The Social Media and SMEs Business Growth

How can SMEs Incorporate Social Media

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Abstract

Background: The dramatic increase of the popularity of social media has affected in a large extent how SMEs reach and engage with their target customers to promote their products or services and to brand their firms. How SMEs incorporate social media for better business growth has gained huge attention from both academic and industrial sectors.

Purpose: The purpose of this study is to identify and evaluate the aspects that are incorporated by SMEs when implementing social media in order to gain knowledge how SMEs could incorporate those factors when implementing social media.

Research questions: What are those aspects that SMEs are incorporating to implement social media?

Methodology: This study adopts six semi-structured interviews with six case organizations to identify and evaluate the aspects that are incorporated by SMEs to implement social media in the context of Sweden. Three small size and three medium-size firms in Växjö, Sweden who use social media for business purposes have been selected.

Conclusion: The findings of this research identified and evaluated several aspects that are incorporated by all SMEs to implement social media in the context of Sweden: decision making about platform(s) and their deploying; governance responsibility; value metrics; accessibility; risk management; online community followers growing; content creation and updating; incentive strategy; monitoring social media sites; comments utilizing for future development; message processing rules; customer feedback timelines and report creating and sharing. The result shows the new approach of social media implementation which brought by Culnan, McHugh, and Zubillaga (2010) can help the researchers to identify and evaluate the aspects that SMEs are incorporating to implement social media, and chose to acquire knowledge that they can take advantage of from those aspects to incorporate and reinforce their social media implementation. Equally by putting into practice these aspects SMEs foster their growth in a number of ways such as customer relations, external and internal communication and several other ways.

Keywords: Social media, SME, business growth, social media implementation.
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1 Introduction

This chapter will display the background in regards to social media and SMEs business growth, and the problem in related to this area is discussed. The chapter starts with an introduction with a current study topic to present the general knowledge of this specific area. Following the authors discuss previous studies in this area in order to develop the research gap, and to generate the research purpose and research questions.

1.1 Background

Social media has increased its popularity worldwide by following the development of the internet in the 21st century, it fundamentally changed how entrepreneurs communicate with their target customers, and how companies promote their products or services (Culnan, McHugh and Zubillaga, 2010; Dutot, V., & Bergeron, F. 2016; Ahmad, Ahmad and Bakar, 2017). Social media has changed the way how people interact, participate, cooperate and connect with each other, it turns the traditional “one-to-many” to “many-to-many” (Odoom, Anning-Dorson and Acheampong, 2017). Jagongo and Kinyua (2013) added that companies can utilize social media for different purposes, it’s mainly used for customer relationship management (CRM), selling products, entering new markets and gathering data from customers. Brake & Safko(2009) describes social media as online users use of various types of virtual media to share information and knowledge with online communities. There are different types of social media platforms, for instance, social networking site (e.g. Facebook), microblogging (e.g. Twitter) and media -sharing site (e.g. Youtube) (Culnan, McHugh and Zubillaga, 2010; Jagongo and Kinyua, 2013). These definitions of different social media tools will further have a detailed explaination in Appendix 1. Social media has obtained a huge number of users, especially in regards to the social networking sites. In March of 2014, Facebook claimed that there were more than 1.28 billion active users per month, with over 802 million users logged daily, while 1.01 billion users were activating monthly with mobile (Facebook.com). Social media is perceived to be more cheaper and more convenient for both companies and customers if its compared to traditional communication channels, it assists the company to access their target customer more easily and faster, it also shifts the way in which a company increases its customer base and market share, the value is especially beneficial to small - and medium sized enterprises (SMEs) since SMEs common obstacle is their lack of financial support and skilled employees (Stockdale et al., 2012; Jagongo and Kinyua, 2013; Odoom, Anning-Dorson and Acheampong, 2017). Scholars such as Swani et al (2014) argued
that social media has become an important aspect in an organization’s development through customer relation management, it has also guided entrepreneurs while allocating their market resources. Furthermore, Swani et al (2014) stated that social media has been used to increase on brand loyalty through raising brand awareness and therefore fostering the increase on an organization’s profitability and sales. The huge amount of customer base and the competitive advantages of social media, has made company rethink how the social media works and how to use it to communicate with their target customers and to meet the expectation of its users (Jagongo and Kinyua, 2013; Virtanen, Björk and Sjöström; 2017).

Social media can overcome the geographic barriers, it enables people to communicate, meet and gather information easily, and online users utilize it to seek, share, and exchange information in their everyday life (Fischer and Reuber, 2011; Jagongo and Kinyua, 2013). Scholars such as Schultz, Schwepker, &Good (2012); Wang et al., (2016) stated that social media has created a platform for research and new opportunities for business, this has contributed to the creation of partnerships and to establish new business relations. Social media users voluntarily uploaded vast amount of data daily, according to Smith, M et al., (2012) users uploaded 2 billion to 6 billion photos on Facebook every month during 2010 to 2011. These data has the possibility to transform to business growth for companies (Wang et al., 2016). Additionally, social media is perceived as a productive and adequate tool for business since it assists the business owner or managers to communicate with customer quickly and cheaply, and to construct a customer database for the purpose of growing their business. Thus, it can help company to increase the access to communicate with customers and suppliers, to cultivate strategic partnerships and to grow the worthiness (Stockdale et al., 2012; Jagongo and Kinyua, 2013; Odoom, Anning-Dorson and Acheampong, 2017). Numerous previous studies show that social media has various effects on business (Culnan, McHugh and Zubillaga, 2010; Stockdale et al., 2012; Jagongo and Kinyua, 2013; Dutot, V., & Bergeron, F. 2016; Ahmad, Ahmad and Bakar, 2017). For instance, Jagongo and Kinyua (2013) state that social media affects the increasing of sales, profit and employment rate on SMEs. Kavoura, A. and Stavrianea, A. (2014) illustrate that social media is a strategic innovative marketing tool to contribute to both economic and social part in tourism industry. Odoom, Anning-Dorson and Acheampong (2017) argue that SMEs prefer to use social media networks since it assists in connection for a wide range of customers, and those customers
help the company to market their product indirectly as the customer will recommend product to their relatives and friends thereby encouraging them to try it by giving them a customer opinion.

1.2 Problem discussion

Social media has developed different ways to communicate, collaborate and participate by involving users when creating information, this is making social media a daily part of our lives through the connection of people as stated by McCann and Barlow (2015). Scholars such as Tajudeen, Jaafar and Ainin (2017) have argued that the adoption of social media has helped companies understand the need of customers, therefore, social media has its advantages that contributions to positive impacts while organizations use technology. This phenomenon raised hot discussions and arguments on the influence of social media on SMEs by scholars and industries. Several studies recommend that SMEs should adopt social media tools to transform it to business growth (Culnan, McHugh, and Zubillaga, 2010; Kaplan and Haenlein, 2010; Jagongo, A.O. and Kinyua, C., 2013).

Culnan, McHugh, and Zubillaga who conducted a research in 2010 shows that social media can help large companies to gain various business growths (Culnan, McHugh, and Zubillaga, 2010). He further demonstrates that Fortune 500’s prefer to utilize Twitter, Facebook, blogs, and client-hosted forums to engage with their customers. In his study, the result proved that large firms utilize social media for branding, marketing, sales, customer service and support and developing product. All these different activities help the company obtain multiple value, for instance, driving traffic, increase revenue, decrease cost, enhance customer satisfaction and so on (Culnan, McHugh, and Zubillaga, 2010). Later, in 2011, Derham, Cragg and Morrish, S conducted a study in New Zealand with SME to find out the benefit has been obtained by using social media. The study shows that SME adopt Facebook page, ads, Youtube, Google map, online review site and foursquare to integrate with their target customer. With help from those social media tools, SMEs are able to get feedback from customers, manage staffs, and acquire customer loyalty and so on. The results provide evidence that social media is efficient, low-cost, convenient, and its full utilization helps SME to co-create value with their customers. Ahmed and Scheepers(2012) further present
several business problem which SMEs face when they implement social media and he further illustrate how they adopt social media to overcome these problems and to derive business expanding. In his study, five SMEs is examined, those SMEs that use Twitter, Youtube, Blogs, Facebook etc., and the results show social media has a huge impact on SMEs, for instance, one SMEs’ revenue increased from 60% to 80%, the other SME decreased the advertising cost by 70%, and the third SME increased website traffic by almost 500% within half year. While for the fourth SME, 75% of their customer got from online. The fifth SME acquired revenue from growing and organization branding. The study illustrates other various beneficial values as well. Studies carried out by McCann and Barlow (2015) SMEs that adapt different types of social media and introduce them into their business benefit by building relations with their customers thus getting more contacts and as well develop brand awareness. Drummond, McGrath and O’Toole (2017) furthermore stated that many entrepreneurial relationships are in existence due to the information that they have shared on social media, the information that has been generated from this has opened knowledge to entrepreneurs which has had a significantly positive impact to entrepreneurs.

The topic regarding companies that use social media to hike business development has been a continuing investigation overtime. Jagongo, A.O. and Kinyua, C., (2013) conducted a study in Nairobi; he argued that social media is a new business tool for SMEs, it can contribute to entrepreneurship evolvement (Jagongo, A.O. and Kinyua, C., 2013). Later in 2015, Dong, J.Q. and Wu, W examined the online user innovation communities, and he demonstrated that companies can obtain business growth by adopting to social media technologies. In 2016, Dutot, V., & Bergeron, F state SMEs need to change their orientation from strategic to social media, SMEs should use social media and put more effort to enhance the performance on social media to get maximum benefit (Dutot, V., & Bergeron, F. 2016). In 2017, Several scholars argue that social media can affect company in different ways to obtain desired benefit, for instance, Drummond, C., McGrath, H. and O’Toole, T, (2017) show social media can influence the resource mobilisation in entrepreneurial firms; Skoujina et al., (2017) argue companies can obtain business growth from online communities; Kargaran, S., Jami Pour, M., & Moeini, H, (2017) identify that companies can use social media to manage customer knowledge implementation rightly. Additionally, the impact of social media on business development has been extensively discussed by other scholars, who all support the notion that
companies should adopt social media to boost business growth, especially in the context of SMEs (Deans and Parker, 2009; Hannu, K., Jari, J., & Jaani, V. 2010; McCann, M. & Barlow, A., 2015; Ahmad, Ahmad & Bakar 2017). However, how to use social media properly and make it useful still needs strategic planning for SMEs. Studies are lacking on how SMEs can implement social media to increase business growth. Culnan, McHugh, and Zubillaga (2010) illustrates on how large companies can obtain business value by identifying those aspects that affect and reward social media implementation, but there is not enough valuable study to show what those aspects are and how they contribute to implementation of social media on SMEs. As Jagongo and Kinyua (2013) states, SMEs can utilize social media to acquire an advantage but they are not properly exploited due to various limitations they are facing. Stockdale, Ahmed and Scheepers (2012) has also emphasized that there is lack of research in the benefits of adopting social media by Small and Medium Enterprises since most of them are known for their caution and views towards IT.

Moreover, Other scholars such as Tajudeen, Jaafar and Ainin (2017) have encouraged future research on how social media is used in different countries, the authors of this study decided to use Sweden as their area of study since it has not been investigated on how advantageous social media can be to SMEs in Sweden's setting, as above mentioned, scholars have conducted research in USA, New Zealand, Nairobi and other areas. There is a need for this study since SMEs play a vital role in Sweden's economic growth. Tajudeen, Jaafar and Ainin (2017) mentioned that it's important to know this view from other geographical backgrounds. Additionally, as we can see from above discussed articles, most of studies adopt common social media platforms, like Facebook, Twitter, Blog, Youtube and others. Few studies investigated new popular or recently emerged social media platforms such as Instagram and Snapchat. But in the context of Sweden, they are used to engage with customers to hike business development. Those different social media tools assist companies to acquire various business goals. Davidsson (2014) and Kuhakoski and Seifert (2015) who states that the increasing rates of Instagram usage in Sweden increased twice as much to a ratio of 15: 28 percent between the years 2013 and 2014, this gives the authors of this study a reason to carry out this analysis showing this can be an opportunity for businesses to use Instagram or Snapchat as a platform to attain business growth. Furthermore, Kuhakoski and Seifert (2015) emphases on the use of pictorial social media applications such as Instagram, stating that
companies that do not adopt and embrace social media in today's generation are at a disadvantage. Landström (2017) also encouraged further research on how Snapchat can be used as a marketing platform for businesses. Therefore, this study focuses on Sweden to show how these common (Facebook, Twitter, etc.) and other new popular social media tools such as Snapchat and Instagram are being used by SMEs to boost their business development skills.

1.3 Purpose

The purpose of this study is to identify and evaluate the aspects that are incorporated by SMEs when implementing social media in order to gain knowledge how SMEs could incorporate those factors when implementing social media.

1.4 Research questions

Q1: What are those aspects that SMEs are incorporating to implement social media?

2 Theoretical Framework

This chapter describes the proposed most suitable theory that the authors indicate as best fit to the research to be carried out. It illustrates social media in a business context portraying views of scholars and how they extend their thoughts on how social media and companies coordinate. It also describes scholars views of three elements on the new approach of social media implementation to illustrate those aspects that are incorporated by firm when implementing social. In regards to which type of business the research is being carried out on the authors selected scholars to also portray their ideologies on SMEs usage of social media platforms. Lastly an illustrative description is created by scholars in form of a conceptual framework.

2.1 Social media in a business context

According to Tallon et al., (2000) IT can contribute toward business growth in regards to process level as IT also assists the communication and coordination, which results in the improvement of process planning and support. In addition, IT can also raise production and
operation processes thereby contributing to the growing of economic scale. Besides, markets can become expanded with the help of IT since it establishes, maintains and strengthens customer relationships (Tallon et al., 2000). Social media is a type of new IT technology, the adoption of social media in business will result in driving business growing as it improves the customer relationships (Economist, 2010; Blanchard, 2011). Cook (2008) has defined social media as “the way in which content (particularly news and opinions) has become democratized by the Internet and the role people now play not only in consuming information and conveying it to others, but also creating and sharing content with them” (Cook, 2008, p. 7). Safko(2010) and Edosomwan et al. (2011) further added that social media is an development of traditional media, it employs a more advanced digital technologies which enable the user of virtual community to connect, interact, building relationships and work together.

