highly relevant to this research, but serve as a simple fact about their tweeting. However, if someone someday will do an analysis on how to engage other Twitter users, it is interesting to analyze whether including pictures has an effect or not. In this case it does not seem to have any effect, and tweets without pictures generate as much response as the ones with.

All the data collected from the content analysis will be further discussed in the following sections, and in relation to what employees and the leaders answered in their interviews.

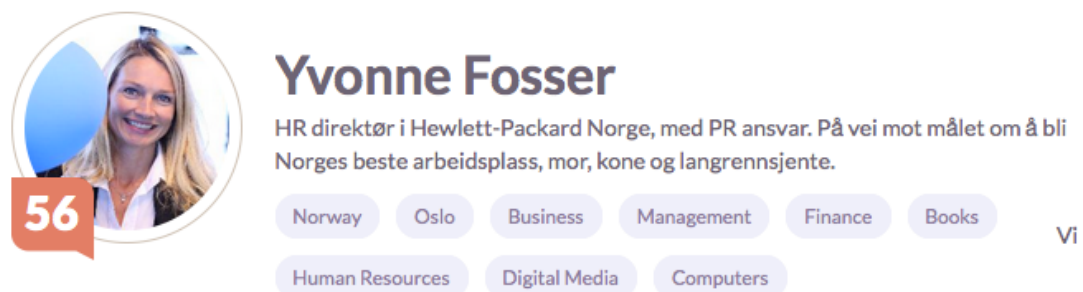
4.1.2 More on how they use Twitter, and the response they get

I have mapped in which way the Traaseth and Fosser tweet, but what is also interesting is to study how the tweets are received by their followers. I have counted and measured the engagement in number of replies, favorites and re-tweets. In this part I have separated the two leaders because the response is very different, even though they use Twitter quite similar.

4.1.2.1 Yvonne Fosser

Yvonne Fosser has been on Twitter since September 2012. During the given period, Fosser posted 276 tweets, and she got an average of 3 responses to each tweet. In addition to this, it was an average of 13,7 favorites on each tweet. When I summarized these numbers, I excluded three of her tweets, which were originally published by other international Twitter-users (re-tweets). The reason why is because they were posted by other users with extremely many followers, and the tweets were very popular. If I had included these three tweets, the result would be an average of 160 favorites on each of her tweets, and therefore the number would be biased (example is tweet number 162, in the tweet-ID list, not included in the thesis). The same three tweets were excluded when I summarized the number of re-tweets she got, which then turned out to be an average of 12,3 re-tweets on each tweet.

A website called klout.com has developed a measurement tool for defining what degree of influence you have on social media, and you can have a score between 1-100. Barack Obama has the highest score of all users, 99⁹. I have included the Klout-score in this thesis because it is most used tool for measuring popularity on online accounts, and Klout can therefore give an insight to how people are perceived online (Frink, 2014). Yvonne Fosser, with her Facebook and Twitter-account, has a score of 56. A quick search on Google shows that this is of course a debated topic, and many argue that the number does not mean a thing. I have included a picture from her Klout-page¹⁰, because it also shows which topics she tweets about:



In this paragraph I will translate and present four typical tweets published by @yvonnesfosser, in order to give a brief insight to how she writes and what she writes about.

⁹ <https://klout.com/corp/score> (Retrieved 9. April 2015)

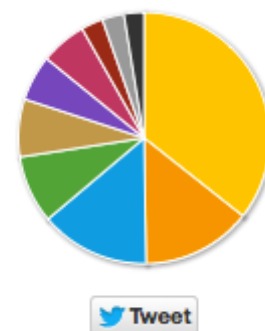
¹⁰ <https://klout.com/#/user/YvonneFosser> (Retrieved 9. April 2015)

1. Tweet ID 96: “Leadership is NOT ABOUT 1 more money 2 more authority 3 a large company car 4 a better title. management is about helping others towards their goals”.
2. Tweet ID 133 (RT): “Apx. 25% think they have a good leader, in HP it is 80%. Have vacant job? @YvonneFosser #icfkonferNsen #icfnorge @HPNorge”.
3. Tweet ID 196 (from Instagram¹¹): “#LærKidsaKoding by @hpnorge own technology manager thestigiam . The kids and head of HR can soon... <http://instagram.com/p/nqUnz2gyeG/>.”
4. Tweet ID 392 (RT): Better to be slapped with the truth than kissed with a lie.” ~Russian Proverb~via “@ShawnUpchurch.

A Twitter-analytics tool, called Twitonomy¹², shows which hashtags she used the most during the months of January-March 2015. #ledelse (leadership) is used 139 times, followed by #ffnor (follow Friday norway, a hashtag to promote other users on Fridays) and #selvledelse (self management). I will present more analytics from Twitonomy further in the discussion, as it shows a good overview of the leaders use of Twitter. The first graph shows the hashtags that are most used in Fosser’s tweets, and the second shows who she mostly mentions.

Hashtags most used

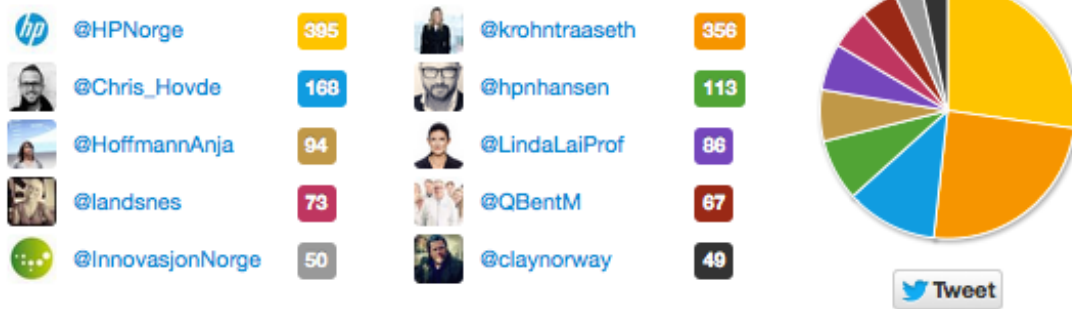
#ledelse	139	#ffnor	55
#selvledelse	55	#leadership	34
#some	29	#aml	23
#tillit	23	#innovasjon	11
#jobbengasjement	11	#hr	10



¹¹ Social media-tool for picture-sharing.

¹² <http://www.twitonomy.com/> (Retrieved 9. April 2015)

@ Users most mentioned



4.1.2.2 Anita Krohn Traaseth

Anita Krohn Traaseth has been on Twitter since January 2010. During the given period for this study, she has posted 242 tweets. In average, she has 5,8 responses on each tweet. There is also an average of 17,1 favorites on each tweet. It is an average of 13,3 re-tweets on each tweet.

Traaseth's klout-score is 73¹³. In 2013, users with a score of 63 were in the top 5% of all users¹⁴. This score is higher than what Fosser had, but it should be mentioned that Traaseth has included more social media-platforms (such as Instagram) in her analysis/page, which automatically gives a higher score. Fosser does also have an Instagram-account, but she did not include that to her Klout-profile.

Anita Krohn Traaseth
CEO of @InnovasjonNorge - the Norwegian Government's most important instrument for innovation and dev of Norwegian enterprises and industry. Blogger & writer

73

Oslo Norway Business Twitter Social Media

« »

I will translate and present five tweets published by @krohntraaseth which received much response on form of comments, favorites and re-tweets, in order to give a brief insight to how she writes and what she writes about.

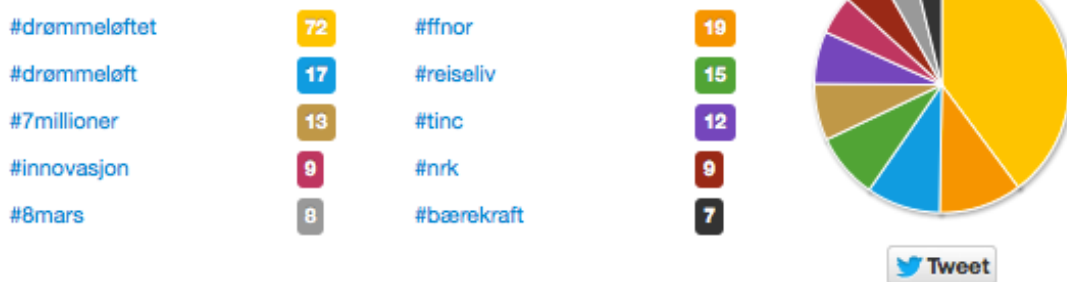
¹³ <https://klout.com/#/user/krohntraaseth> (Retrieved 9. April 2015)

¹⁴ <http://support.klout.com/customer/portal/articles/679109-what-is-the-average-klout-score-> (Retrieved 9. April 2015)

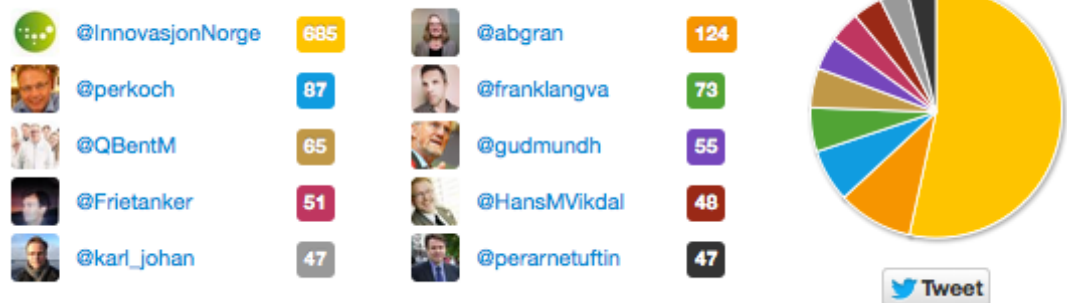
1. Tweet ID 19: "Not so many male bosses who receive these kind of sms I think? NB "Silje Olsen" is probably not right name ...
pic.twitter.com/5VE2UK0pWL". (Sleezy SMS, great response).
2. Tweet ID 38: "Preparing a presentation for #Tøyenmiddagen Tuesday night -how important do you think the research is to ext/measure apx. 450.000 Norwegian companies ability to innovate?".
3. Tweet ID 281: ".@Ingerid_O Yes, this is spot on". (This got no response).
4. Tweet ID 291: "Family watching #vglista - #ffnor! – Wow, what a good event!".
5. Tweet ID 392: "WOW! This gang, talents in @HPNorge just presented a new, innovative solution that has WW potential! Holy moly !!".

When using the Twitonomy-tool, we see that Traaseth's most used hashtags are #drømmeløftet (dream lift, an Innovasjon Norge-campaign) and #ffnor (same as Fosser).

Hashtags most used



@ Users most mentioned



In addition to be active on Twitter, Traaseth has her own blog, tinteguri.com. She uses her blog to reflect on leadership, technology, and feminism among other (Traaseth,

2012). I will throughout the analysis refer to some of her post, where she has reflected on the topics of corporate social media-use.

4.2 Interview with employees

I will in this section present the empirical data that was collected from the speed interviews with 13 employees of HP Norway. They lasted approximately five minutes, and all employees got the same questions. For further explanation of this method, have I prepared it and how it was executed, see chapter three.

All interviews were originally done in Norwegian, since the employees and I had this as our first language, but in order to present and analyze the findings the interviews were later translated into English. This was done by me, and I will account for whether this threatens the validity of the findings in chapter five, the summary.

The first step of analysis was to meaning condensate the interviews, which means that all long statements (all the answers) were compressed into briefer statements. This enabled me to see what the sense of their answers were (Kvale & Brinkmann, 2009, p. 205), which later created the foundation for which topics I would further discuss. The topics that will be discussed are 1) Value and result from Twitter-use, 2) Critique, risk and consequences, 3) Time-taking activity, 4) Relevance to business, and 5) Communication and leadership in general. These five topics emerged from the employee interview-analysis, and not the research question. However, they are helpful when answering the research question, and will be discussed in order to find the effects of Twitter on the company, the employees and the executives themselves.

When I knew which topics that were most common among the employees, I extracted quotes to highlight the opinions surrounding these topics. The same topics were also implemented in the leader interviews. I will once again emphasize the purpose of this thesis, which is to describe a phenomenon within the period of time between 2012-2014. This is the story of two executives who actively use Twitter, told by their employees and themselves. The results are not measureable, and they may not be applicable to all organizations, but they give insight to one given case and may work as inspiration to others.