Kaplan and Haenlin (2010) argue that social media is more compelling than other Medias, the quick and low-cost communication of social media assists in the reduction of uncertainty and create close relationship. Companies use different social media (social networks, blogs, podcasts, wikis, RSS feeds, forums, media sharing and social bookmarking) to promote their services, technologies and applications (Safko, 2010; Kaplan and Haenlein, 2010; Cook, 2008). Kaplan and Haenlein, (2010) further classified social media to different form: social networking sites (e.g. Facebook, LinkedIn); Content communities (e.g. YouTube); Blogs(Twitter); Virtual social worlds (e.g. Second Life); Collaborative projects (e.g. Wikipedia); Virtual game worlds (e.g. World of Warcraft)(Kaplan and Haenlein, 2010; Jagongo, A.O. and Kinyua, C., 2013). Regarding to those social media tools, Jagongo, A.O. and Kinyua, C (2013) point out that half of users using social networking, microblogging has 29% user, while 20% users utilize other different social media tools and the percentage of Wiki is 1%. Facebook, Instagram, LinkedIn, Snapchat, Youtube and Twitter have attained their popularity in business area (Jagongo, A.O. and Kinyua, C., 2013; Davidsson, 2014; Kuhakoski and Seifert, 2015; Landström, 2017) as social media gained huge popularity annually, for example, in 2015, Facebook had nearly 901 million users who are activating every month, LinkedIn obtained approximately 161 million members and Twitter had almost 140 million users (McCann, M. & Barlow, A., 2015). The statistics show that a company can take advantage of social media to obtain business worthiness and increase business profit.
since it is easy for company to use social media to access their target customers anytime and anywhere with a low cost (Kaplan and Haenlein, 2010; Jagongo, A.O. and Kinyua, C., 2013). SMEs can incorporate social media for different operational purposes, Jagongo, A.O. and Kinyua, C., (2013) and McCann, M. & Barlow, A., (2015) illustrate that SMEs adopt social media to manage customer relationships, for instance, improve communication with customer, build close relationships with older or previous customers, attract new customers, and maintain customer relationships. In addition, social media is used by SMEs to promote the product or service of the company, improve brand awareness and grow traffic volume on a website (Stockdale et al., 2012; Fischer and Reuber, 2011). The significant impact of social media in business has increased the popularity of social media platforms, which contributes to how a company can implement social media to enhance the competitiveness of a company which has been widely discussed. Several studies confirm that firms can boost business growth by adopting social media, both in external and internal collaboration (Geho, Smith & Lewis 2010; Stockdale, Ahmed and Scheepers, 2012). Social media is accessible for both skilled and inexperienced people since it is perceived as easy to use and provides simplicity to direction of those various applications (Lacho & Marinello 2010).

Derham, Cragg and Morrish, S., (2011) and Stockdale, Ahmed and Scheepers (2012) illustrate that there are various business objectives for a company to utilize social media. Social media has a significant impact on cost reduction, sales increasing and revenue raising. Besides, there are other objectives, such as, building sustainable communication channels with the customers, customer engagement, marketing, community building, enhance competitive advantage, managing event or event promotion/marketing, enhance organic search quality, growing organic search traffic, expand the reach of their industry knowledge and contents, share industry news such as contents available from company and employment opportunities, based on the results from the research conducted by Derham, Cragg and Morrish, S., (2011) and Stockdale, Ahmed and Scheepers (2012), social media does affect above business objectives on the company. Several companies state they reduced the cost by adopting social media, such as, reduction of advertising expense, marketing expenditure, even for the inbound marketing effort. Moreover, the companies confirm social media increased their sales, revenue, customer engagement, rank and visibility in search engine and
so on. The content is easier to manage and the cost is rather low (Derham, R., Cragg, P. and Morrish, S., 2011; Stockdale, Ahmed and Scheepers, 2012).

2.2 A new approach to implement social media

Based on the study conducted by Yerson et al (2009) that SMEs did not fully exploit the advantages of social media when they adopt it, the communication level still stays in a superficial level, the companies did not notice that social media can play different roles in their firm regarding to the functions if they adopt it wisely and strategically. Firms can not only use social media to improve communication but also build relationships with customers, inclusively firms can collect information from customers to build a more dynamic website. Additionally, Porter’s (2001) and Blanchard (2011) both highlighted that a firm can or cannot generate business developing from social media, it depends on if the company can or cannot incorporate social media applications into existing company objectives and strategic goals. Defining the right value proposition and desired business goal play a crucial role for a company, a wrong definition will contribute to a firm cannot performance of social media applications in a proper and useful way (Dunn, 2010; Angel and Sexsmith, 2011). As Dunn (2010) and Angel and Sexsmith (2011) state that social media should use as complementary customer channel for the purpose of devoting business growth. All those challenges faced by companies when they adopt social media require a more proper approach to implement it. A new approach has been brought up and utilized by researcher Culnan, McHugh, and Zubillaga (2010). According to Culnan, McHugh, and Zubillaga (2010) that company can develop a sustainable social media implementation approach by adopting three elements: mindful adoption, community building and absorptive capacity. Each element consists of various aspects that affect social media implementation. Those elements are comprising different aspects respectively that are incorporated by firm when implementing social media. It will help the authors to identify what those aspects are and how they are incorporated by SMEs when implementing social media by connecting to the purpose of this study. Culnan, McHugh, and Zubillaga (2010) adopted this approach to verify the aspects contribute to implementation of virtual customer environments (VCEs), which is meaning the online customer communities, mostly it refers to social media platforms. In current study, the
authors want to identify and evaluate the aspects that are incorporated by SMEs when implementing social media, therefore, this approach will be an appropriate method to adopt.

These three elements of this approach are well described below though a brief of each is as follows. The first being mindful adoption is defined as a business’ ability to attain a thoughtful decision and obtain what they desire to attain and benefit (Culnan, McHugh & Zubillaga, 2010). Through the use of social media, a firm’s decision to use it to get its benefits is considered to be ‘mindful adoption’ with the guidance of the five aspects as stated by Culnan, McHugh & Zubillaga (2010), through the following sequence: first deciding on which platforms they are to use then assigning governing responsibility then recognizing value metrics after which the firm ensures social media applications that are always available for access and also manages its risks. With this as a foundation a firm’s decision to take up social media as a means to contribute so that its enterprise is simplified. How it would be used? Is a question that comes up after this foundation, this theory states that online community building as the second element to be attained by a business to reach and virtually communicate to its customers. With this tool, Culnan, McHugh & Zubillaga (2010) states it as a compilation of individuals who are constantly involved and highly analytical, this contributes to the study showing how social media can be used as a means of acquiring feedback to help in the decision-making process of a firm. To attain this function, these communities should always available to both the business owner and its customers who are willing to give feedback to a firm’s products and services. Lastly, absorptive capacity that is described as the effort a business puts in in order to acquire the right amount to knowledge from its customers through the use of social media (Culnan, McHugh & Zubillaga, 2010). The use of social media by businesses has assisted them by setting out information about their products or services form their consumers. With the element of absorption in this theory a business is bound to use the knowledge obtained and yield positive effects. Each of these elements are well described below:

2.2.1 Mindful adoption

Organizations can adopt the latest technology such as social media to acquire legitimacy, especially when the new technology has acquired a high customer base (Culnan, McHugh,
and Zubillaga, 2010). Simultaneously, Culnan, McHugh, and Zubillaga (2010) argues that a firm must be aware of the necessity of mindful adoption decision to win the desired benefits, the statement is further supported by Stockdale, R., Ahmed, A., & Scheepers, H. (2012). A mindful adoption decision means a firm can adopt the right technology and utilize it in the right way, and in the right time during the whole implementation process (Stockdale, R., Ahmed, A., & Scheepers, H., 2012). A firm needs to consider which new technology is suitable for their company to integrate with customer, and how they can utilize the new technology and evaluate the business value of it (Culnan, McHugh, and Zubillaga, 2010; Deans, P. C. 2011). There are some questions that a firm can take consideration when comes to adopt social media, for instance, what is the expected business profit and what are the risks behind it? Should the company adopt this new technology? Is it the right time to evaluate the new technology innovation? (Culnan, McHugh, and Zubillaga, 2010 and Stockdale, R., Ahmed, A., & Scheepers, H. 2012). According to Deans, P. C. 2011 and Culnan, McHugh, and Zubillaga (2010), the mindfulness implementation of social media consists of five aspects: making a good decision about platform(s) and their deploying; assigning governance responsibility; Identifying value metrics; making sure all social media applications are readily accessible; managing risks.

First, making a good decision about platform(s) and their deploying, in regards to initial adoption plays a crucial role for implementing social media applications. The purpose of the social media platform of a firm is to contribute and attain the business objective of this firm. Thus, the platform should keep consistency with the company culture and brand improving. The firm should also pay kin attention to certain aspects in order to make a good decision about the social media platform. Questions that a firm needs to ask itself include; What are the advantages and disadvantages of adopting social media platform for their company? Necessary or unnecessary? Which social media application should be adopted in the local context for their company? How to implement it and make it more wisely? (Culnan, McHugh, and Zubillaga, 2010; Deans, P. C. 2011; Stockdale, R., Ahmed, A., & Scheepers, H. 2012). Second, the firms needs to assign the responsibility of governance of its social media applications after they decided to adopt a certain social media platform (Culnan, McHugh, and Zubillaga, 2010; Deans, P. C. 2011; Stockdale, R., Ahmed, A., & Scheepers, H. 2012). Firms should assign certain tasks and obligations to relatively skilled employees,
for instance, at the beginning, the IT department takes responsibility for programming, software adopting and online security; the business department creates content and develop a marketing strategy; and the customer service specialist pays keen attention to maintain good relationship with customers and so on (Deans, P. C. 2011; Culnan, McHugh, and Zubillaga, 2010). Third, identifying the growth metrics. The firm should investigate and find out if the social media platform is valuable by checking whether the social media reflects on the objective of itself, while firm can both assess the community outcomes and the size of community through the growing situation (Deans, P. C. 2011; Culnan, McHugh, and Zubillaga, 2010). In addition, the percentage of active users is important as well (Deans, P. C. 2011; Culnan, McHugh, and Zubillaga, 2010). As aforementioned, social media provides various values for SMEs, firms can use four types of performance indicators to assess those growths, there are: financial, organizational effectiveness, personnel, system (Deans, P. C. 2011; Culnan, McHugh, and Zubillaga, 2010). These measures will assist in the analysis of the cost and revenue situation of the social media platforms (financial), the quality of product and service (organizational effectiveness), the employee satisfaction (personnel), the information security (system) (Deans, P. C. 2011; Culnan, McHugh, and Zubillaga, 2010).

Fourth, making sure all social media applications are readily accessible (Culnan, McHugh, and Zubillaga, 2010). Easy access from company website and other web platforms to its social media application (e.g. Facebook, Twitter, blog) will attract more online users, it is necessary and smart to connect all existing website and applications to the new applications by providing readily accessible link (Deans, P. C. 2011; Culnan, McHugh, and Zubillaga, 2010). Fifth, managing risks, firm faces new challenges with various risk issues when adopt social media platform (Deans, P. C. 2011; Culnan, McHugh, and Zubillaga, 2010). Employees create social media content and communicate with customers by aligning with the company business objective, the social media user also upload a vast amount of data on those social media platforms, the majority of these photos did not set privacy relevance (Flavián & Guinalíu, 2006; Smith, M et al., 2012; Zhang, J. et al., 2017). While the firm can access data as well, therefore the risk may occur when collected data is improperly handled, problems like information disclosure, intellectual property leakage, breach of security and so on (Flavián & Guinalíu, 2006; Culnan, McHugh, and Zubillaga, 2010; Zhang, J. et al., 2017). Besides, some special firms need to fulfill the additional legal requirement, so the training
program of permissible form is necessary for company (Deans, P. C. 2011; Culnan, McHugh, and Zubillaga, 2010).

2.2.2 Community building

The internet has helped foster the expanding and development of new paths commercial opportunities for expansion of businesses (Iskoujina, Ciesielska, Roberts and Li, 2017; Stockdale, Ahmed and Scheepers, 2012; Hagel and Armstrong, 1997; Preece, 2000) have emphasized that a large amount of wealth has been invested in literature of community based businesses, furthermore Stockdale, Ahmed and Scheepers (2012); Kim et al (2010) and Culnan et al (2010) state that this has also reflected in studies on social media and its benefits. From this Stockdale, Ahmed and Scheepers (2012) considers publicity of businesses driven by to use social media communities. Dong and Wu (2015) Furthermore states that with the technological advances in information, Online User Innovation Communities (OUIC) assist firms to improve on the services and products they are providing since these communities can post alerts on launches in innovation, thus strategically using information technology for innovation. With the right of user generated ideas is utilized with the creation of Online User Innovation Communities that provide a platform for crowdsourcing with this data (Dong and Wu 2015; Bayus, 2013; Huang et al., 2014).

Culnan, McHugh and Zubillaga (2010) state that the more individuals involve themselves in community activities the more possibility of them contributing, this is because they feel more responsible for their involvement and what they give and share with other members in the community. Stockdale, Ahmed and Scheepers (2012); Culnan et al (2010) view community building as a broader market or a niche market since the social media adoption by businesses in virtual community environments and be implemented. From the research done by Culnan, McHugh and Zubillaga (2010) with the creation of these communities on social media sites such as Facebook, Twitter and other sites, because it enhances the member interactions over time basing on the fact that the use of social media depends on customer’s voluntarily. Iskoujina, Ciesielska, Roberts and Li (2017) also state that online communities are based on the voluntary involvement of the users and their commitment to the community. From this Stockdale, Ahmed and Scheepers (2012); Culnan et al (2010) states that communities in a
business environment are equally as important in engaging customers to foster value creation with the use of social media platforms. The use of the engaging component by businesses through using of celebrities to interact with community members is seen as an incentive thus sustaining and increasing community members (Culnan et al., 2010). Dong and Wu (2015); Hansen and Birkinshaw (2007) states that for a business to recognize its economic growth, it needs to adopt innovation through its loyal customers and its established communication and information channels. Furthermore, Dong and Wu (2015) states that Online User Innovation Communities (OUIC) provide assistance in the gathering of ideas, which ideas will hardly advance if weak filtering mechanisms are applied. Therefore, businesses need to manage and support their services and products using OUIC’s as information or communication channels even while launching them into the market (Dong and Wu, 2015). Online communities bring in benefits such as financial growth for businesses by creating a more adequate market segment thus providing the support needed for products and services (Iskoujina, Ciesielska, Roberts and Li, 2017; Porter, 2004; Spaulding, 2010).