4.2.1. Topic one: Value and results

After interviewing the employees, I noticed a clear distinction between those who were positive towards the Twitter-use and those who were negative. It was 50/50, and two of the employees had no clear opinion on this. In this section, I will present some of the arguments explaining why it was a good thing that Traaseth and Fosser were active on Twitter, mostly given by employees who were positive in general. However, an interesting finding was that all employees, no matter what their opinion in general were, admitted that HP Norway had become more known than before, which was to some degree satisfying.

I will present several quotes extracted from the interviews, and discuss them to some degree in this section. They will be further discussed in the forthcoming sections and in relation to the answers given by the two leaders. In the end of this section, I will present the main results regarding positive outcomes of Twitter-use by leaders.

HP Norway has, as part of their strategy, the ambition of becoming the best place to work in Norway. By using Twitter and other social media, they wanted to expose their employees and show everyone that they were more than just a company that sold computers and printers. As mentioned by several of the employees, Twitter might have had an impact on this ambition:

“Yes, I would say that they have exploited the possibilities within social media, and Twitter which is the case here, and they promoted HP as the company we really are”.

- Employee 13.

This quote is just one of many that illustrates some of the employees' satisfaction. Another employee says that it is a good thing, because it presents HP as a good place to work, which also was one of the goals of the strategy of 2012. HP Norway has the ambition of becoming the best place to work in Norway, and would use social media to present and acknowledge their employees and their knowledge and expertise. In a blog post from July 2014, on “HP-Garasjen”, HP Norway presents the results of their strategy so far (No Author, 2014). According to this post, 90% of all employees are happy with the workplace, and other factors such as employee engagement and satisfaction have increased since the last time they conducted an employee study (which was in 2011). To read more about the results, see the blog post. The

employees were also asked what the management of HP Norway had done to improve their work situations. For once, the employees answered that they were involved in making the strategy (which was done through speed-interviews by Anita Krohn Traaseth when she became CEO), openness and better possibilities of reporting when things were not right (through a concept they called “Bureaucracy Busters”). It is not necessarily the implementation of social media, and the management being active on Twitter, which has contributed to these results. However, it has at least not affected the employees negatively. Although, some employees might have used the internal study to complain about the use of social media, which might not have been included in the slightly, excessively positive blog post. According to the study which the blog post refers to, 84% of all employees are proud of where they work. This is also mentioned by one of the employees I interviewed, who said that after implementing the new strategy and using social media to promote the people, he/she is more proud of his/her workplace.

Another positive result, as described by one of the employees, is the increase in the number of work applications.

“It has definitely generated more work applications, students, more activity, invitations to holding speeches, external matters. This was not the case when I started working here five years ago”.

- Employee 8.

This statement was given in addition to saying that HP Norway was more visible now than ever. Another employee emphasizes the fact that they have become more visible, but not just within their own sector. The Twitter use, and Traaseth herself, has made them more recognized in general. As the employee said, after Anita became CEO, HP has become more visible in general, not just within the IT-sector but visible to people in business and private industry.

I asked all employees whether the leaders’ Twitter-use had had any effect on their work, and more specifically on the execution of their work assignments. Most of them, regardless whether they were positive or negative towards Twitter, answered something like this (notice last sentence):

“It is a positive thing that they are active in discussions and such, and that they want to promote HP as an engaged company within the society. But I have not noticed any clear impact directly on my work”.

- Employee 10.

The last part of the quote is confirmed by many of the employees that I interviewed, as well as Yvonne Fosser. This states that the effect of Twitter on the employees is neither significantly negative, nor positive. However, as the rest of the thesis will show, there are some effects of the Twitter-use, but maybe not directly on the work that is done on a daily basis.

To summarize these statements, some possible effects of Twitter-use by leaders may be more visibility within and outside the given sector (IT in this case), an increase in work applications and invitation to events, and it creates a greater external understanding of the company. These results have also contributed to making some employees more proud of their workplace.

4.2.2. Topic two: Critique, risk and consequences

About 50% of the employees were negative towards the Twitter-use performed by the two executives, and the main arguments were the risk of critique when entering a public arena, and the amount of time it would take to tweet (see next section).

“Many people are wondering and asking “what are they doing?”, this is the reason why I would say it is ridiculous how they operate in public”.

- Employee 2.

This statement repeated itself a few times, and another employee said that he/she was not familiar with sensitive information being shared on Twitter, but meant that when the executives tweet it just shows that HP Norway has a culture of sharing and talking about everything in public. Several of the employees mentioned that their clients had asked question about this, and even made mocking comments about this issue. This creates an unpleasant situation for the employees, and my impression was that they did not know what to answer their clients other than that they wanted to agree with

them. This will be discussed further in the section on the interview with Yvonne Fosser, who was confronted with this.

Another concern mentioned by the employees was that Twitter only made a difference to the executives, not the company or the employees. As one of them said, it has given Traaseth and Fosser opportunities they otherwise not would have obtained. Another employee said that HP Norway as a company has not had any effect on this, and that Twitter is only part of a personal agenda:

“I would not say that HP has made a mark (ref strategy: “sette spor”). They personally have made a mark. Now when Anita has left HP, we do not see any impact of her Twitter-use, and most of it have been a part of her personal agenda”.

- Employee 9.

Some employees feel that Twitter was just a personal project, and that it has made no difference to HP Norway as a company. This might be the case, but as seen in the content analysis, the leaders have tweeted about HP Norway and business relevant matters (such as leadership and technology). However, this might have strengthened the leaders and not their company after all, as some employees think. This will be discussed further in the forthcoming sections, on the leader interviews.

These statements can indicate that public Twitter-use by the executives might lead to a higher risk of critique, a risk they are both aware of and argue for in the forthcoming sections. Some employees have experienced negative feedback from external actors, even customers, and see this as unfavorable to the company and their work.

4.2.3. Topic three: Amount of time it takes - what is working hours?

Another reason why several of the employees are highly critical to the use of Twitter executed by the leaders, is because they are afraid that it takes too much time and that it is not work related.

“I have almost reacted in a negative way towards their use of Twitter, because I find it meaningless and it takes too much time. When they spend so much time on this, I question how efficient they are when it comes to working”.

- Employee 5.

Another employee says that they have spent time on personal matters when they should have been working, and that this time should have been spent on their own employees. Another employee thinks it is OK that they are on Twitter, and regard it as a personal arena. However, the employee connects the answer to the previous section, and wish the leaders would not mix it with work, and have work-related conversations on Twitter.

As I mentioned in the theory-chapter, this is typical criticism towards the use of social media, that it reduces engagement in other more meaningful communities (Boyd, 2010, p. 92-96). However, as the study by Campbell and Kwak (2009) on neighborhoods shows, when internet is used to connect neighbors it can enhance their relations to each other. One might think that this could be transferable to the case of employees and their executives in HP Norway, and if that is the case it would be a positive effect and outcome of Twitter. I asked all employees if they were on Twitter themselves, which one third of them were, and I asked them how that had affected their relation to their executives. A few of them said that they were more in touch with the executives, but none of them could say that it made them feel more seen or appreciated. At least not exclusively from Twitter. This could be an interesting topic for further studies, to go in detail on how the relation between employees and executives can be affected by social media, but my brief findings show that it does not make an significant impact.

Both executives were confronted with these statements in their interviews, and I will return to their corresponding viewpoints in the forthcoming section. A pre-view of their answers is that it does not take time at all, and we are talking just a few minutes a day. What they have accomplished, which they both account for, makes up for this time. As already stated in the content analysis, almost half of their tweets are re-tweets, and 15% is sharing of links, which are activities that take almost no-time for someone experienced with Twitter.

4.2.4. Topic four: Relevance to business

Some employees think the use of Twitter is highly relevant to business, and that it even contributes to the society, while others see it way different. This section displays

the views of employees who are negative towards Twitter, as well as the view of employees who see this as an opportunity to think of more than just sales:

“It has made an impression because HP does now have a role in the society. And I think it has made an impact when it comes to branding. However, we have not experienced more sales, we do not win more cases, or we have not taken bigger parts of the market, no impact there”.

- Employee 5.

This statement is repeated by several of the employees, and several of them do not see the value of Twitter when it comes to business. One of the employees said that the executives have put HP Norway on the map, more than before. However, the employees emphasize that they do not survive because of “the map”, they survive because of business, and results delivered from the company’s employees.

An important term to mention in relation to this is ROI, or *return on investment*, which in short means to evaluate the performance of a business and their profit making (Entrepreneur.com, year unknown). However, as argued by Heath, Singh, Ganesh and Taube, it has proven to be very difficult to measure ROI from social media (2013). This is also the case for this assignment, which is why I have chosen not to have that as a part of my research question. However, as we see, half of the employees argue that HP Norway has gotten nothing in return on using social media. The other half do think that it has given value, maybe not directly linked to sales but they see other important rewards (such as higher visibility which has led to more work applications). The “return” might therefore be considered differently.

On the other hand, some of the employees have found HP Norway to have obtained a new role in society, and a position as a company who tries to challenge the established business world. For example, one of the employees was proud to say that HP Norway and the two executives have inspired girls to have leader ambitions and to wish to work within IT. The employee also highlighted on increased self-confidence among the employees.

“They have identified HP Norway and changed peoples’ perception of us. I also think that many of our young, female employees have seen the two executives as role models, which has resulted in an increased self-confidence. This is originally a male dominated work place”.

- Employee 5.

This quote was given by one of the employees, who was in general negative towards the use of Twitter by the two leaders. However, the employee had to admit that it also had positive aspects in society, and that it was important that HP Norway had a new societal role and that Traaseth and Fosser could inspire others with their openness online.

4.2.5 Communication and leadership - They gave everyone the chance to go public
The strategy was implemented not only for the executives, but also for the employees. This thesis is about leadership and Twitter-use, but it is important to emphasize that all employees of HP Norway were motivated to join the public debate in social media, as HP-employees:

“Both Yvonne and Anita have been driving forces when it comes to Twitter, and they have given all employees the possibility to join. It is then up to the employees themselves if they want to take this opportunity”.

- Employee 4.

Another employee said that everyone in HP Norway had the possibility to go public, and it was in order to promote HP with their respective fields of knowlegde, their opinions, and to participate in debates. However, not all employees exploited this possibility, which is explained by another employee this way:

“I think it is up to each individual whether you feel comfortable with a medium. You try it, and then you make up your mind whether it is for you or not”.

- Employee 13.

The last quote is also relevant for managers who consider using Twitter, and is repeated by Yvonne Fosser. The importance of this is that it illustrates how the

management did not think they were the only ones who should be able to exploit the possibilities of Twitter. When some employees argue that the executives only have promoted themselves, this might have been the case (unintentionally), but they did never prevent anyone else from doing the same. Their main reason for joining Twitter was to inspire their employees to do the same, because the use of social media was supposed to be a strategy for the whole company. This will be further discussed in the forthcoming sections.

4.2.6. Summary

13 employees were interviewed, for approximately five minutes each. They were more or less divided in two when it came to being positive or negative towards the management's use of Twitter. Two of them were neutral, mostly because they did not know enough about Twitter to feel competent to answer.

Arguing for the positive value of Twitter, the employees said that after the new strategy was launched, HP Norway had become more visible not just within their market, but in society in general. This has resulted in more work applications and invitations to universities or other arenas where they can meet possible employee candidates. Some employees also stated that when the management tweet about HP Norway, and it get a good response, they become proud of working there. Some of the employees mentioned that HP Norway now has a whole different role within the society, and that Traaseth and Fosser encourage for example young girls to have greater ambitions.

The downsides of having open and transparent leaders on Twitter is that some employees, who are not on Twitter themselves, are afraid of the information which may be shared online. This is also the case for, apparently according to employees that I talked to, some of the customers of HP Norway. Employees have received questions and comments from customers about this Twitter-use, which they regarded as a highly negative. Other employees argue that Twitter has only been a tool for the executives to promote themselves.

Another negative reaction from the employees is about Twitter being time-consuming, especially because they regard it as irrelevant to business and sales. They feel that the leaders should stop spending time on Twitter, and instead spend more time on their employees and within the company.

Some of the employees emphasize the fact that the leaders gave everyone a chance

to be active on Twitter, and that it was up to each individual whether they wanted to be a part of it or not. However, they also say that Twitter is not for everyone.

4.3 Interview with Yvonne Fosser

I had a 50 minutes long interview with Yvonne Fosser, Head of Human Resources in HP Norway at the given time (from May 2015 she will have the same role, but in Innovation Norway), in November 2014. The interview guide was made after I had conducted the employees-interviews and done the meaning condensation. More about this in chapter three.

After the interview, which was done in Norwegian, the audio file was transcribed and saved as text. Then it was translated into English, and I followed the same procedure of meaning condensation as with the employee-interviews. This was to see if the topics matched, all though the leader-interview was based on the answers I got from the employees. They did, and through this stage I also got a clear overview of her answers. Then I extracted useful quotes that highlight the topics of this analysis.

The topics are the same as in the previous section, and they will re-occur in the section where I analyze the interview with Traaseth. I have included the topic “reactions to their Twitter-use”, where I present their ideas on what people think of their online activities. The reason for this is because in both interviews, the executives told about the reactions they got. In my research question, I ask what the effect of Twitter is on the leaders themselves, and I argue that external reactions are also a form for effect.

4.3.1 Topic one: Value and results

In this section, I will discuss the value of using Twitter as an executive and some of the rewarding results that may come from it. When I asked Yvonne Fosser about the direct effects of Twitter on HP Norway, she mentioned several positive outcomes, mostly linked to them being more visible and open. Her answers also confirm some of the statements by the employees, and they are to some degree proven identical in the results from other examinations done by the company itself (like their employee survey from 2014).

One of the results from being active and transparent on Twitter is that HP Norway possibly has become a more attractive working place, both for existing and future employees. They have become an attractive place to work. Fosser describes how they

get many more applications, and elaborates by explaining that many of the applicants are younger women who have been inspired through social media. In addition to this, she has seen an increase in the number of invitations on LinkedIn¹⁵, and she has even “met” possible work candidates through Twitter. Fosser also describes how they have re-positioned themselves in relation to universities and colleges in Norway, and are today more attractive visitors.

“In the past, we had to pay our way into the universities and present ourselves, or invite ourselves, which is not easy when you do not have the name of the right contacts. Today we are invited”.

- Yvonne, on employer branding.

To get a chance to meet students, and influence them by showing HP Norway as a great place to work, may have long-term effects that are not yet evident. The short-term effect is more applications, and perhaps this also affects the employees who already are working there and explains to some degree why several of them are more proud of their work place now than before. The long-term effect, of getting more applications, may be that they have more applicants to choose from when they are hiring, which again may lead to choosing the best candidates for the job. When attracting better working employees, it will most definitely lead to better results. Therefore, I argue that by spending time on Twitter, which has proven to increase visibility and popularity in higher education institutions, you may eventually see the effects on attracting better (or even the best) candidates to the company. The best people for the job will most likely lead to better results. Another remarkable part of this quote is that Fosser describes how they in the past had to pay their way into the universities, or spend time on finding the right people to ask for permission to come. This quote implies that today they are invited, and do not necessarily have to pay to be there. This implies that by having an active role in social media, they save time and money on recruiting and employer branding. Some employees are afraid that the executives spend too much time on Twitter, and this time should have been used on their employees. However, by being visible online, they are to some degree spending time on their employees, at least on their company, by indirectly recruiting new

¹⁵ LinkedIn.com – social media-platform for professional and work-related use.

employees that may turn out to be the best candidates, candidates that they could have lost if they were not invited to the higher education institutions.

This statement is hard to criticize. They are having access to universities more or less for free and by invitations, because the company is regarded as very attractive to the students, which can only be classified as positive. However, by branding themselves as open and transparent, and often showing their employees in social media, may perhaps also have the opposite effect. Perhaps very good applicants do not to apply for a job at their company. As shown in the interviews with the employees, not everyone appreciates this activity. This may be the case for possible applicants as well. On the other hand, by being a transparent company which goes publically with their values, in particular through the activities by the executives on Twitter, they may not be in need of the possible candidates with negative attitudes. Perhaps it is even time-saving to them to reduce the number of applications to only persons appreciating a social company like HP Norway. Or perhaps it saves them money, especially when a single bad hire might cost \$25,000 (Williams, 2012).

Another positive effect from the use of Twitter is the increase of mentions in traditional press, which is highly rewarding to the extent that it is complimentary (but very valuable) and that they reach another audience than the ones on social media.

“No one would ever write about us in traditional press before.

But I am sure that our entrance in social media has contributed to more visibility in traditional press as well”.

- Fossler, on the relevance of Twitter.

This is further described in a blog post on “HP-Garasjen” from July 2014, where they present the results so far on the goal of becoming the most visible IT-company in Norway. The first year of the new strategy, they had an increase of 20% in the number of press reports (HP Norway, 2014). The reports are not just about their products, but also about their employees and some of the activities they do that are not directly work-related (Blåsmo, 2013). When using social media, they are affecting WOM online, or word of mouth. This is by Aalen defined as when the messenger is trying to influence what people are talking about (2013, p. 132). Their use of social media, and Twitter in particular, has resulted in more press coverage. I argue that it shows how WOM can be affected through online tools, which again has a positive

effect which has been of value to the company.

If most of the media coverage was negative, and this has been the result of the Twitter use by the management, I would argue that it had a negative effect on the company. However, after exploring for press articles on HP Norway, I have not found a distinct amount of negative reviews. The press articles on social media and HP Norway have been rather positive, as for instance when *Teknisk Ukeblad* wrote about Instagram and pictures from board meetings (Zachariassen, 2013). However, there have been negative articles related to Anita Krohn Traaseth and her use of Twitter (especially around the time she launched her book in 2014), but the critique from that time was responded to and I find that the pressure to some degree has diminished. Today, she is no longer working in HP Norway and what the press is writing about now is not relevant to this thesis. For further research, it would be interesting to do the same study on the same people, but when they are both working for another company (in this example, Innovation Norway).

When I asked Yvonne Fosser about the effect of Twitter on her job, she says something that proves how Twitter perhaps has the biggest effects on individuals, more than it affects an entire company.

“I have been in HP for eight years now,
and for the last two years it feels like I have a totally different and new job”.
- Fosser, on the possibilities of Twitter.

In my research question, I ask whether Twitter affects also the executives themselves, not just the employees or the company. Many of the studies that I have accounted for in chapter two have discussed personal use of Twitter, most studies within the field do exactly this, and I argue that Twitter might have the biggest impact on the individuals using it, not the company or organization they are representing. Research on Facebook, however, is more nuanced and the articles on organizational use are numerous compared to research on Twitter.

The quote above was part of the answer Yvonne Fosser gave when I asked her whether Twitter had given her possibilities, possibilities she probably would not have had otherwise. She began by saying yes, and that she has met many interesting people through Twitter. When stating that she has a totally different job, she describes this as a highly positive aspect. Fosser also says that she has grown personally, and her inner

motivation for her job has increased. She also emphasized how Twitter has given her access to people who would normally not meet, which also was part of her new motivation for her job. I asked her if she, with that in mind, would recommend Twitter to other executives. Her answer was yes, but that it depends on what your goals are and whether you are comfortable by being visible online. And most importantly, as an executive, you cannot just be on Twitter because you want a bigger network. Fosser emphasizes that you must be genuine and have something to share.

Getting a bigger network is just one of the consequences. Some of the employees showed their concern regarding this, saying that the executives were only using Twitter to promote themselves and increase their own networks. When asked what she tweets about, Fosser said leadership, job engagement and how to get employees to be satisfied and do their best, which is in accordance with the results of the content analysis. This implies that her Twitter use is not to promote herself, she tries to promote HP Norway as well as her work related to this. However, we do see that the effect on her as an individual is remarkable, which might prove that the concerns of some of the employees are correct. That being said, it does not necessarily have to be a cause of concern that the executives increase their networks and status. As Fosser said, she has a whole new motivation for her job as head of HR, which probably might result in positive outcomes for her employees. In addition to this, a bigger network has for once resulted in a new position at universities in Norway (as seen before in this section). Secondly, it has resulted in more press coverage, which reaches far beyond just affecting the executives themselves.

When Yvonne Fosser states that she has felt a change in her work situation, she confirms to some degree the opinion of some of the employees. As employee number 8 says (section 4.2.1), there has been a change in HP Norway since he/she started five years ago. The change described by Fosser may thus affect more people than just herself. The employee who said this meant it was a positive effect, and was happy for the change.

In summary, Twitter has resulted in more attention on HP Norway by the higher education institutions of Norway, and the company is now invited instead of having to pay to be present. They have seen an increase in the number of job applications, which implies that they can choose to hire even better candidates than before. Better candidates may possibly lead to even better results (in sale, for example).

The number of press reviews has increased with 20%, and Fosser argues that the use of social media have had an direct effect on this. More coverage in traditional press means that they reach a whole new audience, and that without having to spend money on traditional marketing.

The use of Twitter has had an direct effect on Fosser herself, and she says that she feels she has a whole new job now than before. She has met people she normally would never meet, and her inner motivation for work has increased.

Regarding the research question, these results show that there are many positive outcomes from using Twitter as executives, both on the company and on the executives themselves. The value is especially related to the goal of becoming the most visible IT-company in Norway.

4.3.2 Topic two: Critique, risk and consequences

A reputation can be destroyed not only by comments posted in social media at the moment, but since they are saved forever they can do damage later (Aalen 2013: 118). The case of Solveig Horne, Minister of children, equality and social inclusion in Norway, is a good example of this. In 2010, she posted a question on Twitter about homosexuality and kindergartens, a statement which created a big debate when she became minister in 2013 (Helljesen, 2013) and she was at risk of loosing her position. In other words, what you post on Twitter may come back to you and haunt you when you least expect it, and it may be hard to justify. This became the topic of some of my interviews with the employees of HP Norway as well, and some of them were concerned that the information shared on Twitter could be of harm to them or their clients. Perhaps not to the extent shown in the example of Solveig Horne, but they were afraid that sensitive information could by any chance slip out. One of them also mentioned the problem of digital traces, and that something shared to day could perhaps have negative impact later.

In my interview with Yvonne Fosser, I presented these opinions and gave her a chance to explain her point of view. She felt bad that some of her employees were concerned, and understood where it came from, especially since she used to have the same thoughts before she joined Twitter. However, she was very clear when arguing that they should not worry. She also emphasized that when you are not part of Twitter, it is easy to worry about what might happen there.

“When you are head of HR, you know very well what is confidential or not”.

- Fosser, on employees who are afraid that sensitive information will be shared on Twitter.

It is difficult to prove, whether the information they share may do harm or not, and all I have to base my conclusion on are the statements from the interviews. This could be of interest for future research, consequences from tweeting on behalf of your company. However, from Fosser’s point of view, the employees do not need to worry. I argue that an executive of a company would never benefit from sharing confidential material, and as leader you are most likely the person of the company who knows what is confidential or not. On the other hand, I do not think that the employees who expressed concerns over this were thinking about confidential information, I do think they meant tweeting in general and that anything that was posted could do harm (section 4.2.2). It was the openness in general that made them worry. In addition to this, their problem was perhaps mostly related to the feedback they had received from their clients. One of the employees even said that some clients made jokes and comments it. What makes this difficult is that the information shared on Twitter might not do any harm, but the reactions of others who are not part of it may do, which again may lead to harm of the employees. This implies that Twitter may create a negative impact on the company and its employees.

These statements were part of the interview in which I asked Fosser about the effects of Twitter on the employees, and on her work. As shown in the previous section, Twitter had a positive effect on visibility. On the other hand, it has not made much impact directly of the work she does within the walls of HP Norway.

“But when it comes to regular HR-work internally, it has not made much difference”.

- Fosser, on Twitter-impact.

This statement is also in coherence with what almost all employees said, that Twitter has not had any direct effect on the work they do internally and on a daily basis. When employees worry and get comments from clients, it might be because they do not know enough about the activities online to defend it, and then it may become easier to criticize it. If they are not interested in joining Twitter to see how the management uses it, they need to get information about it in other ways. As Fosser

said in her interview, they have tried to give all the information they could, but maybe it was not enough. What happens when the employees do not know what is being shared is that they do not know what to answer when clients comments on it, and this creates unpleasant situations. At the same time, the employees who expressed their concerns also said that they did not feel that the Twitter-activities had had any direct influence on their work.