Stockdale, Ahmed and Scheepers (2012); Culnan et al (2010) see these communities as a way to acquire fresh content by giving the community members freedom to express themselves by reducing on the emphasis of the commercial aspect. Dong and Wu (2015) also states that these communities provide an easier way of filtering for businesses since business owners can transfer their attention to potentially high ideas from customers that can facilitate product innovation and development. Iskoujina, Ciesielska, Roberts and Li (2017) and Ciesielska (2010) emphases on the use of online communities as a means of developing or testing new products in market niches since online communities are seen as a platform for open innovation.

### 2.2.3 Absorptive capacity

Campos-Climent and Sanchis-Palacio (2017); Cohen and Levinthal (1990) defined absorptive capacity as the endowment of a business in the acquiring, exploitation, grasping and altering of knowledge acquired from external sources and using this to improve on its proficiency. Culnan, McHugh, Zubillaga (2010) state that this being the third element of social media implementation to enable businesses enhances their ability to acquire and exploit new
knowledge acquired from customers. Schlagwein and Hu, (2017); Lane et al., (2006) also explains absorptive capacity as the process of recognition, acquisition and acceptance of external knowledge by businesses in order to gain exploratory learning. For business to acquire absorptive capacity, businesses need to have employees such as customer service or a marketing section to monitor information from users in their social media applications (Culnan, M. J., McHugh, P. J., Zubillaga, J. I. 2010). Schlagwein and Hu, (2017); Makadok(2001) states that absorptive capacity helps businesses properly allocate and fully exploit resources, therefore helping them to distribute knowledge and properly use the resources obtained over time (Schlagwein and Hu, 2017; Zahra and George, 2002; Lane et al, 2006).

Schlagwein and Hu, (2017) also claims that absorptive capacity assists organizations to have a better understanding of how and why they should use social media. Scuotto, V et al (2017); Cohen and Levinthal (1990) states that enterprises need to put more emphasis on external absorption of knowledge form virtual environments and then use it in combination with the internal knowledge. Globally SMEs use some of the social media platforms with the intention of enhancing the enterprises absorptive capacity in the process of combining its internal and external knowledge (Scuotto, V et al 2017; Audretsch et al. 2014; Cohen and Levinthal 1990). Thus Scuotto, V et al (2017); Del Giudice et al. (2014) stating that the combination of internal and external knowledge with the assistance of absorptive capacity, is done with the help of new technological knowledge. As stated by Scuotto, V et al (2017); Zahra and George (2002), during the innovation process of an enterprise, absorptive capacity plays an important role, therefore the higher the absorptive capacity, the more an enterprise can exploit its resources in innovation, find solutions and even explore new opportunities so that it can meet its organizational requirements. Campos-Climent and Sanchis-Palacio (2017); Leal-Rodríguez et al (2014) also state that enterprises which grasp absorptive capacity at an early stage tend to attain imperishable competitive advantage due to the fast rates of product development and new processes. Absorptive capacity in collaboration with social media fosters the innovation process in such a way that, it assists an enterprise acquire the knowledge needed by combing ideas with the help of a virtual network which in the long run enhances consistency (Scuotto, V et al., 2017); Hannu et al. 2010; Scuotto 2014, 2015; Scuotto et al., 2015, 2016 a.).
Other scholars such as Campos-Climent and Sanchis-Palacio (2017) stated that enterprises can obtain competitive advantage with the adoption of absorptive capacity by assimilating new knowledge acquired from outside sources and as a result acquire valuable information to use against their competitors in the market. Culnan et al., (2010) also encourages the creation of new messages processing skills that include; earlier message response times, and merging of their other social media platforms with each other so as to ease access to information by customers. Absorptive capacity has also eased the process of social media implementation in firms through the sharing of knowledge generated from these social media platforms across the business (Culnan et al., 2010).

2.3 The SMEs

SMEs play an major role in the economy, it’s a fact that they are regarded to as a key to the encouragement of a state’s development through its culture and enhancement of business growth (Stockdale, Ahmed and Scheepers, 2012; Dyerson et al, 2009). Due to this fact, the investment of research has been placed on the ability that SMEs can adopt and use IT (Stockdale, Ahmed and Scheepers, 2012; Cragg & King, 1993; Street & Meister, 2004).

SME business owners vary in education level, level of entrepreneurship, number of customers, attitude towards e-Business adoption, number of skills and other ways (Chua et al, 2009; Parker and Castleman 2007). Furthermore, Derham, R,Cragg and Morrish (2011) states that SMEs always take note according to the pressure attained from suppliers or customers when using e-Business. Though with each of these dimensions Derham, R,Cragg and Morrish (2011) argues that social media platform are more sustainable as a tool to business owners since most SME business owners decisions revolve around the maintenance of personal relations and not only competitive advantage or profits like any other typical reasons. Kachlami and Yazdanfar (2016) also emphasizes that the SMEs in Sweden have contributed to the growing of the Swedish economy.

Derham, R,Cragg and Morrish (2011); Harris and Rae (2009) furthermore argued that the internet have helped in cost reduction when it comes to marketing in comparison to other
traditional approaches, with this businesses are given the opportunity to use others relations and contacts to market their services, brands or products. Derham, R, Cragg and Morrish (2011); Harris and Rae (2009) called this “gifted amateurs can punch above their weight”. From their study carried out by Beheshti and Salehi-Sangari (2007), they discovered that Swedish SMEs are taking advantage of the current condition of electronic business.

The struggle that Small and Medium Enterprises have been through to adopt technology due to the various problems such as lack of resources, skills and technique in comparison to bigger enterprises, but with the introduction of Web 2.0 some SMEs that have chosen to adopt it have seen this as an opportunity to overcome all of these problems mentioned as stated by Derham, R, Cragg and Morrish (2011); Harris et al (2008). Stockdale, Ahmed and Scheepers (2012); Montazemi (2006) indicates that the SMEs operational styles are to blame for their shortfall in technical skills since SMEs have a habit of assigning employees various roles and not specializing them. Though Paul and Robert (2000) the exchange of information and communication with customers can act as a catalyst for finding out how a business’ products and services are doing and in the same way suppliers can provide assistance in the provision of new technology by providing information on alternative equipment that may be at a lower price. Other scholars such as Dahlstrand (1999) have also emphasized that Intra regional sharing to technique and expertise with regions such as their study in Göteborg has enhanced the use of technology use by SMEs so as they can benefit from the collective learning approaches which they characterized as “embodied expertise” that creates a relation between SMEs and other firms in the region.

Though, recent studies show that SMEs acquire advantage in the use of social media due to the latest technologies that keep on developing (Stockdale, Ahmed and Scheepers, 2012; Cragg & King, 1993; Bulearca & Bulearca, 2010). Stockdale, Ahmed and Scheepers (2012); Economist (2010); Blanchard (2011) furthermore states that the use of social media by businesses is seen to help them attain business growth through the promotion of customer relations. The developing of SMEs’ in the recent years has highly depended and grown due to their embracement of the upcoming digital tools within the business’ settings. (Scuotto, V et al 2017; Aboelmaged, 2014; Huy 2012; Lopez-Nicolas and Soto-Acosta 2010). In this study the authors practically chose out small enterprises and medium enterprises as defined by
Loecher (2000) who states that small enterprises are considered to be those with under forty nine employees while medium enterprises are considered to be those with fifty to two hundred forty nine employees, with this guidance the authors were able chose and characterize each small and medium enterprise they were practising their analysis on.

2.4 Conceptual framework

As aforementioned that the purpose of this study is identifying and evaluating the aspects that are incorporated by SMEs when implementing social media as gain knowledge how SMEs can incorporate social media to obtain business growth. Therefore, the authors developed the conceptual framework for this study as presented in figure 1 below, while it is based on previous studies. As we can see from Figure 1, there are three elements of an approach related to develop an better social media implementation strategy to boost business growing of SMEs: mindful adoption, community building and absorptive capacity. These three elements of effective social media implementation are based on Culnan, McHugh, and Zubillaga (2010). As we discussed in chapter 2.2, Culnan, McHugh, and Zubillaga (2010) argue that there is needed to adopt an new approach to develop strategy for social media implementation, this new approach contains three elements as stated below, each element will consist of various aspects that contribute to social media implementation of a firm.

Additionally, according to previous studies and secondary data as aforementioned, we noticed there are various types of social media platforms are adopted by SMEs for business purposes, since the authors do not know which social media platforms are incorporated by SMEs in the context of Sweden, they decided to use social media platforms A, B, C, D, E to represent those social media platforms which are used by SMEs. The detailed information about particular social media platforms which are employed by SMEs in the current study will be illustrated in empirical data chapter, and a detailed description of them will be present in Appendix 1.
3 Methodology

This chapter presents how current study is designed and conducted by authors. Different methods that are adopted in the current study are explained and reflected with relevant methods, theory and the current study purpose. They are regarding to research approach, strategy, data source, data collection method, data analysis method, data collection instrument, ethical consideration and quality criteria. At the end, the author summarizes the method and displays it with in form of a table.

3.1 Deductive Research Approach

The aim of this study is to identify and evaluate the aspects that are incorporated by SMEs when implementing social media. Thus, we want to acquire knowledge about how companies can adopt popular social media platform in order to acquire business growth. According to
Bryman and Bell (2011) that a deductive research approach utilizes existing theory from previous research to formulate a more generalized view of correlation between theory and research. In this study, the authors take advantage of existing theories to develop the research model and interview questions, and the results of this study will contribute to bring up a generalized guideline for other SMEs how to adopt social media appropriately. Therefore, this study employed a deductive research approach. In this study, the authors adopt the Three Elements of Effective Social Media Implementation Theory (mindful adoption, community building and absorptive capacity) from previous studies to investigate how SMEs manage their network of social media applications and how they utilize social media to interact with their customers and stakeholders. The Three Elements of Effective Social Media Implementation Theory and other relevant theories in chapter two play as foundation for our subject, as Ghauri and Grønhaug (2005) and Bryman and Bell (2011) state that a deductive approach starts with collective and reviewing of existing theories from previous studies to generate the hypothesis for the relevant topic thereby motivating for further research.

3.2 Qualitative Research Strategy

Though there are two research strategies that is to say; Qualitative and quantitative, unlike quantitative research, qualitative research puts more emphasis on words rather than numbers (Bryman & Bell, 2015). Furthermore, Bryman & Bell (2015) states that the qualitative research strategy is argued in a number of ways of what quantitative research is not, this implies that during this study only qualitative research is going be reflected while collecting data. The authors chose to use a qualitative research strategy even while collecting the empirical data and also during the carrying out of interviews.

Qualitative researchers take keen interest in expressing the accuracy and transparency of their methods (Armstrong, Weinman and Marteau, 1997). The authors of this paper have documents all the processes so that it can be proofread by another. Furthermore Armstrong, Weinman and Marteau (1997) states that by maintaining the data collected is organized to make it easy for other researchers to analyze the data collect. The authors ensured that the data collected was systematically organized to make it easier for readers to inspect and interpret their research.
3.3 Data Sources

According to Zikmund et al. (2010), researchers can gather data for a study either through primary data or secondary source. In current study, the authors take advantage of both primary data and secondary data. As aforementioned, the authors start by collecting and reviewing mass studies in relation to the chosen topic to present the theoretical conception in chapter two and to formulate interview questions. Those reviewed articles provide reliable and valid secondary data for current study as they are commonly used, and it is easy to access. As Zikmund et al. (2010) and (Bryman & Bell, 2015) state that secondary data is easily available, and it is based on the data collected by previous studies regarding to their particular research purpose. Secondary data will present a deep understanding of this specific study to reader (Zikmund et al., ; and Bryman & Bell, 2015).

Later the authors collected primary data to fulfill the research purpose as to gain knowledge about what are the aspects that are incorporated by SMEs when implementing social media in by interviewing six SMEs which has implemented social media to boost sustainable business growth. Bryman and Bell, (2011) demonstrate primary data is contrast to secondary data, it referred to as gather first-hand empirical data for a specific object through interviews, to conclude a specific study in mind through interviews, observations, or surveys. The authors choose utilize primary data since the existing knowledge regarding to how SMEs can use social media to boost business growth still is missing. As Bryman and Bell (2011) shows that a researcher can obtain relevant and unique data for their a specific study by adopting primary source if they cannot find valuable secondary data, then the newly acquired data is updated.

3.4 Data Collection Method: Semi-structured Interview

As aforementioned, this study limited the samples to six SMEs in Växjö in Sweden. The authors start review government official website and previous studies to check those SMEs in Växjö. Then the authors select 16 SMEs which has grown in recent years and has a future developing potential. Later, the authors review SMEs websites and other available platforms to investigate if they use social media to increase business performance and if the
implementation is perceived as properly. Simultaneously, the authors identify eight proper SMEs which the authors perceived as the best choice for the study. Finally, the authors selected six appropriate SMEs from these eight SMEs to conduct interviews after the first approaches, if they want to participant in our study or not.

The difference between qualitative and quantitative interviews is how the questions is designed, according to Bryman and Bell (2011), qualitative interviewing highlights to obtain an insight of the specific topic, the questions asked by interviewer are open-ended, which means new questions can be added and the question order can be different during the process. In accordance with Bryman and Bell (2011) semi-structured interviews commonly follow a qualitative study. Thus, in current study, the authors will choose semi-structured interviews by employing the Three Elements of Effective Social Media implementation Theory to develop interview questions. According to Culnan, McHugh, and Zubillaga (2010), these three elements are: mindful adoption, community building, and absorptive capacity. The authors will formulate five questions regarding to each element respectively. 20 semi-structured questions will be used to ask six SMEs in Sweden which has well implemented social media to increase on business growing. The detail information will be presented later in table 1 (Operationalization).