To summarize, the employees are probably more concerned when it comes to the negative outcomes of Twitter than Fosser is herself. The reason is because not all employees are on Twitter. They do not know then what is going on. The same will apply for their clients. As head of HR, Fosser is certain that she knows very well which information that could harm the company and not. She admits that when some of the employees are concerned, they are not well enough informed and this is something the management could have done better.

Twitter does not seem to have had any negative impact directly on the work Fosser does internally, it has maybe not done any difference at all.

4.3.3 Topic three: Amount of time it takes - what is working hours?

In addition to being concerned about sensitive information being shared on Twitter, almost all the employees who were negative towards the use of this medium claimed it was because it took too much time and was not relevant to business and the company. This concern was also presented to Yvonne Fosser in her interview. She became somewhat annoyed by that because she felt that people who are not on Twitter show no understanding of the medium. Her opinion is that it takes much less time than it appears to do. She describes it as smoke breaks, which she never does.

“People do not know how much time I spend on this, and it is easy to get the perception that I do it all the time. All they see is that our network increases”.

- Fosser, on employees who think she spends too much time on Twitter.

The content analysis of tweets showed that almost half of all the tweets posted were, so-called re-tweets, messages originally posted by others and by the click of a button it was re-distributed by Fosser and Traaseth to all their followers. This means that

they do not make a lot of their published content, but they are still expressing themselves. This activity does not take much time, especially because a lot of these tweets were “sent” to them so they did not have to spend time finding them.

Twitter is by Fosser described as smoke breaks, only that it is much more rewarding. Research also shows that web surfing for information may have positive effects on communication with other people (Vergeer & Pelzer, 2009, p. 202), which in this case to some degree prove the statement posed by Fosser. It is much more rewarding than smoking. Research has also shown that even though managers tend to be negative towards the use of social networking sites during working hours, top-level managers have reported more use than any other respondents (Andreassen, Torsheim & Pallesen, 2014). This is also the case in HP Norway, at least the last statement. It is the top-leaders who are the most active.

Yvonne Fosser explains the beneficial aspect of her spending time on Twitter in relation to her responsibilities in marketing, which seemed like something the employees of HP Norway perhaps did not know, and neither did I before I interviewed her.

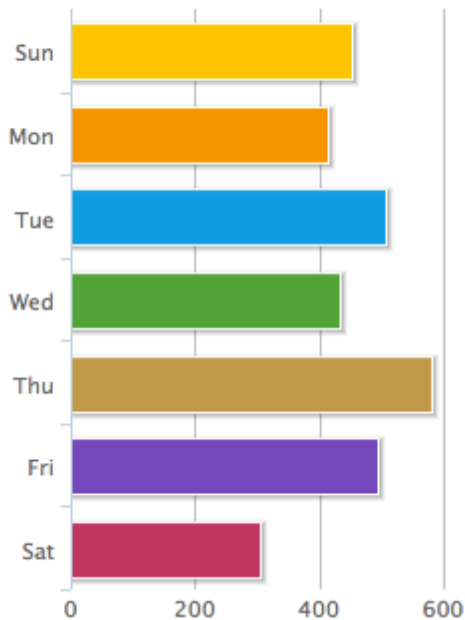
“Previously, we had a job position in HP for employer branding, and now we have none. However, we have increased the company’s visibility, and students find us more attractive. The little time I spend on this used to be a separate position. And the results back then was not as good as now”.

- Fosser, on justifying the time she spends on Twitter.

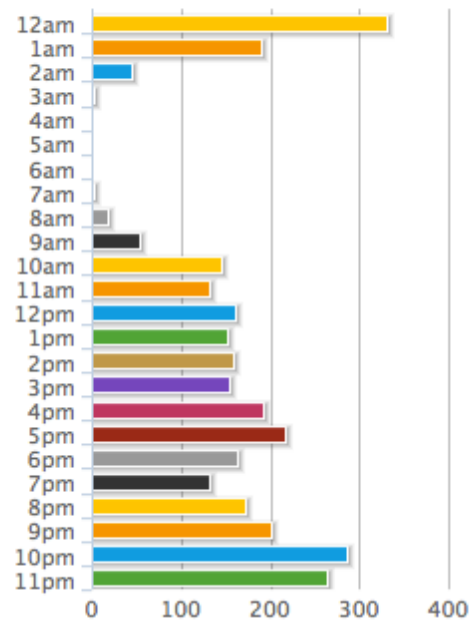
This is relevant regarding the values of Twitter, and shows that spending a little time being visible online might give great effects on employer branding. As already stated in the first section of this analysis, Twitter has led to more job applications and coverage in traditional media, results they did not get when they had a person working on marketing and employer branding, a position they had to let go to save money.

When the interview was over, Fosser mentioned that she spent about five minutes a day on Twitter. However, she did admit that she spent much more time on Twitter in the beginning, in order to learn how to use it and get more followers.

📅 Days of the week



🕒 Hours of the day (UTC+2)



This picture from Twitonomy shows when Fossler is most active on Twitter. Thursday is her most productive day, and she tweets the most in the late evening (22.00-24.00). This means that she does spend some time on Twitter during typical working hours, but she is more active later. As we have seen, she tweets about work related topics such as leadership, and HP Norway is mentioned often in her tweets, which implies that she spends time on her company outside of traditional working hours as well.

4.3.4 Topic four: Relevance to business

In addition to being time-consuming, the employees who were negative towards the use of Twitter argued that it was not relevant to business, and it did not contribute to selling more of HP Norway's services and products. If the time spent on Twitter proved to be of value to business, the employees would probably not have been negative. In the previous section, Fossler argues that it is not very time-consuming. She also explained that when they began using Twitter, it was not because they knew the effects of it or to what degree it would be relevant to business.

“It is an experiment, and it is not something many before us have done”.

- Fossler, on Twitter and social media.

Regarding that this was an experiment, more than a definite way of executing a strategy, I would argue that the results have been extraordinary. I am here referring to the results presented in section 4.3.1 and especially considering the little amount of time it apparently takes. Since most of the employees, and Fosser herself, says that it has not had much effect directly on the work they do, I also argue that they have probably not lost anything by doing this experiment.

One of the employees said that HP Norway was now put on the map but that a company does not survive because of the map. Fosser talks about the long-term effects, and how the use of Twitter might lead to possibilities in the future.

“Sales are relations. If you have good relations, the probability that you will have an increase in sales is bigger”.

- Fosser on Twitter and the goal of impressive growth.

A study by Fischer and Reuber shows that social media channels, such as Twitter, have proven to help create and capitalize opportunities. Social media gives companies and organizations the possibility of getting closer to customers, and when used creatively it has a positive effect. It is though important to study the culture of each social media in order to use it effectively (2010, p. 16-17), which is what Fosser (and Traaseth) to some degree have done when entering the arena with their own, personal accounts and networking. It is, as Fosser describes, an experiment.

“Everyone have heard of HP, but that was not the case two years ago. I think this is about corporate branding, which takes times”.

- Fosser, on employees who do not see the effect of Twitter.

This study would probably have been more effective if it was conducted in five years instead of now, because it is in many ways too early to see the long terms effects. Use of social media may give effective short term outcomes (especially when campaigns go viral and become hyped), but that is not what HP Norway has been working on in relation to their strategies. And as Fosser states, corporate branding takes time. Several of the interviewed employees stressed the topic of Twitter not contributing to sales, however, the knowledge gained on customer behavior can help drive benefits throughout the value chain (Woodcock, Green & Starkey, 2011), but that takes time.

4.3.5 Topic five: Reactions towards the Twitter-use

As stated in the previous section, entering the world of Twitter was an experiment and it was not usual for leaders in 2012 to be visible in social media. The reactions to this have been many, as we also see in the employee-interviews. It is something that not just the employees have opinions on, it is something even Norwegian press has debated. In March 2014, a debate on women who cheer for each other in social media emerged, and people either questioned whether this was just a shallow act or if it was positive and constructive (Johansen & Nordli, 2014). I asked Yvonne Fosser what she thinks about all the reactions toward this use of Twitter, and she answered by saying that first of all, she understands why people question and discuss it.

“No one understand what it is until they have tried.
Neither did I, and I was very reluctant”.
- Fosser, on how people perceive Twitter.

“You can never be too informative. However, it is difficult to give more information than what Anita did during our process of implementing Social Media as a business strategy”.
- Fosser, on informing employees.

In summary, the reactions towards the use of Twitter are many, and Fosser is aware of this and understands this. However, she says it was an experiment, and they did try to inform all employees of their use during implementing and afterwards on how they used it.

4.3.6 Communication and leadership

Communication is the main factor needed to create organizations (Brønn & Arnulf, 2014, p. 29), a statement that emphasizes the need for awareness on communication within a company. When I asked Yvonne Fosser on why she joined Twitter, an online communication tool, she answered that it was not 100% her own choice. HP Norway had launched a new strategy and new goals, and social media was going to help them reach their goals.

“I was pushed by Anita. “There was no going back”, I did not have a choice”.

- Fosser, on why she joined Twitter.

Even though she was pushed, she also states the importance of being pushed sometimes, especially because she would never have done it if it were not for Traaseth. Even more importantly, she never regrets joining Twitter and she is very glad she was pushed. They have encouraged their employees to join Twitter, but never pushed them in the same way. Several of the employees explained how Traaseth and Fosser encouraged everyone in HP Norway to join Twitter and share their opinions and knowledge. They both joined Twitter in order to experience for themselves what it was all about, and perhaps inspire their employees and everyone else to do the same. I asked Fosser if she had inspired others, and her impression was that she and Traaseth had done so. She mentioned that she had talked to other companies who also wanted to learn how to use social media. However, she does not regard herself as a perfect Twitter-user.

“We are not just role models, we are people who make mistakes as anyone else, and I think people find that OK”.

- Fosser, on HP and corporate social responsibility (CSR).

The communicative company understands the value of failure in the process of learning, and they understand the value of strategic communication on individual level and organizational level (Brønn & Arnulf, 2014, p. 14-15). Fosser thinks people appreciate what they are trying to do, and that many show understanding to the process of learning and failure when it comes to Twitter. Her main tip to other executives who want to use Twitter is to find a few people you like, and try to do what they do. In addition to this, she says that it pays off to have a strategy before you begin. As mentioned in a previous section, Fosser’s strategy was part of HP Norway’s strategy, and she would use Twitter to discuss leadership and promote the people of HP Norway.

I asked Fosser if she would have done something differently in the beginning, knowing what she knows now after using Twitter for more than two years. Her answer was more or less no.

“I would have done this earlier. And you cannot be afraid of what others might think of you, which I have learned from this period”.
- Fosser, on what she would have done differently.

To summarize, the reason why Fosser joined Twitter in 2012 was because she was forced to. The new strategy of HP Norway almost demanded it, and Traaseth pushed her a little. She is glad that she was pushed, and has never regretted it since. Her only regret is that she did not joined earlier, and has explained why in earlier sections. Based on these statements I therefore argue that you cannot know what it is, and what possibilities it holds, until you try.

4.3.7 Summary

Yvonne Fosser was interviewed for about 50 minutes, and the questions were about her tweeting in general and about the answers I got from the employees of HP Norway.

She confirms what the employees already stated, that HP Norway is definitely more visible and well known now than before. They do get more invitations to universities and events. She also says that she feels she has a totally new job now, after being in HP for eight years.

When confronted with the employee’s arguments on sharing too much on Twitter, she says that as head of HR, she knows very well what to share and not share. However, she admits that she understands how they feel, and that there is a problem especially because a lot of the employees are not on Twitter. The ones who are not there may feel excluded and it is easy to assume what is going on there. Though, she is confident that they have nothing to worry about.

The employees are afraid that it takes too much time to be active on Twitter, time that should have been spent on the company. Fosser stresses that using Twitter does not take much time, not more than about five minutes a day. She admits that it took more time in the beginning, because she had to learn the tool and get followers. Fosser also explains how they used to have a position for marketing, a position they had to let go. As a result, she had to work with marketing herself, where Twitter proved to be effective.

Several employees argue that Twitter is not relevant to business, a statement Fosser disagrees to. For once, she says that sales are relations, and if you have good relations

you will probably see an increase in sales. Twitter is a tool for networking, and also by showing HP Norway as a good place to work, will in time will give results on sales as well.