Those questions will be designed as open-ended, the interviewee can share their inside thought and ideas freely. Based on (Fisher and Buglear, 2010), open interview enable participant to guide the conversation, while the interviewer act as moderator to direct the interview is related to the research topic. Comparing to other type of data collection, semi-structured interviews assist the interviewer to acquire internal insights of their selected cases, and the interview has a strong-targeted focus (Fisher and Buglear, 2010; Yin, 2013). In this study, the authors want to make the interview more dynamic to emerge new angles of this topic and obtain in-depth insight or internal data of those interviewees, for instance, the company financial performance, which is aligned with Bryman and Bell (2011). The semi-structured interviews approach allows two-way communications between interviewers and interviewees, it assist to reduce misunderstanding and increase reliability (Bryman and Bell, 2011). The flexibility of semi-structured interviews enables participants understand the topic better and delve into important matter (Merriam, 2009; Galletta, 2013). The authors set appointments and carried out face to face interviews with the interviewees at their own
prefered times, these interviews were then audio recorded and transcribed by the authors to gather empirical data for the study.

3.5 Data Analysis Method

Merriam (2009) states analysis as the most advanced section of a research. The authors use of the data collected from the interviews conducted to recreate a notion and provide vivid conclusions. Bryman & Bell (2015) states that this stage is essentially about decreasing on the data that has been gathered, in order to ease its understanding. The authors intend on incorporating this by using coding after the interviews have been transcribed. During coding of transcribed interviews, data is simplified and labeled and themes are then created (Bryman and Bell, 2015). The use of thematic analysis was also practiced by authors so that the interpreted data was made more understandable and systematically organized, though data analysis can also be defined as the translation of secondary data (Bryman & Bell, 2015). By the practise of thematic analysis which is defined to be the inspection of themes that tend to be categorised as important to describe a phenomenon (Daly, Kellehear and Gliksman, 1997), thematic analysis is also considered to be form of recognising of patterns while carrying out an analysis of data (Fereday and Muir-Cochrane, 2006). The authors during this study used articles from the archives of the university in order to raise and justify arguments raised in the various sections of this paper, this was the secondary data used and interpreted to best fit the paper.

3.6 Sample Selection and Sample Size

Understanding the population and samples play a vital role when researcher wants to gain a generalized view of a specific topic, the sample which that is selected for a topic should on behalf of certain types of population if the research wants to generate useful and relevant results (Bryman and Bell, 2011). In current study, the authors want to identify the aspects that affect SMEs while implementing social media in a better way for the purpose of providing generalized guideline for other SMEs. Therefore, the samples will limited to those SMEs which have adopted social media in order to be consistent with the research purpose and questions. Consequently, this study will employ purposive samples. According to Bryman and Bell (2011) that purposive sampling is a type of sampling method which has certain
features as selected for a specific purpose, and it’s usually adopted in a qualitative study. Moreover, the authors adopt non-probability sampling in this study as the sample is not selected randomly, the authors choose six SMEs has implemented social media which is located in Växjö city in Sweden. Additionally, there are two types of purposive sampling: snowball and theoretical sampling. The authors choose to go with the theoretical sampling since the selected proper samples are based on the theory (Auerbach and Silverstein, 2003).

In addition, Bryman and Bell (2011) address the importance of sample size of a study, as Eisenhardt (1989) suggests that four to ten cases in a qualitative research will be enough to generate comprehensive results and to balance the research significance with the time consumed. This study designed to ask six SMEs in Sweden which have implemented social media to hike business growth by considering the time feasibility. Reasonable sample size enables the researcher to focus on the essential issues. The interviewees will be the manager of selected SMEs, who have a good knowledge of their company business development strategies. They can be sales manager, general manager and Chief Executive Officer.

3.7 Data Collection Instruments: operationalization

In this section the authors illustrated the operationalization regarding to current study. As we can see, they are divided to four sections: concept; concept definition; questions; source. The authors totally developed 20 interview questions in related to four concept. The first five questions are formulated to reflect social media on how it was used to promote business performance, then the authors generated five questions regarding to the three elements of developing capable social media implementation respectively. As illustrated in Figure 1(Conceptual Model) in chapter 2, social media implementation consist of three elements, they are implying mindful adoption, community building and absorptive capacity. Each one of them has been elaborated in theory and relevant questions, additionally, all interview questions are developed according to the table 1.

The mindful adoption concept was used to find out how SMEs employ social media, followed by community building to know how online communities are used and lastly absorptive capacity to know what is done with the knowledge obtained from social media.
Each of these concepts were then defined to ease the reader's understanding as to why we selected each of the questions in accordance to these concepts. Twenty interview questions were then formulated with the guidance of the concepts, each of these questions played a significant role in the empirical data collected in order to derive an analysis. All concepts and questions are supported by relevant source that was cited. We also had additional information while asking the interviewees to make easy for them to understand what we were asking as seen in some questions such as question 2. The questions where checked with the professional lecturers who have relevant knowledge in regards to this specific area, a trail interview was then conducted and some changes were made to suite the next actual interviews.

<table>
<thead>
<tr>
<th>Concept</th>
<th>Concept definition</th>
<th>Questions</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social media</td>
<td>Several studies confirm that firm can boost various business growth by adopting social media (Geho, Smith &amp; Lewis 2010; Derham, Cragg and Morrish, 2011; Stockdale, Ahmed and Scheepers, 2012).</td>
<td>1. Does your firm adopt social media to boost business growth?</td>
<td>Culnan, McHugh &amp; Zubillaga (2010)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3. What is the purpose of adopting social media?</td>
<td>Derham, Cragg and Morrish (2011)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4. What is your organization’s culture, your target customers and your business objective?</td>
<td>Culnan, McHugh &amp; Zubillaga (2010)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5. What kinds of business value has your firm acquired or want to acquire by implementing social media platforms?</td>
<td></td>
</tr>
<tr>
<td>Mindful adoption</td>
<td>A firm must adopt a mindful decision to win the desired benefits, which mean to adopt the right social media tools in a right way, and in the right time during the whole implementation process (Culnan, McHugh &amp; Zubillaga, 2010).</td>
<td>6. Do you think the adopted social media platforms match your organization’s culture, your customers, and your business objectives? Why and Why not?</td>
<td>Culnan, McHugh &amp; Zubillaga (2010)</td>
</tr>
<tr>
<td></td>
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<td>7. How your firm structure the governance of its social media applications? Do you think your firm assign the responsibility to related and proper skilled employees?</td>
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<td>8. Does your firm utilize metrics for measuring the value of your social media applications? If yes, how?</td>
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<tr>
<td></td>
<td></td>
<td>9. How does your firm make those social media applications easy to find for your target online customers?</td>
<td></td>
</tr>
</tbody>
</table>
10. Does your firm pay attention to manage risk issues for your online customers? If yes, how?

**Community Building**
This is described as the process of creation and maintaining an analytical group of critics who identify a community and constantly involve themselves. (Culnan, McHugh & Zubillaga, 2010)

11. Does the business participate in online communities?
   a) if yes, does it see any value in participating in online communities
   b) if no, does it consider having an online community? why?

12. Is there a person in charge of creating/updating the content continually?

13. Does your firm pay attention to the norms and policies of public social media platforms? How?

14. Is there are formal policies for acceptable user-generated content and behavior for both their customers and their employees to avoid legal risk? If yes, What?

15. Is there a retention strategy for community members? If there is, what is it?

**Absorptive capacity**
This is portrayed as the business’ ability to perceive and attain new knowledge from customers and exploit this knowledge to their advantage. (Culnan, McHugh & Zubillaga, 2010)

16. Does the firm has a person monitor the social media content that created by users?

17. Are some of the firm’s decisions based on the comments from customers from the social media sites?

18. Do the firm given individual responses to customers or you link social media applications with your existing web services?

19. Is there a timeline for feedback to customers? What is the timeline and the repercussions for delayed feedback both to the company and customer?

20. Does your firm create a report for the social media transactions and share knowledge across the firm to develop procedures / expertise for company?

Culnan, McHugh & Zubillaga (2010)

Culnan, McHugh & Zubillaga (2010)


Table 1: Operationalization

3.8 Quality Criteria

Though Bryman & Bell (2015) state that the researcher can use of reliability and validity to determine the quality of a study, the authors of this paper used reliability and validity to
assess their research not only through external and internal reliability as supported by Bryman & Bell (2015); LeCompte and Goetz (1982).

3.8.1 Reliability

Robson (2002) defines reliability as a method of assessing quality criteria by researchers to check on the legitimacy of their research by using the four main threats that affect reliability, that is to say; the possibility of occurrence of error, bias of participants, errors by observers and misinterpretations by observers. Though the authors of this study overcome these challenges by using semi-structured interviews that guided their respondents on what information was needed from their response. Other solutions formulated by the authors of this paper to some of the challenges stated by Robson (2002) were that in case of delicate information, the authors asked the questions and consistently restructuring it in different ways so as to avoid misunderstanding and bias, Saunders et al (2009) also states that the interviewer can give option to the respondents to be anonymous to avoid bias in case the interviewee afraid to review true information. The authors also recorded and transcribed the interviews and later coded the interviews in order to avoid misinterpretation by respondents and observers.

According to LeCompte and Goetz (1982), reliability is centered on reproducing the same scientific findings data collected. Furthermore, LeCompte and Goetz (1982) cited that reliability can be attained both externally and internally. Internal reliability as stated by LeCompte and Goetz (1982) is the extent to which two researchers when provided with work that has already been constructed, would be identical with the data collected by the original researcher. It is with this that it is found to be suitable for this research. Dudovskiy (2018) provides an idea of inter-rater reliability where reliability was ensured by two researchers were on the same research. Using Dudovskiy (2018), respondents were subjected to exchange between the two researchers.

Armstrong, Weinman and Marteau (1997) also emphasizes on the use on inter-rater reliability in order to assess quality criteria of research by using independently coded data to check data reliability, the use of transcripts from the interviews of the SMEs using social media that have
been coded by the authors of this study, has made it possible to utilize inter-rater reliability as method to assess the reliability of the research.

3.8.2 Validity

LeCompte and Goetz (1982) view validity as a fundamental element of research design and also considered it a major strength to the credibility of reliability. Bryman & Bell (2015) explain respondent validation as a process through which the individual doing research provides feedback to his respondents on his findings. The authors of this paper provided accountability of their findings to the respondents after transcribing is done, the transcribed interviews were also sent to the respondents. Bryman & Bell (2015) also states this as a way of affirmation from the participants of their interviews and also obtain good analogy, confirmation and relation from the respondents, this is considered as a form of respondent validation in qualitative research. To receive further validation the authors also backed up and integrated their research with theories and other academic material such as articles in order to have conceptual framework.

To further assess the validation of this study the authors used both internal and external validation LeCompte and Goetz (1982): Campbell and Stanley (1963); Cook and Campbell (1979) state that internal and external validity issues are interrelated but they can as well be split and discussed separately. LeCompte and Goetz (1982) defines internal validity as the degree to which the legitimacy of scientific observations represent reality, Bryman & Bell (2015); LeCompte and Goetz (1982) also explains internal validation as a comparison between the theoretical concepts developed by researchers and their observations, the researcher is also to maintain a loop between both of these. While external validation expects researchers to generalize their findings across all the social settings they have laid out for their research (Bryman & Bell, 2015). This is made it difficult for the authors to implement since they used the six cases which are few samples as supported by Bryman & Bell (2015); LeCompte and Goetz (1982) who stated that qualitative researchers face a problem with external validity due to their common habit of using few samples and cases.
3.9 Ethical considerations

Bryman & Bell (2015) demonstrates that a researcher needs to consider the ethical aspects when they conduct interviews and select samples, it plays a crucial role on whether the participant will engage themselves with the interview process, and share their true feelings, all results in if the researchers can or cannot obtain desired original internal data for their specific study.

As aforementioned in data collection chapter, the authors chose six appropriate SMEs in Växjö in Sweden, after the authors made the decision regarding to the selected SMEs, the authors did the first approach by adding their public social media platform to send message to them or email them and ask if it is suitable for them to participant our interview. We further explained the purpose of this study and how we are going to conduct the interview, how the data will be handed. Finally, six SMEs were chosen to participant the interview. During the process of sampling, the author adopted the principles which demonstrated by Diener and Crandall (1978) and Bryman and Bell (2015) that business researchers need to pay high attention to certain ethical issues: harm to participant, lack of informed consent; invasion of privacy; deception. The authors also ensured that they portrayed a considerable level of transparency while carrying out interviews. Furthermore, these ethical aspects were adopt in the semi-structured interview process. Additionally, the authors follow the general guidelines which provided by the Norwegian National Research Ethics Committees regarding to the ethical consideration, they are respect; fairness; integrity; good consequences; availability of results; quality; social responsibility; laws and regulations; integrity; quest for truth; voluntary informed consent; academic freedom. For instance, we promised and ensured that all SMEs will be anonymous, we will use different names or symbol to represent them in our paper, the participants will be anonymous as well according to what they feel most comfortable with. As Bryman and Bell (2015) state for some special reasons, many interviewees do not want to reveal their true identity (Bryman & Bell, 2015). Besides, when the interview involves a company, there are always some sensitive questions, such as financial performance, useful social media platform. It is important to respect the interviewees if they will or will not to answer those questions. Finally, the authors decide to show the paper to those interviewees before the paper is published to ensure there are not important privacy information disclosure.
3.10 Methodology summary

Diagrammatic representation of methodology categories and current study choices selected by the authors as stated below.

<table>
<thead>
<tr>
<th>Methodology category</th>
<th>Current study choice</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research approach</td>
<td>deductive</td>
</tr>
<tr>
<td>Research strategy</td>
<td>qualitative</td>
</tr>
<tr>
<td>Data source</td>
<td>primary data and secondary data</td>
</tr>
<tr>
<td>Data collection method</td>
<td>semi-structured interview</td>
</tr>
<tr>
<td>Data analysis method</td>
<td>coding and thematic analysis</td>
</tr>
<tr>
<td>Sample and sample size</td>
<td>six SMEs in Växjö in Sweden</td>
</tr>
<tr>
<td>Data collection instruments</td>
<td>operationalization</td>
</tr>
<tr>
<td>Quality Criteria</td>
<td>reliability; validity</td>
</tr>
<tr>
<td>Ethical considerations</td>
<td>privacy protection; respect; interviewer transparency</td>
</tr>
</tbody>
</table>

**Table 2:** Methodology Summary

4 Empirical Investigation

*In this chapter, the authors will present the empirical data from six selected SMEs. First, the overview of six selected SMEs is displayed, it includes the six SMEs name, relevant business area and applied social media applications. Afterwhich, the social media implementation of six SMEs is illustrated respectively by reflecting those aspects that are incorporated by SMEs when implementing social media.*

4.1 Overview of six selected SMEs

<table>
<thead>
<tr>
<th>Case organization</th>
<th>Business</th>
<th>Applied applications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company A (Färsk)</td>
<td>Restaurant</td>
<td>Facebook, Instagram, Youtube, Tripadvisor</td>
</tr>
<tr>
<td>Company B (Sib)</td>
<td>Computer services</td>
<td>Facebook, Instagram, Google Plus</td>
</tr>
</tbody>
</table>
and support

<table>
<thead>
<tr>
<th>Company C (Mat)</th>
<th>Restaurant</th>
<th>Instagram, Facebook, LinkedIn</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company D (Tes)</td>
<td>Vintage store</td>
<td>Facebook, Instagram</td>
</tr>
<tr>
<td>Company E (Lny)</td>
<td>Hair and makeup salon</td>
<td>Facebook, Instagram, Snapchat, Twitter, Google Plus, LinkedIn</td>
</tr>
<tr>
<td>Company F (Glad)</td>
<td>Traffic school</td>
<td>Facebook, Instagram, Twitter, LinkedIn</td>
</tr>
</tbody>
</table>

Table 3 Overview of six selected SMEs

As seen in table 3, according to the current study, the authors employed six SMEs to conduct this research paper, the authors have named the companies A/B/C/D/E/F under pseudonyms of Färsk, Sib, Mat, Tes, Lny and Glad. Additionally, the business area of each company has been illustrated, and the practised social media applications regarding to each SMEs has been presented.

4.2 Six social media implementation cases of SMEs

The authors will demonstrate the social media implementation of six selected SMEs respectively by connecting to those aspects that are incorporated by SMEs when implementing social media, as discoursed in theoretical framework. The authors first illustrated whether those aspects are incorporated by SMEs when implementing social media in a table, the aspects are decision making about platform(s) and their deploying; governance responsibility; value metrics; accessibility; risk management; online community followers growing; content creation and updating; norm/policies of social media and user generated content acceptance policies; incentive strategy; monitoring social media sites; comments utilizing for future development; message processing rules; customer feedback timelines and report creating and sharing. Then detailed information from semi-structured interviews are written.
4.2.1 Färsk’s Social Media implementation

<table>
<thead>
<tr>
<th>Färsk’s Social Media</th>
<th>Platforms</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>● Facebook (1 page)</td>
</tr>
<tr>
<td></td>
<td>● Instagram (1 site)</td>
</tr>
<tr>
<td></td>
<td>● Youtube (1 site)</td>
</tr>
<tr>
<td></td>
<td>● Tripadvisor (1 page)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Primary application(s)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>● Customer service</td>
</tr>
<tr>
<td></td>
<td>● Promoting</td>
</tr>
<tr>
<td></td>
<td>● Customer relationship management</td>
</tr>
</tbody>
</table>

### Mindful Adoption

#### Decision making
- Adopt social media in late stage
- Utilize Facebook first, then gradually adopt other social media platform

#### Governance responsibility
- The boss (post content, reply comments most of time)
- The employees (reply comments sometimes)

#### Value metrics
- Not adopt metrics to measure the value, but confirm it has obtained various value.

#### Accessibility
- One social media hubs (homepage)
- The homepage has direct links to a social media site
- Färsk’s Facebook and Instagram account has linked to each other, but not others
- Social media sites can be directly searched

#### Risk management
- Not pay much attention, but employees did a simple training

### Community Building

#### Online community followers growing (critical mass)
- Facebook has 1.8 thousand fans
- Instagram has almost 200 fans

#### Content creation/updating
- Currently created content, most is posted by customers, and few is posted by the boss

#### Norm/policies of social media
- Not pay much attention, but Färsk believe they followed the rules

#### User-generated content acceptance policies
- No formal policies. Accept part of the comments, it depends on the comment is fair or not.
<table>
<thead>
<tr>
<th>Incentive strategy</th>
<th>• No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Absorptive capacity</td>
<td></td>
</tr>
<tr>
<td>Evidence firm is monitoring sites</td>
<td>• Yes, based on the post on Facebook and Instagram.</td>
</tr>
<tr>
<td>Utilize comments for future developing purpose</td>
<td>• Yes. Always pay high attention to the comments, and understand the customer's need for future development</td>
</tr>
<tr>
<td>Rules for message processing</td>
<td>• Respond individually to direct message</td>
</tr>
<tr>
<td>Customer feedback timelines</td>
<td>• As soon as possible when it is available, 5 minutes to 4 hours maybe</td>
</tr>
<tr>
<td>Report creating and sharing</td>
<td>• No report is created, but the firm share the knowledge immediately when they notice some issues.</td>
</tr>
</tbody>
</table>

**Table 4: Färsk’s Social Media**

As we can see from Table 4, Färsk adopts social media for business purposes. Färsk utilized Facebook, Instagram, Youtube and Tripadvisor to provide customer service, to promote and to manage the customer relationship. Besides, Färsk utilized social media for internal collaboration, for instance, use Facebook to communicate with employees. According to the statistics revealed from Färsk’s official social media account, their Facebook account has more than 1.8 thousand followers, Instagram has almost 200 fans, Youtube site was watched for hundreds times and Tripadvisor page has often been searched. Färsk is a medium size chain restaurant in Sweden, it has three branch restaurant, which located in Växjö, Goteborg, Alingsås respectively. Färsk believes the use of social media has helped them maintain the organization’s culture, target customers and business objective, as the boss said: “those social media platform showed our target customer that Färsk providing fresh ingredients, quality food, comfortable environment, great service, it will attract more customer to visit Färsk”. Färsk’s target customers range from children to elderly, mostly 10 to 70 years old, most of them use social media nowadays. The result from social media implementation illustrate that Färsk reached more customer, branded itself, enhanced internal collaboration and contributed to build customer relationships. As the boss stated: “With the help of social media, we reduced advertising cost, increased revenue, effectively solved the complaint and understand customer needs and meet their requirement. All these will result in Färsk to approach our
objective, which is to develop and expand Färsk around Sweden”.

Färsk realized the function of social media in a late stage when they notice that many customers use Facebook to post their experience with Färsk. Following Färsk decision to open the first Facebook page, and then gradually implement Instagram, Youtube and Tripadvisor. Färsk did not want to hire a professional person in charge of social media for the cost consideration, as the boss said:“ we want to save the cost, so I take the major responsibility of social media even though I am not well trained with it, I often post the content and reply to online customer”. But the boss added that all the comments from social media is opening to all staffs, normally the comment is regarding to the taste, like some dishes are little salty in some days, therefore all the chef in Kitchen who will reply these comment and communicate with those customer, they try to solve the complain and make the customer satisfied. But in the future, Färsk considered to assign someone in charge of social media as the boss stated:“ We need to have some professional people to take advantage of social media to promote and brand our restaurant to attract more customers when we become a more bigger size. Färsk did not adopt some metrics to measure the value that they acquire from social media, but they confirmed that they noticed Färsk has obtained various values as aforementioned. As the boss said:“Färsk has increase revenue by adopting social media as we get requires and orders from social media platform, and it saved the advertisement cost, since it is free for us to advertise our restaurant and food”. Färsk get more and more followers in all social media platform, or more online visitors. Additionally, by adopting social media, Färsk can immediately notice if someone are not satisfied with their restaurant. The boss mentioned:“ when customer write the bad comments on social media platform, we immediately communicate with the customers, and solve the complaint, it is really important to help Färsk to strengthen the relationship with older customer, and stay a good reputation”. Moreover, Färsk stated it helps the employees who work for the restaurant to communicate with each other and manage things regarding Färsk, so Färsk become more effectively organized. Färsk has a homepage as the social media hub, the homepage list all the link of our social media platforms. Färsk’s Facebook and Instagram account has linked to each other, but not linked to others. Färsk did not pay much attention to risk management, but for their employees, they did a simple training about how they reply to customers, and they believe they have followed the rules regarding to those platforms.
Färsk has the online community in Facebook(1.8 thousand) also Instagram(almost 200 fans). The online community followers is gradually growing as Färsk wanted. Most of the content is created by their customers. There customer upload the picture of food and experience in Färsk, as the boss mentioned: “the online community increased our brand awareness, attract more customers and increased our profit”. Additionally, the boss sometimes post the photos of the food, restaurant, and upload some videos. Färsk did not pay much attention to the norm and policies regarding to social media, they think they will not do something wrong. Färsk did not have formal policies for acceptable user-generated content and behavior for both their customers and their employees to avoid legal risk, but the boss argued: “we try pay attention to understand the problems which customer faced and improve it”. Färsk perceive themselves as a well known restaurant in Växjö, so basically they do not provide rewards for community members, but they give discount for group visiting, and for loyal customers. Based on the post on Facebook and Instagram, we can see that Färsk is monitoring the social media sites. They alway pay attention to comments for future developing, as the boss said: “We will have weekly or monthly meeting to discuss those comments and make improvement immediately”. They do not have police for accepting the comment, they may accept some comments for future development, and some comments will be ignored if they perceive it is not fair. Anyhow they will respond individually to all direct message as soon as possible, the timeline normally from 5 minutes to four hours. Färsk did not create report regarding to social media implementation, but they will share the knowledge to others if there are some issues need to be improved.

**4.2.2 Sib’s Social Media implementation**

<table>
<thead>
<tr>
<th>Sib’s Social Media</th>
</tr>
</thead>
<tbody>
<tr>
<td>Platforms</td>
</tr>
<tr>
<td>● Facebook (1page)</td>
</tr>
<tr>
<td>● Instagram (1page)</td>
</tr>
<tr>
<td>● Google Plus (1page)</td>
</tr>
<tr>
<td>Primary application(s)</td>
</tr>
<tr>
<td>● Customer service</td>
</tr>
<tr>
<td>● Marketing</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Mindful Adoption</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decision making</td>
</tr>
</tbody>
</table>
| ● Adopted Facebook and Google Plus at an
| Governance responsibility | early stage  
|:--------------------------|-----------
|                          | Late adopt Instagram  
| Value metrics            | The store attendant (notify on new items in store, reply to feedback from customers, check on reviews made)  
|                          | They use metrics to view how many reviews have been given from customers  
| Accessibility            | One social media hub (homepage).  
|                          | There is no direct link from website to Facebook but only to Google Plus.  
|                          | No link between Facebook and Google Plus.  
|                          | Ability to directly search social media sites.  
| Risk management          | Yes, risks are handled by making refunds  

### Community Building

| Online community followers growing (critical mass) | Facebook page has more than 200 fans  
| Content creation/updating | Creation/updating of content done by person on duty  
| Norm/ policies of social media | No attention to norms  
| User-generated content acceptance policies | No formal policies, though comments are accepted.  
| Incentive strategy | None  

### Absorptive capacity

| Evidence firm is monitoring sites | Yes, based on the post on Facebook and Instagram.  
| Utilize comments for future developing purpose | Yes, always pay attention to comments and used for future developing  
| Rules for message processing | handled in real time but not stored  
| Customer feedback timelines | depends on the time the comment is received  
| Report creating and sharing | No  

**Table 5: Sib’s Social Media**

From analysis gathered as seen in table 5 Sib is an small enterprise electronics store that is
well vast with Information Technology equipment and uses social media to run their day to day business. Their main purpose is to gain popularity not only as a business but also in Växjö, they see the use of social media as an advertisement tool and a means of making customers aware of their good service. Social media is also used by Sib to make announcements on activities carried out by the business such as their biannual video game contest where customers are invited to play their self chosen games with friends without a cost, this function has thus helped promote their purpose. Sib uses Instagram, Google Plus and Facebook and have acknowledged that with the use of these social media platforms they have seen a slight increase in the business growth due to the increase in customer awareness.

“We use Facebook, Google, we pay monthly to advertise for us and also we have review on Facebook, people can put their reviews when they are satisfied it's like the other way to introduce our services to their other people who follow or search for us. We also use Instagram because it shows our customer pictures of the items we are selling especially when we have new items on sale.” store attendant, Sib.

Sib’s Facebook account has about 200 followers. The online community followers is annually increasing as Sib wished. Sib says that Facebook is more of an advantage to them as business as compared to Google Plus since they can take control of the site by deleting any inappropriate messages or reviews made by a customer which does not reflect a good image to their business but this is not an option for Google Plus. Though they would also choose Google over Facebook, the reviews made from customers have helped them gain trust even with an unfinished website. Instagram is also used by Sib due to its location pins and pictorial advantages. “We also use Instagram because it shows our customer pictures of the items we are selling especially when we have new items on sale.” store attendant, Sib. The business has also made it a habit to ask their customers to leave good reviews on their social media platforms about a product that has been purchased at the store in order to impress new customers. The use of Facebook, Instagram and Google Plus has facilitated Sib with dashboards and diagrams in order to help them monitor and measure metrics, with this they are able to view how many online chats are active and how many followers have been obtained though they are not specifically able to know how many customers have been obtained due to their use of these social media platforms. Sib manages risks that come about due to the use of Google Plus and Facebook by giving refunds.
Sib does participate in online communities on Facebook that is made public so there are no limits in regards who can view their business profile. The person in charge of updating the content on is the store attendant, emphasis has been put on the daily updating especially when new products have been acquired so this is a way of notifying the customers of new stock. Not much attention is put on the norms and policies for these social media platforms chosen. In regards to replying to feedback from Customers Sibs store attendant ensure quick responses but only on working days that is Monday to Friday, any message sent on a weekend is usually replied to on Monday morning.