I also asked Yvonne Fosser about the reactions she has received on her use of Twitter, and she says that the ones who have not tried it, do not understand it and criticize it. She also admits to have done so herself before she began using Twitter.

When asked about why she joined Twitter, she says that she was pushed by Traaseth. She is happy about this, because she thinks that you need to be pushed sometimes. Her tip to other executives who want to learn how to use Twitter is to follow others and try to do as them, as well as making a strategy for how to use it. I have included in chapter two some tips on how to make a strategy.

4.4. Interview with Anita Krohn Traaseth

I had a 50 minutes long interview with Anita Krohn Traaseth, former CEO of HP Norway (now CEO of Innovation Norway), in January 2015. The interview guide was made after I had conducted the employees-interviews and done the meaning condensation, and consisted of the same questions as proposed to Yvonne Fosser. More about this in chapter three.

After interviewing, which was done in Norwegian, the audio file was transcribed and saved as text. Then it was translated into English, and I followed the same procedure of meaning condensation as with the employee-interviews. The interview guide was constructed so that we would talk about the already five existing topics, and I did the meaning condensation in order to find where she discussed these topics. Then I extracted useful quotes that highlight the topics of this analysis. This section consists of the same topics as the previous section.

When asked for the main reason why Traaseth entered the world of social media and Twitter, she answered:

“At least we had to be present in the services that our industry had provided to the market”

- Anita Krohn Traaseth.

“I do not regret at all that I joined Twitter. I have learned so much from it. Especially when the results have been this good, both regarding business, our people and our clients, which is what we measure”.

-Traaseth on joining Twitter.

4.4.1 Topic one: Value and results

Throughout the interview with Anita Krohn Traaseth, she mentioned the beneficial aspects of using Twitter several times. It was clear that she was satisfied with the results, and referred to the same internal studies that I have already mentioned in the sections on Yvonne Fosser, the results that were also published on “HP-Garasjen” in July 2014. When asking Traaseth what the results have been, she first and foremost mentioned the awareness around HP Norway.

“The results have been very satisfying when it comes to raising awareness around HP, both our products and solutions, but also awareness around our clients, our employees and our knowledge”.

- Traaseth, on the effects and results from their social media-strategy.

This is the most repeated statement throughout the whole study, which I have heard from almost every employee and the two executives themselves. It is here mentioned as a positive thing, which is the case by Fosser and some of the employees as well, but it is then important to emphasize that not everyone appreciate this attention, especially when it comes to clients of HP Norway. This was discussed more in detail in section 4.3.1, so I will not repeat the discussion in the present section.

Another value in the use of Twitter, which is more connected to the individual who uses it (in this case, the executives), is the network of people who have an account. Traaseth points out this, just as Fosser did.

“Twitter gives me access to people I would normally never meet”.

- Traaseth, on which possibilities Twitter might give.

She also says that she believes many people underestimate who is actually using Twitter, and that she has been in direct dialogue (from early on) with politicians, big

IT-organizations and even clients. These arguments may illustrate how Twitter can be a social innovation, which is defined as innovation that meets social needs and improves people lives (Storsul & Krumsvik, 2014, p. 220). This further implies the possible importance of Twitter, and that it can provide great value not just to individuals, but to society in general. Twitter opens up for dialogue between people who normally not meet, even though they are top leaders. Twitter can broaden our pool of relational partners, which gives individual a network they also can transfer to work relations (Boyd, 2010, p. 30).

In my research question, I ask whether the use of Twitter by the leaders affect the employees of HP Norway. This question is best answered by the employees themselves, but I also asked Traaseth whether she thinks it affects the employees. Her answer was based on the feedback she got when she still was the CEO.

- “I have received feedback from employees that the feeling of being seen has increased, because they have been included in conversations on Twitter”.
- Traaseth, on how Twitter might have affected the work of the employees.

This is confirmed by some of the employees interviewed as well, saying that they feel more proud of where they work now than they did before and that people around them have a new understanding of what they do for a living. Yvonne Fosser also mentioned in her interview that she uses Twitter to easily stay in touch with her employees, and mention the example of saying “happy birthday” to one of her colleagues a day she is not at the office. However, she also emphasized that this is something she would only do with someone who was comfortable with it, especially on Twitter which is public. If Twitter helps the executives, who are not in their office all the time, to still have a connection with the ones their employees, one might regard this as a value to the company. However, some of the employees who had a Twitter-account themselves, and were quite negative to the whole phenomenon, stated that they did not feel it had an effect on them if the management wrote to them or about them on Twitter. This is a part of the study that could need further attention, and a recommendation for further research. On the other hand, if a few (or many) employees appreciate the attention online and it gives them a meaningful value, I would argue that it still has a purpose and at least does not make any damage. A study on the effect of Twitter on college student engagement and grades showed that Twitter could help the faculty to get a

more active and participatory role and by that engage students to a greater extent (Junco, Heiberger & Loken, 2010).

Some employees said that Twitter is not relevant to business, a topic I will discuss in detail in a forthcoming section, but also a topic Traaseth commented on when I asked her about the positive outcomes of Twitter. She emphasized the possibility for others to talk to the CEO of a company, an opportunity that was not regular before social media became part of our society.

“If we look at Twitter exclusively, yes, it has contributed to more sales. It has contributed to an increase in positive feedback from our partners, who also are on Twitter and have never before been able to have a dialogue with a CEO of a huge company such as HP”.

- Traaseth, on the effect of Twitter.

The same month as Traaseth became CEO of Innovation Norway, she published a blog post where she reflects on visible leaders. In this post, she also describes the fact that HP Norway is more visible now than ever. She concludes the post by stating that she has been a pioneer, and that she can handle criticism (Traaseth, 2014). As Yvonne Fosser stated in her interview, this was an experiment and if there are any results they will come rather later than sooner. It is about the long-term effects. Traaseth on the other hand thinks that they have seen the results now, which also might be the case. In a blog post from July 2014, on “HP-Garasjen”, Traaseth and the leader group summarize the results of their 2012 strategy so far. One of the goals was to grow significantly, even though the market in general is falling. In the blog post, they share some of their sales number. At that point, in Norway, HP was the brand selling the most personal computers (PC), as also for printers and they had a strong position when it came to servers (50% of the market). HP Norway does also provide internet/network solutions, and they were growing in this market (apparently there is another one on top). HP Norway does also provide data storage, a part of the market where they were number one as well (Traaseth, 2014). These numbers show that they are either growing, or keeping their position in the market. However, it is not possible to say that this is because of the management being transparent on Twitter, the reasons for these numbers can be nuanced and numerous. On the other hand, the use

of Twitter has at least not damaged their position in the market. I therefore argue that the effect of Twitter on the company is at least not negative, it might even be positive. It is at least affecting in a positive direction the goal of becoming the most visible IT-company in Norway.

Entering the public arena of Twitter may give opportunities such as greater understanding of the company and its employees, the executives get a chance to come in touch with people they normally would never meet or talk to, and Traaseth argues that it has led to more sales. However, as we will see in the forthcoming section, it comes with a risk, especially a risk of being criticized.

4.4.2 Topic two: Critique, risk and consequences

When I asked Anita Krohn Traaseth about the criticism she gets for using Twitter, she answered calmly that she knew very well from the beginning that many people would not appreciate it. That did not scare her, and she said that as a leader or entrepreneur you must know that when you challenge the established, you will get some kind of feedback. HP Norway had a strategy, and that included the goal to be the most visible IT-company in Norway.

“If you want more visibility you must also be able to endure criticism and accept a higher chance of risk, because that’s the game.

And we had no choice, we had to be more visible to communicate with our clients.

To communicate who we are and what we can provide”.

- Traaseth, on visibility.

In the blog-post from 2014, on “HP-Garasjen”, which describes the results so far from the 2012 strategy, HP Norway write about the reason for wanting to be more visible. When Traaseth became CEO of HP Norway in spring 2012, she speed-dated almost all employees and many of their clients and partners. Based on these interviews, the leader group learned that they wanted HP Norway to be more visible within the market and promote their opinions and knowledge on digitalization, “the cloud”¹⁶, expertise and leadership to a greater extent. The budget was not big, and therefore

¹⁶ Online data storage.

social media became a significant part of this strategy. As already stated several times in this analysis, visibility is perhaps the greatest reward from the use of Twitter by the two executives. However, this section also shows that it comes at a cost. Some employees were frustrated because they also became the receivers of the criticism, which is a negative effect of the Twitter-use.

Other employees emphasized that Fosser and Traaseth are the only ones getting something out of being on Twitter, and that it does not gain the company at all. When presenting these results to Traaseth, she became to some degree annoyed, and answered firmly:

“Many people who are active on social media hear that “you are only doing this to highlight yourself”. I say, no not at all! I am not doing this to highlight myself. The company I run, my people, and our relevance, they needed to be highlighted! It was my responsibility to contribute to this. Yes, the consequence is that the CEO will be more visible, but that is not just positive. I am taking a personal risk. A risk I did not have to take, I could continue working from a sealed office. I did not have to care about the world out there. Although, I do not think that would benefit our colleagues, neither our clients, and I do not think that is beneficial to the society”.

- Traaseth, on the typical criticism on leaders who are active on Twitter and social media.

In this statement, Traaseth emphasizes that she is taking a risk, and that is for her company and for employees. Regarding my research question, and the part asking what the effect is on the executives, I have already answered by saying that they get a bigger network, which is positive to them. As we see here, there is also a negative effect, the effect of being criticized and taking a personal risk. As argued for in previous sections, the effect on the company itself and the work of the employees is not remarkable, at least not damageable. The most obvious risk to the Twitter-use is the personal risk on the executives themselves.

I also confronted Traaseth with the employee statements saying that they were afraid that sensitive information could be leaked, or information that did not matter much today could matter more in the future, which is a risk because everything online is saved. Fosser said that as leaders, you are very well aware of what is sensitive and not. Traaseth on the other hand answered by referring to studies.

“There are no cases proving that HP have handled social media in a bad manner”.

- Traaseth, on employees who are concerned that they will reveal sensitive information on Twitter.

I could not find any cases of this myself, other than articles and news-related comments such as the one on Aftenposten (Johansen & Nordli 2014). On tinteguri.com, Traaseth posted a blog post on reputation risk, where she discusses the dangers of companies entering social media. However, she concludes by stating that organizations must dare to let employees enter social media, and even better, as a leader you should be part of social media yourself (Traaseth, 2013). This also explains why she still wants to be public on Twitter, even though she gets criticized. In addition to this, the rewards are greater than the threats, and she was prepared for that.

In summary, there is a threat of joining Twitter as a leader, but that is probably not directed to your company or your employees. The threat is on you as a person, and according to Traaseth you are the one taking a risk. However, she thinks that as a leader, you have to be prepared for that and cope with it.

4.4.3 Topic three: Amount of time it takes - what is working hours?

Employee 11 argues that the time the leaders spend on Twitter should be spent on the employees instead (section 4.2.3), and a common argument among the employees who were negative is that Twitter takes way too much time. Yvonne Fosser said it only took her five minutes a day, and that her role on Twitter has replaced a whole position in HP Norway. Traaseth also emphasized the value of having the CEO on Twitter.

“The value of a CEO who is present on Twitter, and available for questions and dialogue at eleven p.m., is huge”.

- Traaseth, on defined working hours.


She elaborates by saying that she also understands the ones who are critical, especially if they are not on Twitter themselves. As she say, it is difficult to estimate the value of something you are not a part of and know how works. Although, she

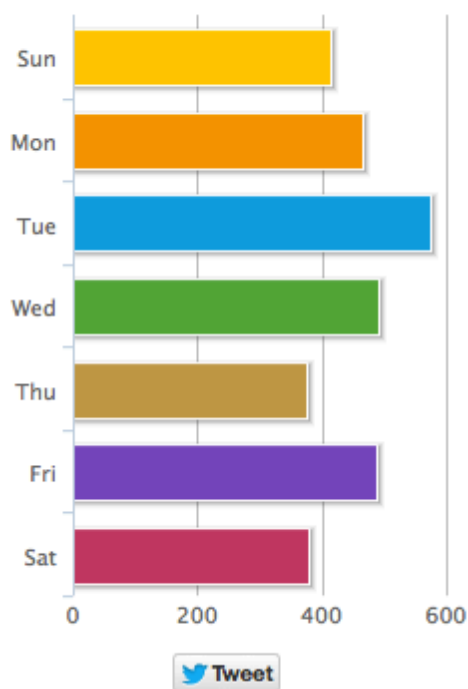
questions what working hours really are in 2015. She is not only working nine to four, but instead she is available almost all day. That is what she thinks give value, and makes it worth the time. In addition to that, she joins Fosser and claims that it does not take much time.