### 4.2.3 Mat’s Social Media implementation

<table>
<thead>
<tr>
<th>Mat’s Social Media</th>
<th>Platforms</th>
<th>Primary application(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>● Facebook (1page)</td>
<td>● promoting</td>
</tr>
<tr>
<td></td>
<td>● Instagram (1site)</td>
<td>● selling</td>
</tr>
<tr>
<td></td>
<td>● LinkedIn (1site)</td>
<td>● Reach more customer</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Branding</td>
</tr>
</tbody>
</table>

#### Mindful Adoption

<table>
<thead>
<tr>
<th>Decision making</th>
<th>Adopt Facebook and Instagram from beginning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance responsibility</td>
<td>The boss (post content, reply comments)</td>
</tr>
<tr>
<td>Value metrics</td>
<td>Not adopt metrics to measure the value, but confirm it has obtained various value</td>
</tr>
<tr>
<td>Accessibility</td>
<td>One social media hubs (homepage)</td>
</tr>
<tr>
<td></td>
<td>The homepage has direct links to Facebook, but not Instagram</td>
</tr>
<tr>
<td></td>
<td>Mat’s Facebook and Instagram is not linked each other</td>
</tr>
<tr>
<td></td>
<td>Social media sites can be directly searched</td>
</tr>
<tr>
<td>Risk management</td>
<td>Yes, the boss control the content</td>
</tr>
</tbody>
</table>

### Community Building

<table>
<thead>
<tr>
<th>Online community followers growing (critical mass)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facebook has more than 200 fans</td>
</tr>
<tr>
<td>Instagram has more than 400 fans</td>
</tr>
<tr>
<td>Content creation/updating</td>
</tr>
<tr>
<td>------------------------------</td>
</tr>
<tr>
<td>Norm/policies of social media</td>
</tr>
<tr>
<td>User-generated content acceptance policies</td>
</tr>
<tr>
<td>Incentive strategy</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Absorptive capacity</td>
</tr>
<tr>
<td>Evidence firm is monitoring sites</td>
</tr>
<tr>
<td>Utilize comments for future developing purpose</td>
</tr>
<tr>
<td>Rules for message processing</td>
</tr>
<tr>
<td>Customer feedback timelines</td>
</tr>
<tr>
<td>Report creating and sharing</td>
</tr>
</tbody>
</table>

**Table 6: Mat’s Social Media**

Table 6 illustrates that Mat adopts social media to promote, brand, sell and reach more customers. Mat has adopted Facebook and Instagram. Besides, Mat utilized LinkedIn for company employment. Mat believe that Instagram and Facebook are the trend nowadays, firm must use it to engage with target customers. Mat is a small size Pizzeria / restaurant in Växjö. Their target everyone who love Pizza and delicious food in Sweden, 80 to 90% are student in Linnaeus University, but they hope to attract more people from other area of Växjö. They think social media helped Mat to reach their target customer, as the owner said:“most of our customer are young people, nowadays all young people use social media, like Facebook, Instagram. We must use it to reach those customers, and utilize it to promote our pizza, our food, and attract online customers to visit our restaurant”. He further added:“*the result of Mat’s social media implementation shows that Mat obtain sales growing, revenue*
increasing, reach and attract more customer, improved brand awareness and built sustaining communication channels with the customers”. According to the owner, the implementation of social media assist Mat to grow, to expand the business, and it may help Mat to reach it goal as developing a chain Pizzeria/ restaurant. Therefore, the implementation of social media match the organization’s culture, target customers and business objective.

Mat noticed the importance of social media at an early stage, they adopt Facebook and Instagram at the beginning when the business start. Mat considers the firm is a small size, therefore they do not have extra expense to hire a person in charge of social media, but Mat considers doing it in the future when the business grow bigger. Currently, the boss is responsible for the social media section, even the boss perceive herself are not professional with it. Mat does not adopt formal metrics to measure the business value from social media. The boss said: “maybe we just did not think about it. Anyhow we noticed we has increased the business revenue after we use social media, it helped us enhance the brand awareness, attracted more customers, and we often got order from Facebook/Instagram, additionally, the advertisement cost reduced”. Mat have a homepage as the hub of social media, there they list their Facebook link, but not link to Instagram, and their Facebook and Instagram page did not connect to each other. Their social media sites can be directly searched. Mat do pay attention to risk management, the boss is the only one who control the social media content.

According to the statistics indicated from Mat’s official social media account, Mat has an online community in Facebook and Instagram, their Facebook account has almost 200 followers, Instagram has more than 400 fans. The online community fans are gradually increasing since Mat put effort on it. The content is currently created by both customers and the boss, the boss update the content one to three times a week. The boss usually post various delicious food pictures and the customers like to share their experience in Mat’s online community. The owner said: “online community improved our brand awareness. We gain more and more customers from the online community, which mean it increased our revenue”. Mat did not pay much attention to the norm and policies regarding to social media, they perceive it is not needed, they believe they have followed the rules. Mat does not have formal policies for acceptable user-generated content and behavior for both their customers and their employees to avoid legal risk. As the owner stated: “we accept all comment, we want to
provide our best service to customer and try to meet all the requirement from customers”. Mat provide some free buffet coupon sometimes with other student organizations, or they arrange a competition, so people can win the free lunch. Based on the post on Facebook and Instagram, we notice that Mat monitor the social media sites. Mat do not have police for accepting the comment, the owner mentioned: “we often accept all online comments for future development and make improvement immediately. For example, some customers do not want to have egg in the lunch buffet, then we take out it, and add other things which the customers like to attract more people”. Anyhow they will respond individually to all direct messages as soon as possible, the timeline normally from 5 minutes to two hours. Mat never creates report regarding to social media implementation. They perceive it is unnecessary as they often solve the problem and make improvement very quickly.

4.2.4 Tes’s Social Media implementation

<table>
<thead>
<tr>
<th>Tes’s Social Media</th>
<th></th>
</tr>
</thead>
</table>
| Platforms | ● Facebook (1page)  
● Instagram (1page) |
| Primary application(s) | ● Marketing  
● Reaching news to customers eg events |

Mindful Adoption

| Decision making | ● Adopted Facebook from the start of business |
| Governance responsibility | ● The two business owners |
| Value metrics | ● Analysis only done from reviews of already purchased products |
| Accessibility | ● One social media hubs (homepage)  
● Direct Link to Facebook from their homepage  
● Social media platforms are not linked  
● Social media sites can be directly searched |
| Risk management | ● Immediate replies  
● Refunds |

Community Building
As seen in table 7 Tes’ business is a small enterprise and vintage store that uses social media mainly for marketing purposes and to also gain close customer relations, Tes says the use of Facebook as their main social media platform has also made it easy for them to alert customers on new stock and and events going to take place. Tes’ business owner made a comparison between their previous use of newspapers for advertisement and their current of social media and with this they realized they saved a significant amount of costs and reached more potential customers due to the current growth of social media usage by the customers they are trying to attract. “We realized not so many people read newspapers anymore so we resorted to using Facebook to advertise it’s an easy way to get out with saving costs of marketing” Business owner, Tes.
The adoption of social media has also promoted their business objective and culture with the help of the pictorial updates made which Tes acknowledges that they gain no money from but it helps they create personal relations with customers. The posts are always updated by one of the two business owners and at times at trainee with granted permission from the business employer this is mainly because of fear of losing control of the business’ social media platform. Tes does not keep value metrics on Facebook but can confirm that most of their customers do come from the use of Facebook. Tes has made it easy for them to target online customers Facebook by publicizing their online community on Facebook that has eases user accessibility, though some risks are attained from the use of social media for business, Tes has solved some of the risks by giving refunds when needed. The online community user is continually growing as they hoped.

Tes has not given attention to the norms and policies set out by Facebook. I regard to user generated policies, Tes has no company policies on what content community members or customers post on their page. Tes has also ensured that trainers who make posts are granted permission from the employer before a post is made, “we have talked about some of the job trainers who are well vast with social media to run the community it's nothing that we have decided but we are afraid of losing control so sometimes we have to get involved and agree to what is posted before its posted” Business owner, Tes. The use of retainment strategies on online communities is practiced quarterly every year such as the bicycle games and treasure hunting which helped Tes recognize some of their customers thus promoting their business purpose. This has made the customers comfortable enough to give feedback that is used sometimes by the business to make decisions such as a recent scenario where they had to compromise and reintroduce bicycle renting from a customer who had guests visiting and bicycles were needed but it would have been irrelevant and pricy for the, with this Tes had to waive their bicycle renting policy and provide the option of short term bicycle renting. Individual responses are also given to customers since the online community created is considered for business purposes, with this Tes has timelines for responses that are between 5 minutes and 2 hours though sometimes one of the business owners has to inquire from his or her partner and get confirmation before making a reply.
## 4.2.5 Lny’s Social Media implementation

<table>
<thead>
<tr>
<th>Lny’s Social Media</th>
<th>Platforms</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>● Facebook (1 page)</td>
</tr>
<tr>
<td></td>
<td>● Instagram (1 page)</td>
</tr>
<tr>
<td></td>
<td>● Twitter (1 page)</td>
</tr>
<tr>
<td></td>
<td>● Google Plus (1 page)</td>
</tr>
<tr>
<td></td>
<td>● Snapchat (1 page)</td>
</tr>
<tr>
<td></td>
<td>● LinkedIn</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Primary application(s)</th>
<th>Marketing (Advertising)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Branding</td>
</tr>
</tbody>
</table>

### Mindful Adoption

<table>
<thead>
<tr>
<th>Decision making</th>
<th>Social media adoption from start of business</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance responsibility</td>
<td>One business owner replies to social networks and the other replies to emails</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Value metrics</th>
<th>Yes, emphasis on value metrics with the help of Instagram</th>
</tr>
</thead>
</table>

### Accessibility

- One social media hubs (homepage)
- Direct links from the official website to all their social networks except Snapchat
- Lny’s Facebook, Instagram, Twitter, LinkedIn, Google Plus and Snapchat account has linked to each other
- Social media sites can be directly searched
- Personalizing posts made by application of the business logo

<table>
<thead>
<tr>
<th>Risk management</th>
<th>Owner control the risk</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Refunds are made.</td>
</tr>
<tr>
<td></td>
<td>Products bought can also be replaced</td>
</tr>
</tbody>
</table>

### Community Building

<table>
<thead>
<tr>
<th>Online community followers growing (critical mass)</th>
<th>Facebook more than 2100 fans</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Instagram more than 2200 fans</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Content creation/updating</th>
<th>Done by both Lny and satisfied customers</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Norm/policies of social media</th>
<th>No emphasis on norms and policies</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>User-generated content acceptance policies</th>
<th>No formal policies on user content though all comments are accepted</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Incentive strategy</th>
<th>practice competitions for loyal customers</th>
</tr>
</thead>
</table>
Evidence firm is monitoring sites
- Yes, based on the post on Facebook and Instagram, Twitter

Utilize comments for future developing purpose
- Annual surveys made to get customer opinions on products and services

Rules for message processing
- Encourage individual posts so as to attain reviews from potential customers

Customer feedback timelines
- Replies sent during work hours
- Or as soon as the message has been viewed by any of the business owners

Report creating and sharing
- Report is done weekly, monthly and annually.
- Annual reports made after surveys are carried out.

**Table 8: Lny’s Social Media**

Lny is a Hair and makeup salon that is a medium enterprise that has adopted social media from the day the business was started, they use social media for both branding and marketing purposes. The business’ main objective is to promote the people all over Sweden but most especially Växjö to live with healthy hair and skin. Social media networks such as Instagram, Facebook, Snapchat, Google Plus, LinkedIn and Twitter have assisted in advertising of both the salons products and services. “We don't have any other means of advertisement at all we haven't even paid for magazines it's just people who have liked and shared things and this has made it cheaper for us to make people aware of the salons presence.” Business owner, Lny.

They prefer to use pictorial posts mainly through Instagram so as to give customers an actual view of what products and services they are offering. Other pictorial Social Media platforms such as Snapchat have been used since they provide real time locations of the salons location. Lny has therefore been able to increase on their business performance after adopting social media, social networks such as Instagram have assisted them to measure their growth and value metrics by calculating the weekly, monthly and annual reports on call links of customers, customer gender and among many other benefits the best business hours. “From this we can see that we have increased our clients and we can see in our booking system from
social media bookings easily and last month we had about 300 clients booking appointments from social media” Business owner, Lny. Social Media has made it possible for Lny customers to book appointments online and get feedback from customers by easing access of target customers by providing a social media hub situated at the website directing customers social media networks they use which include Instagram, Facebook, Snapchat, Google Plus, LinkedIn and Twitter, Lny has also attached their logo to every post made on Instagram Google Plus and Facebook that has improved on the branding of their products and services. Just like other businesses the use of social media by Lny involved some risks, the business owner who controls posts made. “if it is the hairdresser who made a mistake or if it’s the communications if the person ordered a product and got the wrong product we could send them and say they could have them for free and we will send also new ones though the customers are not always right sometimes you need to think like that because it's good so they will be happy.” Business owner, Lny.

Lny participates in online communities on Facebook, taking part in these communities is a priority to the two business owner who have split roles as one is in charge of the social networks and another concentrates on emails. The online community followers is continually rising as they work on it. The use of local celebrities who go to the salon and use some of the products and services provided by Lny are posted in these online communities, this has influenced more customers who are fans to these celebrities. According to the norms and policies of this social media platforms Lny has not paid much attention to it with the view that they don't deal with anything illegal and waive this policy by having most of the posts done by customers who are satisfied with the services they have been rendered by the salon, therefore Lny is hardly liable to any legal issues. The firm has not policies to user generated information, though posts are always made by customers. The timelines for feedback to customer or member messages are during work hours that is between 7:00 am and 6:00 pm, in case a message is sent after working hours a reply is got at 8 am the next working day.