“This is multitasking, when you’re on a plane, in a car, when you have a break between two meetings. Twitter becomes a part of your DNA”.

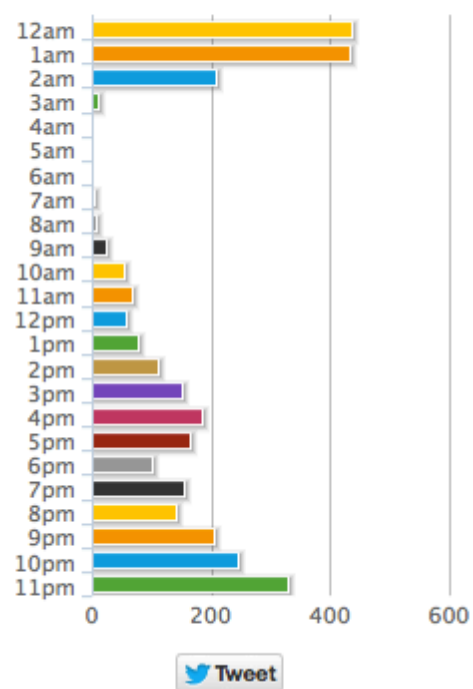
- Traaseth, on Twitter and time spent on it.

How Traaseth describes her Twitter-use to be a part of her DNA can be related to the domestication theory, and how technology can be “tamed” and further be a natural part of our everyday lives. However, Twitter is maybe in the process of domestication at this very moment, and not everyone has “tamed” it and adopted it. Therefore, there is still anxiety related to this medium, which is illustrated by some employees (Boyd, 2010, p. 45-49). However, this might shift eventually and get acceptance, such as with Facebook (Aalen, 2013, p. 31), or it might fade away and even Traaseth and Fosser will stop using it. Time will show.

 **Days of the week**



 **Hours of the day (UTC+2)**



These numbers are from twitonomy.com, and they show when Traaseth is most active on Twitter. She is in general active all days during the week, even Saturdays and Sundays. During the day, she tweets the most between 23.00-01.00, which is far from within the traditional working hours. This is even later in the evening than Yvonne Fosser, but implies the same, that Traaseth spends time on work related activities outside of work.

4.4.4 Topic four: Relevance to business

When interviewing the employees, in addition to saying Twitter is time consuming some of them described it as trivial and commonplace, and that it did not give any business value. The employees who stated this meant relevance to business as in selling more. Fosser's reaction to that was that she tweets about relevant topics, and that it does not take as much time as the employees fear. Traaseth, who is even more active on Twitter than Fosser, answered quite differently when I asked her whether she agreed with her employees that Twitter was trivial and commonplace.

“I totally agree! It is part of your DNA, it is commonplace. But it must be commonplace that leaders are around and captures the innovation dialogue, learning new tools. That is Alfa Omega when you wish to run a company”.

- Traaseth, on whether Twitter is trivial or not.

That was not the first time Anita Krohn Traaseth described her use of Twitter as part of capturing the innovation dialogue, and learn new tools. This statement also illustrates that Traaseth wish to see a change in leadership in general, which some of the other statements do as well, because she says that it is OK for leaders to be commonplace and to be where everyone else are. Leaders are not known to be as available to others as they have the chance to be now, and still not everyone is taking this chance. Only 14% of the leaders of the world biggest stock exchange-listed companies are on Twitter (Farbrot, 2015). As seen in a previous section, Traaseth argues that this has led to more sales, which therefore can imply that Twitter is relevant to business. However, as I already mentioned, it is very difficult to conclude that the use of Twitter and social media is the reason for selling more. It might contribute, but it is probably many factors that affects the sales numbers.

Employee number 5 says that HP Norway have a whole new role in the society and a whole new voice, which has made an impact on branding, but this has not lead to more sales (section 4.2.4). I asked Traaseth about this role in the society, and she answered that it was by intention that they wanted to be more than just an IT-company.

“You cannot just sell computers and servers the old fashioned way, you must also contribute to society”.

- Traaseth, on HP and corporate social responsibility (CSR).

Traaseth also mentioned that HP Norway had gotten clients because of how they had promoted their employees in social media. She said that when clients knew that their employees were satisfied with their work, the clients could expect good service from HP Norway. This can be described as value based selling, which means to focus on more than just products, but value-in-use potential and customer profit (Terho, Haas, Eggert & Ulaga, 2011). Traaseth has also shared her reflections on this in a blog-post in March 2014, where she emphasizes that to make money today, you have to be relevant and offer more than just products. You have to do corporate branding, and promote the people behind the products (Traaseth, 2014).

Twitter illustrates here how it is also a social innovation, because of it's ability to contribute to social needs and even improve people's lives through online discussion and networking (Storsul & Krumsvik, 2014, p. 220). Research has also shown that people who use mobile phones to exchange information and opinions (which can include Twitter) are, among other things, more likely to contribute to community, and internet users have been found to be more engaged in political activities (Boyd, 2010, p. 92-96).

Some employees think that when the executives use Twitter, it is only to promote themselves. This is Traaseth aware of, and her answer is also connected to business relevance.

“Many people think that this is about making myself as a person more visible. No, this is about the need for companies to turn around and adopt new ways of communicating with their clients, and to stay relevant”.

- Traaseth, on “sosiale bedrifter”, or what I have adopted as an English term, “social CRM”.

Social CRM (customer relationship management) is defined as the role of businesses to facilitate dialogue and collaboration to customer, and create value to the customers. With social media, companies do no longer have the control of this relationship (Baird & Parasnis, 2011), but when the CEO enters this arena, they can try to affect this. This is also the topic of a blog post by Traaseth, where she discusses this subject in an interview with Thomas Moen, from 2012 (Traaseth, 2012). One main point that is emphasized by Traaseth, both in her interview with me but also in the interview with Moen, is that she wanted to use Twitter in order to see how it works, how possible clients used it, and what they were concerned with. As Baird and Parasnis argues, many businesses and their leaders are on social media because they think that consumers and clients wants to interact with them in order to be part of their community. However, it is almost the opposite. One of the reasons why leaders should be on social media is so they can learn to think like a consumer. Based on Traaseth’s sayings, I find that she has chosen to use Twitter for this reason, and therefore has the right intentions for using it according to Baird and Parasnis (2011).

4.4.5 Topic five: Reactions towards the Twitter-use

Traaseth was not afraid to do something new and unusual, and when she joined Twitter she was prepared for reactions. After almost three years of active use, which she does not regret, she refers to some of the reactions that came when internet entered our lives. As she said, people were negative towards internet too when that came, and “Dagens Næringsliv” even had an article where they called internet a flop. With this in mind, she was prepared that someone, or many, would react on executives being transparent in social media. However, after three years, the scenery has changed a little.

“What is regarded as strange one year usually turns out to be business as usual the next year. It is not very strange to find leaders on Twitter in 2015”.

- Traaseth, on the evolution of corporate social media-use since 2012.

Traaseth thinks that it is getting more usual for leaders, and employees, to be on Twitter now than it was three years ago. However, the numbers from Farbrot (2015) show that it is still a long way to go before everyone uses it, and I would argue that it is not part of the DNA of every leader to go public on social media. That would be of interest of another study, and my recommendation, to interview executives who have tried it but decided not to use it, and to hear the reason why. If leaders who have never tried it were supposed to answer, I think they would have said many of the same things already stated by the employees interviewed in this study. The reason for this assumption is my numerous discussions with people who do not use Twitter, and they all mention the same reasons: time-consuming and irrelevant. I have tried to find studies on people who do not want to use Twitter, and what their argumentations are. With out any luck. Devin Coldewey wrote an article on techcrunch.com explaining his reasons for not joining Twitter. He found it to be without any value (because 140 characters makes it trivial), it was incomplete and adds nothing, and it was more vain than meaningful (2009). In 2015, he is still not on Twitter.

A few months after publishing her blog, Traaseth published a blog post presenting the reactions on her blog from 14 employees in HP Norway. She asked them what they thought of her blogging, and to what degree it was positive or negative for their work. She wanted the truth, and the employees are held anonymous in the post. The answers were quite similar to the ones in this thesis (Traaseth, 2013).

In summary, Anita Krohn Traaseth was not surprised when people were critical to her use of Twitter, and understands the reactions. However, she thinks the reactions can be compared to the reactions internet got when it came, and think that the use of social media and Twitter in a professional manner will be more commonplace. She has already seen a change from when she started using it in 2012.

4.4.6 Communication and leadership

This analysis has already shown that Traaseth finds Twitter as a communication tool highly relevant to leaders, and that it helps her get in touch with people she normally

would not talk to, she can easily endorse and see her employees and it is a tool for her to see what people are concerned about. Traaseth began using Twitter actively in 2012, but had some clear thoughts of the social medium even before that. Thoughts she does not have anymore. She mentions that there is an interview with her from 2010, a panel debate with among other Elin Ørjasæter, where she argues that businesses do not need social media, and that it is not relevant. She was skeptical, just as many people around her are today.

Her view on social media has changed today, which might be because of her view on leadership.

“According to my philosophy, leaders themselves must always take precedence, especially when it comes to trying out new things”.

- Traaseth, on why she began using social media and Twitter.

When she talks about taking precedence it is not only to be an example for other leaders. It was mainly to inspire her employees when social media became part of HP Norway’s 2012 strategy. Traaseth says in her interview that if you, as a leader, are not interested in using Twitter, at least do not stop you employees from doing it. Some of the employees mentioned this, and said that they have not felt stopped from doing it themselves. Instead they were encouraged. Traaseth answered that executives should at least not stop their employees when I asked her whether Twitter was suitable for all leaders. She also answered, implicitly, that all leaders should at least be interested enough in communication to try Twitter. She says that as a leader you will need a tool for monitoring and discovering innovation dialogues, and that social media such as Twitter are relevant tools.

“I think that when you have chosen to become CEO, then you cannot ask whether communication is your thing. It must be in your DNA”.

- Traaseth, on whether Twitter is for everyone.

Traaseth further explains this in a blog post on whether leaders must consider social media or not, from 2012. In her post, she concludes by stating that yes, leaders must at least let the company become “social” (Traaseth, 2012). This is in accordance with Discher and Reuber (2010), and their study which shows that Twitter do help

companies getting closer to customers. However, she does admit in her interview that she is more active than the average leader on Twitter, and that she does not say that everyone needs to be as active as her. This kind of activity is only suitable for a few.

Anita Krohn Traaseth says that it is just as extreme to be a visible executive and engaged in blogging, as it is to be a “Birken”-enthusiast. This is further explained in a blog post on tinteguri.com from august 2012, right before HP Norway launched it’s strategy which included social media. This was posted one week after the launch of her blog, and she reflects on the reactions she got on her blog. She also says that many leaders are very active and sporty, and they spend a lot of time on this. For her, it was more important to be active by sharing opinions and experiences online (Traaseth, 2012).

I asked Anita Krohn Traaseth whether she would do anything different in the beginning, if she knew everything she has learned the last three years. Without knowing what Fosser answered (as far as I know), she gave almost the same answer.

“I would not do anything different, except joining Twitter earlier!
But, then I was not ready”.

- Traaseth, on what she would have done different.

This statement implies that she does not regret her online activity, and it concludes all her reflections on the positive outcomes she has had. In short, she would not have been without. This answer my research question too, that the effect on herself has been mostly positive, at least it has exceeded the negative effects.

In summary, Traaseth thinks that every executive must be interested in communication, and since social media is a big part of how humans communicate today it is important for leaders to also be a part of this arena. Twitter works especially good for capturing the innovation dialogues, and to monitor what people are concerned about.

4.4.7 The one who pushed Traaseth

Yvonne Fosser was pushed by Anita Krohn Traaseth to join Twitter, and I was curious whether someone had inspired Traaseth herself, or if it was all her idea alone. Since she mentioned that she was skeptical, I figured she might have been pushed herself.

“Did someone encourage you to use Twitter?”

- Me.