4.2.6 Glad’s Social Media implementation

<table>
<thead>
<tr>
<th>Glad’s Social Media</th>
<th>Platforms</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Facebook (1page)</td>
</tr>
<tr>
<td>Primary application(s)</td>
<td></td>
</tr>
<tr>
<td>------------------------</td>
<td>---</td>
</tr>
<tr>
<td>● Promoting</td>
<td></td>
</tr>
<tr>
<td>● Branding</td>
<td></td>
</tr>
<tr>
<td>● Customer relationship management</td>
<td></td>
</tr>
</tbody>
</table>

**Mindful Adoption**

<table>
<thead>
<tr>
<th>Decision making</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>● Adopt Facebook, Twitter at the beginning stage</td>
<td></td>
</tr>
<tr>
<td>● Later added LinkedIn and Instagram</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Governance responsibility</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>● Receptionist (update content, reply comments)</td>
<td></td>
</tr>
<tr>
<td>● IT company (design, fix IT problem)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Value metrics</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>● Adopted metrics to measure the value</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Accessibility</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>● One social media hubs (homepage)</td>
<td></td>
</tr>
<tr>
<td>● The homepage has direct links to all social media site except LinkedIn</td>
<td></td>
</tr>
<tr>
<td>● Glad’s Facebook, Instagram, Twitter, LinkedIn account has not linked to each other, but all list the homepage link.</td>
<td></td>
</tr>
<tr>
<td>● Social media sites can be directly searched</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Risk management</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>● Yes, for employers, properly trained, and certain comments need to discuss with the boss before reply</td>
<td></td>
</tr>
</tbody>
</table>

**Community Building**

<table>
<thead>
<tr>
<th>Online community followers growing (critical mass)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>● Facebook has 1.3 thousand fans</td>
<td></td>
</tr>
<tr>
<td>● Instagram has almost 300 fans</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Content creation/updating</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>● Currently created content, both by customer and Glad, most are posted by Glad, daily updating.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Norm/policies of social media</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>● Not pay much attention to this. Glad believe they have followed the rules.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>User-generated content acceptance policies</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>● No formal policies. Accept part of the comments, depends if Glad can make change or not.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Incentive strategy</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>● Yes</td>
<td></td>
</tr>
<tr>
<td>● Provide discount for members</td>
<td></td>
</tr>
</tbody>
</table>

**Absorptive capacity**
Evidence firm is monitoring sites

| Utilize comments for future developing purpose | Yes. Based on the post on Facebook, Instagram and Twitter |
| Rules for message processing | Yes. Review those comments to understand the customer's need for future development |
| Customer feedback timelines | Yes. Review those comments to understand the customer's need for future development |
| Report creating and sharing | Yes. Review those comments to understand the customer's need for future development |

Table 9: Glad’s Social Media

As we can see from Table 9, Glad adopts Facebook, Instagram, Twitter and LinkedIn for business purpose. Glad is one of the biggest driving schools in Växjö as a medium size firm. The main purpose of using those social media tools is promoting and branding their traffic school, they post most of student’s photo when the students pass the exam. Glad stressed: “the students are really happy when they get the driving license, those happy face shows other potential customers that Glad have a good ability to help them get the driving license, and the learning experience will be positive and happy”. Besides, Glad use the social media tools to communicate with customer and build customer relationship as well. The owner said: “we daily post which teacher will be available for what time, so if the student have time, they can see it and book it immediately. Moreover, the students can always ask Glad questions via social media”. Glad perceive social media in align with their organization’s culture, target customers and business objective since those social media platform help Glad to promote their organization culture as they called them the happiest traffic school, Glad want to provide enjoyable experience for their student, the student should not just for learning, but also enjoy the process. As the owner said: “those happy face of those student who get the driving license share the happiness to other student and potential customers, it promotes our traffic school. This advertising will attract all types of our customers”. Most of the customers are between 18 to 60, additionally, Glad provide driving lessons for special group, like pregnant women, elder people who are more than 70 years old. The social media platforms express the positive attitude of Glad around Växjö and result in growing their business. The result from social media implementation shows that Glad has grown customer, get more and
more followers in different social media platform, many of them become their customers actually. Consequently, Glad gain more profit. As Glad said:“ nowadays, we seldom use newspaper or magazine to promote the traffic school, we mainly use those social media tools, it saved lot of our advertising fee and marketing expense”. Moreover, nowadays almost everyone use those social media tools, so their customer always contact them via social media tool, like the students can check the available teachers or time, it helped Glad to build the relationship with customer, and help them to maintain the relationship with customers.

Glad mentioned that at the beginning, they used newspaper, magazine to advertise the traffic school, later, Facebook and Instagram become more and more popular, therefore they adopt Facebook and Twitter, nowadays, Instagram has gained huge popularity, so they adopt it as well, and they used LinkedIn when they look for new driving teachers. Glad have two receptionist who work every day, one of their receptionist have good education in financial and business, so the firm assign her in charge of social media content, but both of receptionist can reply those comments and messages. In addition, Glad paid an IT company to help them design their social media pages and sites, and fix IT problem. According to Glad:“ basically, we check the financial part to measure the value we has obtained from social media, one of our receptionist will run an online performance every month, this receptionist has a good ability of financial. From those report, we can see that the advertising cost has decreased, revenue has increased. Moreover, the service time has improved as we reply our customer much faster than before, it enhanced the customer satisfaction. Further we noticed the online visitor has increased as well, it improved the customer retention”. Glad have a homepage as a hub for those social media applications, so their customers can easily find those social media tools. In the homepage, Glad has listed links to all social media site, except LinkedIn as they perceive it is unnecessary. Their social media platforms are not linked to each other, but they have list the homepage link in each social media platform. Online visitors can search those social media sites in Google as well. Glad’s employees have been properly trained to avoid the legal risk, sometimes the employees need to discuss with their boss before they reply some comments.

According to the statistics showed from Glad’s official social media account, Glad has the online community in Facebook, Instagram and Twitter, Their Facebook account has more
than 1.3 thousand fans, Instagram has almost 300 fans, Twitter has many followers as well. The online community fans are continually increasing as they wished. As aforementioned, one of their receptionist is in charge of social media and update the content almost everyday. Regarding the norms and policies of public social media platforms, Glad said they did not pay much attentions for the norm/police of social media, but they believe they have followed all the rules. Glad do not have formal police, they accept some the comments, not all of them, Glad mentioned: “it depends on if the comments is useful and feasible, and if they can make change or not”. Glad always give discount to their members (include community member) to retain the customer. Based on the post and feedback on Facebook, Twitter and Instagram, we can see that Glad assigned a person to monitor the social media content that created by users. It is confirmed by Glad: “the person is the receptionist who take responsible for social media”. Those comments made by customers on the social media sites always reviewed by Glad to make future decisions. As Glad told they like to review those comments to understand the customer's need, and to see if they can make improvement. Most of time, Glad write to customer individually, but they also have link to their company website regarding to general questions. Feedback normally will made with 5 minutes to 4 hours, but Glad do not have a timeline for feedback to customers. Those online information will created as a report every month and every quarter by Glad, then they will share the knowledge to others colleagues in the company.

5 Analysis and Discussion

The collected empirical data through the semi-structured interviews with six SMEs is analyzed and discussed by the authors in this chapter. The declared objectives for adopting social media of six selected SMEs is displayed first in order to make readers understand the purpose why these SMEs adopt social media. Following the author analyzed and discussed the social media implementation of SMEs selected by reflecting the three elements of the new approach of social media implementation as aforementioned in theory chapter. Those relevant aspects that are incorporated by chosen SMEs are comprehensively discussed.

5.1 Declared objectives for adopting social media of selected six SMEs

<table>
<thead>
<tr>
<th>Objective</th>
<th>Company A (Färsk)</th>
<th>Company B (Silb)</th>
<th>Company C (Mat)</th>
<th>Company D (Tes)</th>
<th>Company E (Lny)</th>
<th>Company F (Glad)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>
Table 10 Declared objectives for adopting social media of selected six case organizations

<table>
<thead>
<tr>
<th>Branding</th>
<th>X</th>
<th>X</th>
<th>X</th>
<th>X</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online community building</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Customer relationship management</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Reach and attract customer</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Selling</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Promoting</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Sustaining communication channels with the customers</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Internal collaboration</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

According to the source as illustrated in empirical data chapter from selected SMEs, six chosen SMEs employed social media for different purpose. The authors list them as Table 10. They are: marketing; branding; online community building; customer relationship management; reach and attract more customer; selling; promoting; sustaining communication channels with the customers; internal collaboration. While all of six selected case organizations applied social media tools for online community building; customer relationship management and for reaching and attracting more customer. Besides, half of selected SMEs utilize social media tools for branding; selling; promoting; sustaining communication channels with the customers and internal collaboration. Only two SMEs used it for marketing.
5.2 Analysis and discussion of the social media implementation of selected six SMEs

5.2.1 Mindful adoption

Basing on those six selected cases, the data shows us that all selected six SMEs adopt social media for various business purposes. As Culnan, McHugh, and Zubillaga (2010) and Stockdale, R., Ahmed, A., & Scheepers, H. (2012) addressed the importance of mindful adoption decision for a firm in order to gain high benefits. One of the most important and common reasons why SMEs incorporate social media is to managing customer relationship, reaching and attracting more customer and building online community. Those social media tools utilized by selected SMEs are Facebook, Instagram, Twitter, Google Plus, Snapchat, LinkedIn, Tripadvisor and Youtube, while Facebook and Instagram are most popular and useful social media platform for those SMEs, all of six SMEs adopt them both. Culnan, McHugh, and Zubillaga, (2010) and Deans, P. C. (2011) highlight the significance of a firm choose a right technology to match their business purpose, they further emphasize the firms need to choose wisely about the platform and make sure the platform is aligning with the company business objective. As we can see from the empirical data, the usage of Facebook and Instagram is depending on the company, some firms use Facebook as the first platform, some firm update Instagram more often than Facebook and their Instagram site has more followers than Facebook page. All firm used Facebook at the early stage at the beginning of the business, later Instagram is adopted as well since the firm noticed the increased popularity of Instagram. The increased usage of Instagram has proved the statement made by several scholars (Davidsson, 2014; Kuhakoski and Seifert, 2015) that the new trend of Instagram as a social media tool has increased dramatically, therefore it is needed to investigate this new phenomenon. Besides, two selected SMEs used Twitters, half of them used LinkedIn, two firms utilized Google Plus, one company adopted Tripadvisor and Youtube, however, those accounts are not activating. The reason why each firm chose different social media platforms and with uneven usage was because they believed those social media can help them to achieve certain special business goal of their company. It refer to the statement made by several scholars that the firm need to pay high attention to make a good decision about platform(s) and their deploying in the beginning, which is aligning with the company culture, to achieve branding improving and to contribute the business objective of this firm (Culnan,
McHugh, and Zubillaga, 2010; Deans, P. C. 2011; Stockdale, R., Ahmed, A., & Scheepers, H. 2012). From the information revealed by six SMEs, all selected SMEs believe social media is in alignment with their organization’s culture, target customers and business objective since it helps them to achieve the business purpose, which they want to get from social media, such as reaching and attracting more customer, branding the company, growing the business.

Regarding the governance responsibility, except Glad has receptionist and Sib has store attendant to create/ update content and reply online comments, all other four SMEs are responsible by the owner as they want to save the company cost. Not any selected SMEs want to hire a professional and skilled person in charge of social media part. The important of assigning the governance responsibility of its social media applications with relatively skilled employees has been highlighted by Culnan, McHugh, and Zubillaga, (2010); Deans, P. C. (2011). From the data revealed from six SMEs, those SMEs lack financial support to hire professional employees to take responsibility of social media platform even they noticed the importance of skilled workers for company developing. Moreover, most of selected SMEs did not adopt value metrics to measure the value which they acquired from the social media platforms, except Lny and Glad has a close checking with the obtained value from social media. Deans, P. C. (2011) and Culnan, McHugh, and Zubillaga, (2010) underline a firm need to adopt a value metric for growth identifying, the result will help the firm to examine whether the social media reflect the company objective. Since Lny and Glad employed value metric, they clearly noticed the community size, active user percentage and growing outcome of each social media platform, therefore they know which social media platform is align with their business objective, and which platform they should pay more attention and how to develop further usage strategies. Anyhow, all selected SMEs claim they have noticed the value they acquired from social media even they did not apply any measure metric, such as fans increased in their social media community, they reach more customer, the advertisement cost has reduced, but they cannot distinguish the detail outcome between different social media platform.

All selected six case organizations have realized the importance of accessibility. Making sure all social media applications easy to access can attract more online users (Deans, P. C. 2011;
Culnan, McHugh, and Zubillaga, 2010). All six SMEs has the homepage as the social media hubs, most of them has direct links from the homepage to those social media site, special for Facebook, Instagram. Additionally, all SMEs´ social media sites can be directly searched by putting in the keywords in different search engines. Anyhow those social media platforms have not been linked to each other with all of SMEs, but they all list the homepage link. For example, Färsk’s only linked their Facebook and Instagram account, but not link others social media platforms. Regarding the risk management, most of selected SMEs did not properly trained the employees, and in most of the case, the owner has a control of the replied comments. Flavián & Guinalíu, (2006); Culnan, McHugh and Zubillaga, (2010); Zhang, J. et al., (2017) state risk may occur with social media usage if the data did not hand properly, the firm should train the employees of permissible form to avoid information disclosure, intellectual property leakage and other problems. Even the employees are not well trained in risk management, but they have certain risk control rules. As Mat, Tes, Lny, Glad mentioned, normally the owner is responsible to reply the comments, and employees need to confirm with the owner regarding to some new situations. Moreover, half of the selected SMEs (Sib, Tes, Lny) try to make refund if the customer is not satisfied with the product or service.

5.2.2 Community building

According to Culnan et al., (2010) the investment on maintaining businesses through online communities have yielded benefits. In regards to our six specifically chosen cases, Färsk, Tes, Lny and Glad having high critical mass ranging from 1000 thousand fans to 1.8 thousand fans, with these numbers of members in communities these businesses have attained positive outcomes. Businesses such as Lny have went ahead to state that they make it a priority to have most of their posts are from customers and this way they rely on member reviews in communities both on Facebook and Instagram. This has been supported by scholars such as Stockdale, Ahmed and Scheepers (2012); Culnan et al (2010) who see this action as a way of retrieving raw content from members of these communities by giving them freedom of speech. Other scholars such as Dong and Wu (2015), Bayus (2013) and Huang et al. ( 2014) also encourage the creation of these communities basing on user generated information, businesses such as Mat, Tes, Lny and Glad have accepted user generated content but have no user generated norms and policies for the content posted on their business Social
Media pages. Though most businesses such as Mat do not pay much attention to the norms and policies of social media such as Mat, Lny, Sid and Glad stating the reason that they do not intend practice any illegal acts while using their social media platforms. Whereas businesses such as Tes have paid attention to these policies and norms since they started the business and intended to know what was legal and what was not by paying more attention to Facebook’s pricing policies. Though Scholars such as Culnan(2010) encourage the notion of sensitivity to norms and policies of platforms used by businesses.

The emphasis of content creation and updating periodically by the SMEs that have been selected for this research has been done by the mainly the business owners except Tes and Glad they have partially assigned the responsibility to the trainees and receptionist. Through this constant updating and content creation businesses these SMEs are able to have fresh content also showing progress to their customers such as Sid that uses these updates to show potential customers what items are new in the storage as supported by Iskoujina, Ciesielska, Roberts and Li (2017) and Ciesielska (2010) who according to them these communities can be used as a means of testing new products in the market. Other scholars such as Dong and Wu (2015) have supported this by stating that businesses should use these online communities as communication channels to launch some of their products. The use of the incentive strategy by four SMEs which include Glad, Tes, Lny and Mat in various ways such as Mat that gives out coupons, Lny that practices competition and invites local celebrities to showcase their products, Glad that provides discounts for community members and Tes carries out competitions such as treasure hunting using social media to give clues, all these tactics done to provide incentives these SMEs have used to community members have brought about positive outcomes such as increased customers and community member. Scholars such as Culnan et al (2010) have supported the incentive strategy stating that this could increase on the community member pools through member participations that is seen as recognition of their loyal customers and members.

5.2.3 Absorptive capacity

The use of this knowledge that has been acquired from external sources which in our research is social media, and using it to improve on a business’ growth as stated by Campos-Climent and Sanchis-Palacio (2017); Cohen and Levinthal (1990). This has been portrayed by all the
six cases in a number of ways, businesses such as Glad, Lny, Mat and Flask who have shown evidence of site monitoring in a number of ways such as surveys done by Lny, analysis of comments made from posts made from customers by Färsk, Mat and Glad. The businesses have been able to yield results such as customer relations, through their periodical monitoring they are able to know what customers need and also made it possible to make some decisions from the findings made from monitoring. Mat has portrayed this in such a way that their recent survey done on what their customers wanted included on the new salad menu made it easier for them to decide basing on their customer preferences. The exploitation of this newly acquired knowledge is based on the acceptance of SMEs with this there will be internal and external benefits Culnan et al., (2010).

Other business such have Tes have also made it possible to have dedicate the section of monitoring to their trainees who show keen interest in social media, this has enhanced their absorptive capacity by concentrating on their market segment and knowing their customer’s needs. Scholars such as Schlagwein and Hu, (2017); Lane et al., (2006) have supported this ideology stating that businesses should employ people specifically to handle monitoring of information generated by users on their social media sites. The feature of utilization of comments so as they are used for future developing purposes has been used by all six SMEs such as Färsk and Lny that states that uses them to understand the need of the customers, Sib, Glad Tes and Mat that store information obtained from comments for future use. Scholars such as Culnan et al.,(2010) have encouraged on storage of this information as a rule of message processing. Other rules that have been used by the six SMEs included individual responses done by the businesses. Timelines for feedback to customers by the six cases selected vary from one minute to four hours, some of these response hours also depend on working days for businesses such as Tes that have an objective of personal customer relations and ensure that replies are made even on public holidays and weekends only exempting a few such as Christmas. Scholars such as Culnan et al., (2010) have put emphasis on timely responses made to customers as one new procedure to message processing among others such as immediate replying of urgent messages and integrating of other platforms. This has been portrayed by some of the SMEs such as Lny that has a linked all its social media posts to all the platforms. In regards to report sharing Lny and Glad have periodically practiced this so as to have an overview of their monthly and annual performance and shared the results to
employees or business partners, metrics generated from some of these social media platforms such as Instagram has also been used to share knowledge, this feature has also been supported by Culnan et al., (2010) who states that sharing of knowledge across the business through metrics developed has eased the process of social media implementation.

6 Conclusion

This chapter illustrates the conclusion of current study by answering the research purpose and research questions. The aspects that are incorporated by SMEs when implementing social media are also presented.

Conclusion for RQ1

The interest of using social media to boost business growth for SMEs is continuously growing by following the fast development and expansion of Web 2.0 (Kaplan & Haenlein, 2010; Ahmad, Ahmad and Bakar, 2017). The collected data from six selected SMEs proves that SMEs implement distinct social media tools for various business purposes.

According to the data collected from six SMEs located in Växjö Sweden, the authors identified and evaluated several aspects that are incorporated by SMEs when implementing social media. There is decision making about platform(s) and their deploying; governance responsibility; value metrics; accessibility; risk management; online community followers growing; content creation and updating; incentive strategy; monitoring social media sites; comments utilizing for future development; message processing rules; customer feedback timelines and report creating and sharing. Those results assisted in the answering of the current research question: “what are those aspects that SMEs are incorporating to implement social media?”. Furthermore, the result can help SMEs to acquire knowledge on how these aspects could be incorporated by SMEs when implementing social media. Detailed descriptions and suggestions are given on how social media can be incorporated as discussed in theoretical and managerial contribution chapter.

After the incorporated aspects have been identified and evaluated, based on the empirical data and discussion and analysis chapter, we noticed that all SMEs pay high attention to several
aspects: decision making about platform(s) and their deploying; governance responsibility; 
online community followers growing; content creation and updating; monitoring social media 
sites; comments utilizing for future development; message processing rules and customer 
feedback timelines. However, other aspects (value metrics; accessibility; risk management; 
incentive strategy; report creating and sharing) were not incorporated by all SMEs. 
Additionally, with the authors investigation from the theory and empirical data chapter, 
extcept the above mentioned aspects that are incorporated by SMEs, two aspects are not 
addressed by any selected SMEs, these are norm/policies of social media and user generated 
content acceptance policies. All these results generated will advance our knowledge on social 
media implementation and provide theory to support the managerial implications.

7 Theoretical and Managerial Contributions

This chapter demonstrates the theoretical contribution and managerial implications from the 
current study.

7.1 Theoretical Contributions

The value of social media implementation is special importance to SMEs as SMEs has 
disadvantages of financial and skilled human resource, while social media can assist the 
SMEs to reach their target customer more faster and easily, with low cost and low entry 
barriers (Stockdale et al., 2012; Jagongo and Kinyua, 2013; Odoom, Anning-Dorson and 
Acheampong, 2017). Currently study acknowledge the growing trend and significance of 
social media implementation by SMEs as all six selected SMEs realized the importance of 
social media and adopted it in an early stage for various business purpose. The gathered data 
shows that those SMEs implement distinct social media tools (Facebook, Instagram, Twitter, 
Google Plus, Snapchat, Youtube, LinkedIn, Tripadvisor) for marketing, branding, community 
building, customer relationship management, reach and attract more customer, selling, 
promoting, sustaining communication channels with the customers and internal collaboration. 
As previous studies investigate and illustrated that firm mostly prefer to use Facebook; 
Twitter, Youtube, Blogs (Derham, Cragg and Morrish, S; 2011; Ahmed and Scheepers, 2012; 
McCann and Barlow, 2015; ), in this study, the result shows Facebook is still utilizing by 
SMEs, but Instagram is becoming more and more popular in business area as it gained huge 
popularity in society nowadays, some companies has more followers with Instagram site if
comparing to Facebook. This verified the statement made by Davidsson (2014) and Kuhakoski and Seifert (2015) that the increasing trend of Instagram require more studies to examine the impact of Instagram implementation. All six SMEs adopt Facebook and Instagram as the primary social media platform. However, the increasing rates of Snapchat usage in business area did not appear clearly as the Landström (2017) stressed. Only Lny used Snapchat, but it is not activating as their other social media account.

This study employed the approach of effective social media implementation which presented by Culnan, McHugh, and Zubillaga (2010) as the theory foundation to investigate what are those aspects that SMEs are incorporating to implement social media. The result of this study provide evidence that this new approach can help the researchers to identify those aspects that are incorporated by SMEs when implementing social media. In addition, as the declared objective of six selected SMEs, we can see that all SMEs adopt social media for reach more customer and for customer relationship management. As argued by Drummond, McGrath and O'Toole (2017) that social media has successfully been used as a means to collect information via already existing networks and this has allowed organisations to solve problems that have been encountered.

### 7.2 Managerial implications

Even with the current wide range of potential customers social media has exposed to business owners of SMEs, in accordance to the study that has been carried out in this research has yielded results that point out what some SMEs need to adopt so as to ease the implementation of social media by SMEs. With the growing trend of technology Social Media has fallen prey to this trend and thus leading to unpredictable modifications made by social media sites, this has influenced some of the conclusions drawn. From these findings we observed that SMEs that used updated features such as the location feature on Social Media platforms which are Instagram, Snapchat and Facebook as used by some SMEs most especially Lny and Färsk has made easy for customers to reach the area of business. Other updated features for instance the metrics feature recently introduced by Instagram for business pages, has eased the survey of customers by some SMEs such as Lny. With the adoption of the feature of consistency in updating of sites not only with the applications but
also the information disposed to the customers by revealing new material as seen from Sid that frequently updates potential customers on new storage. This has made Social media a cheaper and more advantageous tool for SMEs to market and brand their products.

The SMEs in this study that have not only provided a direct link from their websites for instance Färsk, Glad and Lny but also linked posts made on the social media platforms to other platforms manifested the businesses exposure therefore marketing and automatically updating potential customers. SMEs should have a direct hub from their website as seen by SMEs in this study in order to ease the reach of information that SMEs need their customers to see plays a major role to their growth, from this study it has been portrayed that SMEs should publicize their social media platforms, this has been practiced by some of the SMEs in this study such as Tes thereby improving on customer relations. Its also recommended by some scholars such as Stockdale, Ahmed and Scheepers (2012) who encourages publicity of firms especially those that use online communities. This study also encourages emphasis on increase of critical mass by SMEs, some of the actions that SMEs take for example Lny that notifies each of their customers to follow their Social Media platforms, have brought about benefits that come with increased critical masses including raising more awareness about the business’ existence. This study has also revealed that the abiding to policies and norms set out by social media platforms has assisted SMEs in avoiding any legal implications that could damage the business’ reputation. Though this has not been done by all SMEs in this study, which is a beneficial section that SMEs need to put more emphasis on.

The feature of freedom of speech from members in communities should also be supported by SMEs in regards to user generated information as seen by Lny that gets most of its content from posts made by customers, therefore showing potential customers actual products and services. With knowledge acquired from the use of social media, this study has emboldened that SMEs should use and store this information while making current and future decisions so as to satisfy customers substantive needs as seen by most SMEs in this study. Equally the sharing of this knowledge obtained from Social Media usage should be distributed among employees since they face customers and need their feedback on the work they have accomplished, this reduces on recurrence of bad feedback from customers and improves on services and products by some SMEs thus fostering business growth. Though Social media
has played a major role in the six cases selected for this research paper, the authors have realised a need for SMEs to employ individuals or assign employees whose main objective among other work tasks will be to carry out obligations on Social Media. This has not been portrayed by most of the SMEs in this study, though some SMEs for example Tes and Glad have assigned individuals to carry out tasks concerning Social Media. This has led to timely responses to customers or members of online communities therefore improving on customer relations.

8 Limitations and future suggestions

This chapter show the limitations of current study, and provide suggestions for future research.

This study only investigates six SMEs in Sweden to identify and evaluate the aspects that incorporated by SMEs for social media implementation, future research can conduct a quantitative study to collect more data to emerge more general knowledge of this research. Besides, the new approach of social media implementation which adopted in current study, has been employed by Culnan, McHugh, and Zubillaga (2010) to examine the factors of social media implementation of companies, but in his study, he detect the large firm, therefore in the future, the research can comparing the result of SMEs and large firm to see if there are different between them regarding the aspects. Moreover, this study collects data from different industries, future researcher can maybe examine different industries to check if there are differences between various industries. Additionally, those social media platforms which appeared in current study may not include all social media tools, different industries may employ distinct social media platforms for various social media implementation strategies. Lastly, this study is conducted in Sweden, the research can conduct the same study in other countries to check if the result of this study is of universal knowledge.
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**Tables and Figures**

Figure 1: Conceptual framework

Table 1: Operationalization

Table 2: Methodology summary

Table 3: Overview of six selected SMEs

Table 4: Färsk’s Social Media implementation

Table 5: Sib’s Social Media implementation

Table 6: Mat’s Social Media implementation

Table 7: Tes’s Social Media implementation

Table 8: Lny’s Social Media implementation

Table 9: Glad’s Social Media implementation

Table 10: Declared objectives for adopting social media of selected six SMEs

10 Appendix

**Appendix 1** social media platform description

<table>
<thead>
<tr>
<th>Social Media</th>
<th>About Platform</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facebook</td>
<td>Founded in 2004, with a mission to connect people by enabling them to stay in contact with</td>
<td><a href="https://newsroom.fb.com/company-info/">https://newsroom.fb.com/company-info/</a></td>
</tr>
</tbody>
</table>
friends and family, through sharing of messages in a number of ways such as text, pictures, locations and videos.

<table>
<thead>
<tr>
<th>Platform</th>
<th>Founded</th>
<th>Description</th>
<th>Website</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instagram</td>
<td>2010</td>
<td>Founded in 2010, is a pictorial site that focuses on the encouraging the creativity of people through sharing of texts, pictures, locations and videos</td>
<td><a href="https://www.instagram.com/about/us/">https://www.instagram.com/about/us/</a></td>
</tr>
<tr>
<td>Snapchat</td>
<td>2011</td>
<td>Founded in 2011, considers itself as a camera that introduced users to real time posts and enable people to connect around the world</td>
<td><a href="https://whatis.snapchat.com/">https://whatis.snapchat.com/</a></td>
</tr>
<tr>
<td>Google Plus</td>
<td>2011</td>
<td>Founded in 2011, giving people the opportunity to discover new things from public posts by connecting and updating users to preferred content through pictures, texts and videos.</td>
<td><a href="https://plus.google.com/about">https://plus.google.com/about</a></td>
</tr>
<tr>
<td>Twitter</td>
<td>2006</td>
<td>Founded in 2006, a social site that has a vision to give voices to people to have an impact on the globe through texts and pictures</td>
<td><a href="https://about.twitter.com/en_us.html">https://about.twitter.com/en_us.html</a></td>
</tr>
<tr>
<td>LinkedIn</td>
<td>2002</td>
<td>Founded in 2002, social site that helps professionals all over the world to connect to opportunities so that they could be more productive through their uploaded resumes, picture and experiences.</td>
<td><a href="https://about.linkedin.com/">https://about.linkedin.com/</a></td>
</tr>
<tr>
<td>Tripadvisor</td>
<td>2000</td>
<td>Founded in 2000, social travel site that helps travelers get opinions from other travelers experiences, through the sharing of texts, pictures and locations.</td>
<td><a href="https://tripadvisor.mediaroom.com/us-about-us">https://tripadvisor.mediaroom.com/us-about-us</a></td>
</tr>
<tr>
<td>YouTube</td>
<td>2005</td>
<td>Founded in 2005, has a mission to show people the world through giving them the ability to share their stories, through videos and sound.</td>
<td><a href="https://www.youtube.com/yt/about/">https://www.youtube.com/yt/about/</a></td>
</tr>
</tbody>
</table>