“Yes, that was Hans-Petter Nygård-Hansen¹⁷, he pushed me to be more visible in social media, beyond my own business sector. I have kind off been visible within my own sector, but our mission now was to make the people and products of HP Norway visible to everyone.”

- Traaseth.

Hans-Petter Nygård-Hansen is a Norwegian communication advisor specialized in leadership and technology, now working in his own company and running the website hanspetter.info. As part of my study, and especially regarding the findings from my interview with Traaseth, I added one more method in order to learn more about how it all started. I interviewed Nygård-Hansen by e-mail, asking three simple questions. First question was on why he pushed Traaseth.

“I did not initially mean that she had to be active on Twitter, but that she had to be more visible beyond her own industry. The reason was in many ways remarkably simple; IT industry has struggled – and was still struggling with the recruitment of women. Anita Krohn Traaseth was not only a woman but a senior executive in an industry characterized by many men - and many who failed to communicate beyond the industry other than in related magazines”.

- Nygård-Hansen

He elaborated by stating that increased visibility of Traaseth as a skilled woman in a male-dominated industry could contribute positively to raising industry visibility, increase recruitment of women into the industry, while she also could put a face on modern leadership. He also argued that while the IT industry in many ways represents the massive changes we are experiencing in our society, the industry itself is

¹⁷ <http://hanspetter.info/>

characterized to be quite so conservative - and during the last years, also very anonymous. As we have seen from this analysis, many of the employees feel that HP Norway did get a new role in the society, and one employee even mentions have Traaseth and Fosser have encouraged more women to have aspirations of becoming leaders themselves and enter the IT-sector. This was also confirmed by Fosser in her interview.

I also asked if he would recommend Twitter to all leaders, just as I asked Fosser and Traaseth, and he answered:

“I recommend all managers to have a relation to WHETHER blogging or social media is something for them. If not for them directly, so for business and for other people in the business”.

- Nygård-Hansen

He also said that when nearly everyone who is working is using social media, it is potentially dangerous for both the brand, reputation, turnover and recruitment to not have an relation to it. He also stresses that the distance between what users and consumers expect and what business supplies is increasing, which is good for those who have taken social media use, dangerous for those who have not taken it seriously.

My last question was what he thought the effects of such Twitter-use could be, and he said:

It depends on how the person participates on twitter. We have leaders such as Anita Krohn Traaseth, Steinar Olsen, Petter Stordalen, Bent Myrdahl, etc. who use the channels to discuss leadership, communication, business development, innovation and other relevant topics in the workplace. Also, there are managers who use Twitter to

ventilate - be his alter ego.

- Nygård-Hansen

He mentions that he knows among others a few CEOs who use Twitter to be a web troll, something he does not recommend, as the Internet and social media have made communication open and transparent. It's simply become harder with the Internet and social media to be a dork.

4.4.8 Summary

Anita Krohn Traaseth was interviewed for 50 minutes, and got the same questions as Yvonne Fosser. About her tweeting and about the reactions from employees.

Traaseth is very satisfied with the results Twitter has given on visibility and awareness on the employees and their knowledge. She also says that Twitter has given her access to people she would otherwise never meet, and that she thinks many are underestimating who uses Twitter. She also believes that Twitter has led to more sales, and that they have received positive feedback from their partners.

She admits that there is a great risk of getting critique when you enter a public arena such as Twitter, but that is something all leaders must be ready to handle and even expect. When confronted with the employee's arguments on how Twitter has only helped to highlight herself, she says that of course, that is one result of it. However, she emphasizes that she could have been just behind closed doors, and that she is the one taking a risk. She continues by arguing that the company is not in favor with having a leader who does not speak out loud, and that it was necessary for HP Norway to be more visible. As a leader, she wanted to be in front and inspire employees to use Twitter as well.

Some employees said that Twitter was trivial and not relevant to business, which Traaseth agrees to. However, she says that it is Alfa omega for leaders today to learn new tools such as Twitter, and that it should be more commonplace to have visible and available for dialogue with everyone, not just their employees.

When asked about the reactions towards her use of Twitter, Traaseth said that in 2012 it was strange to have visible leaders online, but that it is getting more usual.

Traaseth states the importance of communication when it comes to leadership, and that leaders must take presence when it comes to using new tools for communication. She further argues that as CEO, you cannot ask whether communication is for you or not. It should be part of your DNA. Her only regret when it comes to Twitter is that she did not begin earlier.

5. Conclusion

I will in this chapter summarize the analysis and discussion, which consisted of an content analysis of tweets, interviews with employees and interviews with Yvonne Fosser and Anita Krohn Traaseth. I will pay extra attention to how my findings may help answer the research question.

How can Twitter work as a communication tool for corporate executives, and what are the possible effects of transparency and openness on the managers as individuals, their company and their employees?

5.1 Summary of content analysis

In this study, I have collected and analyzed over 500 tweets published by the two executives, in order to establish how they use Twitter and what they mostly tweet about. The tweets were published in the months of May, June and July 2014, which reflects a period where Anita Krohn Traaseth announced her new position as CEO of Innovasjon Norge, HP Norway published the results of their new strategy so far (on their blog, HP Garasjen) and it was summer holiday in Norway.

By doing a content analysis, using existing categories by Stephen Dann (2010), I found that 46% of their tweets were re-tweets, then comes referral (15%) and endorsement (15%). What is interesting about these activities is that the executives share much information with their followers without using much time on the activity. These results became useful when one of the main topic that emerged from the interviews was whether Twitter is time consuming or not, which I will return to. Other minor categories of Twitter-actions were among others query, sharing of own content such as blog posts, response to others, and general broadcasting of opinions.

The most used words in their tweets are @krohntraaseth, @hpnorge, leadership, @yvonnefosser, and thank you, as shown by the digitally generated word cloud in chapter four. What this implies is that the executives often received tweets directly to them (therefore the @ and their name), which they chose to re-tweet to their followers. What @hpnorge implies is that they often tweeted about their company, either about something that was relevant to IT or about their employees. They also tweet about their profession as executives, and share their opinions and experience regarding this. As seen by the content analysis, they use Twitter for endorsement,

which explains why thank you (and also congratulations) occur often.

The two executives use Twitter very similarly, which is why I chose to analyze them together. However, Anita Krohn Traaseth has more followers and get more response on her tweets than Yvonne Fosser. This can be explained by Traaseth's more visible role in traditional media, and also that she published her book in March 2014 and has her own blog, tinteguri.com.

The content analysis has shown to some degree how the two executives use Twitter, but was mainly performed in order to strengthen the findings from the interviews, where I asked them how they would describe their use of the medium.

5.2 Summary of interviews

In this study, in order to find the effects of Twitter on the employees and the executives themselves, I conducted several interviews. I had shorter interviews, of five minutes only, with 13 employees of HP Norway. In addition to this I had one interview of 50 minutes with each of the leaders. After my interview with the employees, I did a meaning condensation and found five topics that repeated itself; value of Twitter, risk by using Twitter, time, business relevance, and leadership and communication. These topics became essential for my interviews with the executives, and I added the topic of reactions to their Twitter-use.

About half of the employees were positive to the leaders' use of Twitter, and meant that it had great value to HP Norway that they were available online. They said that HP Norway is more known now than before, and that they have increased the visibility of the company. Yvonne Fosser confirmed this, and elaborated by saying that HP Norway is much more visible in traditional press as well because of their role in social media, a statement that was also confirmed by Anita Krohn Traaseth in her interview. The employees felt that the leaders present HP Norway as a good place to work, and they have therefore noticed an increase in the number of work applications and invitations to universities and professional events. This was also mentioned specifically by Fosser in her interview, and she also said that more young women are applying for jobs at HP Norway now than before. Almost none of the employees interviewed in this study felt that the leaders use of Twitter had directly affected their work on a daily basis. Fosser felt the same way, that it had not had an affect on her work internally as head of HR. However, she said that after eight years in HP Norway, she now had a whole new motivation for her work and that Twitter has given

her new possibilities, as a result of receiving new input and reflections by others. This is by Traaseth explained as the possibilities of meeting people you would normally never meet, such as other executives and politicians. Traaseth also states that she has received feedback from employees who again felt more noticed by their manager. Lastly, Traaseth argues that it has contributed to more sales, and that they have got clients because of their activities online.

Almost half of the employees whom I interviewed were skeptical and negative towards the management's use of Twitter. One of the reasons was that some of them had met clients who questioned what the executives do, and the employees are afraid that sensitive information might be shared. Fosser's response to that is that they should not worry, especially because she, as head of HR, knew very well what to share and what not to share. She also said that she understood why they worry, especially when they were not using Twitter themselves. She also worried before she became active. Some employees also thought that Twitter had only made a difference to the executives, not to the company. Traaseth's respond to this was that yes, she did get much attention, but that was the consequence of trying to visible for the company's sake. She said that it is a risk, but as a leader, you must be prepared for and endure criticism. She found it necessary to become active and visible online. She also stated that there were no cases showing that HP Norway have handled social media in a bad manner.

Another reason why several of the employees were negative towards Twitter was because they found it time consuming, and that the executives spend time on personal matters. As the content analysis shows, they tweet about HP Norway and leadership quite often, and most of their Twitter-activities are simple and takes not much time (such as re-tweeting). Yvonne Fosser said it only took five minutes a day, and she had herself replaced a marketing position in HP Norway. With even better results. Anita Krohn Traaseth said it did not take much time, and that it has become part of her DNA. Twitter for her was multitasking, and she did it primarily while she was at the airport, in the taxi etc.

Another reason why some employees were negative was that they thought Twitter was of no relevance to business, and that the topics the executives tweeted about were trivial. Fosser disagreed, because she argued that sales are relations, and Twitter has increased their network. She also said that it was an experiment, and that obtaining results from this form of corporate branding takes time. HP Norway has a new role in

the society.

Anita Krohn Traaseth said that she agreed Twitter is trivial, but that is a good thing and highly necessary. They cannot sell computers in the old fashioned way any more.

When it comes to communication and leadership, some employees stated that the executives have been driving forces, and encouraged everyone in HP Norway to join Twitter. This was a strategy for not just the management, but as Traaseth says, it was necessary for the executives to lead on and be an inspiration to the employees. She also said that as a CEO, communication must be part of your DNA. Yvonne Fosser says that she was pushed by Anita to join Twitter, and did it as part of the strategy. She did not regret it. Neither of the executives did not regret anything, except that they would have joined Twitter earlier. They also stated that it is important not to be afraid of what others think.

I asked both executives about the reaction they have received from using Twitter, and they both mentioned that they have got positive feedback and that people found them inspirational. Yvonne Fosser said that she understood the ones who were negative, which is normal when you have not tried it yourself. Traaseth thinks that since 2012, an executive being on Twitter has become more usual. She also felt that she has contributed to such a development.

5.3 Answer to the research question

First part of the research question was to ask how Twitter can work as a communication tool for corporate executives. This thesis shows only one example from one company, which may be of inspiration to others. Through the content analysis, I found that executives can use Twitter to discuss their profession and promote their company and employees. There are many users on Twitter, and by being active you also get in contact with people you would normally not meet. It is not necessary to always create your own content, and spend much time on sharing opinions and ideas, as you can re-tweet other's original tweets. Twitter can contribute to corporate branding, which may result in more work applications, invitations to events and universities and an increase in number of sales and clients. If employees also are on Twitter, the management can use the tool to communicate and show appreciation to their employees even though they are not present in the office.

Second part of the research question, which is significantly linked to the first part, is

what are the possible effects of transparency and openness on the managers as individuals. The two executives have broadened their network and number of relations, and Yvonne Fosser for instance feels that she because of Twitter has a whole new motivation for her job, after eight years in the company. However, they have put themselves at risk, and have been criticized. In this case, the executives found it worthwhile despite the criticism, and Traaseth argues that as a leader you must understand all forms of communication and you must handle criticism.

I also wanted to see if Twitter used by management can affect the company and its employees. HP Norway now receives many more work applications, and meet more students than before, which implies that they are more popular as employers and can therefore expect better candidates. This again might lead to better results for the company. Almost all employees whom I interviewed said that they did not see any clear impact on the work they do on a daily basis, but that they were either affected positively because more people were interested in HP Norway, or negatively because they were afraid that sensitive information might leak online.

I will in the last section give my opinion and recommendation on whether leaders should tweet or not, based on my findings.

5.4 Limitations

First of all, have I answered the research question? I argue that I have, and that my findings may be valuable to HP Norway and other executives and companies who are considering to be active on Twitter. I have shown through several methods how Twitter might work as a communication tool, and have presented the most significant effects of Twitter-use.

However, I am an inexperienced researcher. I had to learn how to do research from books, and had no previous experiences as an academic researcher. The most difficult part of my research has been finding relevant theory, especially because I find most theory on the use of social media to be excessively positive. My study is to some degree also entirely positive.

The field of corporate use of social media is immense, and there are many elements that could have been included and elaborated. One example is the role of Anita Krohn Traaeth's blog, tinteguri.com, and the use of other social media. Limitations in time and resources have put a restraint to my findings, and it is still a need for more research on this.

5.5 Further research

As mentioned, the study could be extended to include other social media, especially in order to see whether they together have an affect, or to see which of the social medium that might have the greatest impact. Some employees were also on Twitter, and it could have been rewarding to see which effect this has on the company.

Another important part that was left out of this study was the conversations that the executives have on Twitter, and with whom. It would be of interest to see how Twitter can lead to a greater social capital, and what possibilities specifically that might give.

Another big group who was left out of this study were partners and clients of HP Norway, and how they are affected and what they think of Twitter. This group could provide even better data on how the management on Twitter might affect sale.

One of the topics that could be of interest for further research is how the relationship between employees and their executives can be affected by them being connected through social media. My thesis has shown that the employees do not feel that the relationship has enhanced, but I did not interview enough employees to draw a conclusion.

5.6 Recommendations for HP Norway and other organizations

As one employee states, and Yvonne Fosser, Twitter is not for everyone. However, as Anita krohn Traaseth says, every leader should at least know what it is and even maybe try it. The last thing they should do is to stop the employees who want to promote their company on Twitter. Both Fosser and Traaseth are not part of HP Norway anymore, and both are now in Innovasjon Norge and still using Twitter. The new CEO of HP Norway, Hans-Henrik Merckoll has stated that he will not be as active publically as Traaseth (Jørgenrud, 2015), but he has an account on Twitter that he updates from time to time.

I believe that Twitter might be relevant to all sectors, if you believe it yourself and implement it strategically. It is a way of showing what you do at work, and create interest in what you are doing. It is essential to inform your employees, especially on why you are using social media. Last but not least, it is important to emphasize the impact of information, as seen in the example of HP Norway.

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Pictures on front page were retrieved May 3, 2015 from <https://about.twitter.com/press/brand-assets> and http://commons.wikimedia.org/wiki/File:HP_logo_2012.svg

Appendix 1 – Codebook

Unit of data collection	All public Tweets and Retweets (RT) posted by @krohntaaseth and @yvonnefosser during may, june and july 2014. Conversational Tweets are not a part of this, since it is not possible to see them automatically in the users Twitter-profiles.
Tweet ID	Fill in the Tweets ID, as indicated on the Tweet ID list: Date of posted Tweet + which (when) Tweet that day (1st, second etc.). Mark as original Tweet or Retweet. Include Tweet text. Who posted the Tweet? Give Tweet unique number, beginning with 1.
Tweet content	<p>Indicates the content of the selected Tweets. Same categories is used for both Twitter-profiles.</p> <p>Fill in using the numbers and letters as shown below.</p> <p>For explanation of the contents, see Dann 2010.</p> <ol style="list-style-type: none"> 1. Conversational <ol style="list-style-type: none"> a. Query b. Referral c. Action d. Response 2. Status <ol style="list-style-type: none"> a. Personal b. Temporal c. Location d. Mechanical e. Physical f. Work g. Automated h. Activity 3. Pass along <ol style="list-style-type: none"> a. RT b. UGC c. Endorsement 4. News <ol style="list-style-type: none"> a. Headlines b. Sport c. Event d. Weather 5. Phatic <ol style="list-style-type: none"> a. Greeting b. Fourth wall c. Broadcast d. Unclassifiable 6. Spam
Number of answers	<p>How many people have posted a response to the Tweet. Insert only number.</p> <p>Include further answers posted by Traaseth and Fosser themselves.</p> <p>If part of conversation, only include answers posted after the actual Tweet, not the once before.</p>
Number of favorites	How many people have favoured the Tweet? Insert only number.
Number of RTs	Insert only number.
Picture	<p>Does Tweet include a picture?</p> <p>Insert “x” if yes.</p>

Appendix 2 – Coding scheme

Tweet ID	
Tweet content	
Number of answers	
Number of favourites	
Number of RTs	
Picture	

Appendix 3 – Original codes/draft codes

Unit of data collection	All public Tweets and Retweets (RT) posted by @krohntreaseth and @yvonnerfossen during may, june and july 2014. Conversational Tweets are not a part of this, since it is not possible to see them automatically in the users Twitter-profiles.
Tweet ID	Fill in the Tweets ID, as indicated on the Tweet ID list: Date of posted Tweet + which (when) Tweet that day (1st, second etc.). Mark as original Tweet or Retweet. Include Tweet text. Who posted the Tweet? Give Tweet unique number, beginning with 1.
Tweet subject	Indicates the person or people being discussed in the message. <ol style="list-style-type: none"> 1. <i>First person singular</i>: "I love Twitter". 2. <i>Third person singular</i>: "Gloria loves Twitter". 3. <i>Third person plural</i>: "Teachers love twitter". 4. <i>Audience</i>: "Do you guys love Twitter?" 5. <i>None</i>: "Twitter is so slow". 6. <i>Unable to determine</i>.
Tweet topic	Indicates the topic of the selected Tweets. Same categories is used for both Twitter-profiles. <ol style="list-style-type: none"> 1. <i>Leadership/HR</i>: "Leadership is about inspiring people". 2. <i>Inspirational/motivational Tweets</i>: "Always be the best version of yourself". 3. <i>Work activites</i>: "These are my cool work colleagues". 4. <i>Home activites/family</i>: "Took my kids to the beach today". 5. <i>TV, music and films</i>: "I can't wait for the new season of House of Cards!". 6. <i>News/media/blog</i>: "I recommend this article in VG". 7. <i>Food</i>: "Just tasted the new Hamburger at this cool place". 8. <i>#godtnokfordesvina</i>: Tweets related to the book by Anita Krohn Traaseth. 9. <i>Cheering</i>: Birthday-wishes, general cheering of people they admire, #ffnor. 10. <i>Innovation</i>: "Innovation in Norway can be improved". 11. <i>Technology</i>: "Digitalisation in schools is important". 12. <i>Gender equality</i>: "There are more male board members than female". 13. <i>Politics</i>: "The government can learn from this". 14. <i>Work related events</i>: announcements before, during and after events that they have attended in some way. 15. <i>Other</i>: Non-applicable to the other categories.
Tweet style	Indicates the broad purpose (or form) of the Tweet, its function. <ol style="list-style-type: none"> 1. <i>Accounting</i>: "Driving to work". 2. <i>Commentary</i>: "I disagree with the statement of this article". 3. <i>Information seeking</i>: "Where should I shop when i NYC?". 4. <i>Content sharing</i>: "Read this blogpost, it is interesting + link". 5. <i>Response</i>: "I agree with you @...".
Number of answers	How many people have posted a response to the Tweet. Insert only number. Include further answers posted by Traaseth and Fossen themselves. If part of conversation, only include answers posted after the actual Tweet, not the once before.
Number of favorites	How many people have favoured the Tweet? Insert only number.
Picture	Does Tweet include a picture? 1. Yes 2. No
Link	Does Tweet include a link? 1. Yes 2. No

Appendix 4 – Interview guide employees

Originally for focus group.

Questions in Norwegian.

1. Kjenner dere til at Anita Krohn Traaseth og Yvonne er på Twitter, og har vært aktive der de siste to årene?
2. Hvis ja: Hvordan vil dere beskrive Twitter-bruken til T og F?
3. Hva er deres holdning til Twitter-bruken deres, positiv, negativ eller nøytral?
Utdyp svaret.
4. Tror dere ansatte i HP har blitt inspirert til å begynne å twitre selv pga. T og F?
5. Er dere på Twitter selv?
6. Følger dere Traaseth og Fosser, og følger de dere?
7. Kommuniserer dere med Traaseth og Fosser på Twitter?
Hvis ja: Føler du deg ekstra sett av sjefen pga. dette?
8. Har tvitringen til T og F forbedret eller forverret deres eget arbeid på noen måte?
Eksempel: kunderelasjoner.
9. Tror dere Twitter-bruken til T og F har gitt dem muligheter de ellers ikke ville fått som ledere?
Har dere eksempler?
10. Tror dere at Twitter-bruken til T og F har gitt HP som bedrift muligheter som bedriften ellers ikke ville fått?
11. Tror dere at Twitter-bruken til T og F har gitt HPs ansatte unike muligheter?
12. Har dere opplevd at ansatte diskuterer Twitter-bruken til T og F?
13. Kjenner dere til om noen ansatte som har gitt direkte tilbakemelding på tvitringene deres, både positiv og negativ?
14. Hvis dere var i lederposisjon, ville dere brukt Twitter?
15. Til dere som er positive: Tror dere andre ledere ville bruke Twitter like godt?
Er det personavhengig?

Appendix 5 – Interview guide executives

1. Hvor lenge har du vært aktiv på Twitter?
2. Hvorfor begynte du med det?
Noen spesifikke personer som motiverte deg og hjalp deg i gang?
3. Tenkte du på mulige risikoer da du begynte å tvitte aktivt?
4. Hva var de umiddelbare reaksjonene fra ansatte?
Og eksterne?
5. Vil du beskrive Twitterbruken din, med tanke på hvor ofte du tvirter og temaer?
6. Har Twitter hatt en effekt på din jobb som leder?
7. Har Twitter gitt deg muligheter du kanskje ikke ville fått ellers?

Hvordan kan det ha påvirket de ansatte.

1. Tror du din Twitter-bruk kan ha påvirket de ansattes arbeid i noen grad?
2. Tror du din Twitter-bruk kan ha gitt HP som bedrift noen muligheter man ellers ikke ville fått?
3. Mange av de ansatte jeg har intervjuet hadde ikke egen Twitter-konto, men hadde allikevel klare oppfatninger om hvordan dere brukte Twitter. Er du bekymret for at de kan sitte meg feil inntrykk av hvordan dere bruker Twitter?

Det var stor variasjon blant de 13 ansatte jeg har intervjuet, hvorvidt de var positive eller negative til tvitringen. Et tema som kom opp var åpenhet og synlighet. Flere ansatte så veldig positivt på dette, og noen ansatte som var delvis negative til tvitringen deres kunne si i seg enig i at det dog hadde ført til mer synlighet og at det var bra. Men så var det noen som var bekymret for denne åpenheten. Noen ansatte har opplevd, i møte med kunder, å få spørsmål og til og med stikk til hvordan dere lederne har brukt Twitter. Og de ansatte er redde for at dere kan ha avslørt sensitiv info i offentligheten.

1. Hva er din kommentar til Twitter og økt synlighet, både den positive siden av det samt det negative?

Blant de ansatte som var negative til tvitringen deres var det en hovedgrunn som gikk igjen, og det var at de synes dere brukte for mye tid på det og at det ble for hverdagslig mesteparten av tiden. Dette mente de ikke bidro til businessen og økt salg, og at det kanskje ga dere mer muligheter enn til selve bedriften og de ansatte. Flere følte at det var unødvendig.

1. Hvor mye tid bruker du ca. i løpet av dag?
2. Hvordan vil du rettferdiggjøre tiden du bruker på det?
3. Tematisk, er du enig med de ansatte at du tvirter hverdagslig?

Over til noe positivt. Flere ansatte var glade for at HP hadde blitt mer åpne og synlige, og at HP hadde fått en større rolle i samfunnet kom opp flere ganger. Blant annet i forbindelse med å bidra til at flere jenter fikk selvtillit til å bygge karriere.

1. Har du merket noe til HPs økte rolle i samfunnet?
2. Hvor mye tror du Twitter har hatt å si for dette?

Til slutt.

1. Hva er dine tips til ledere som vurderer å bli aktive på Twitter?
2. Hvorfor burde de bli det? Passer det alle?
3. Hva ville du gjort anderledes hvis du for to år siden visste det du visste i dag om Twitter?