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Sharing is caring

- A case study of co-creation on Facebook

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Title
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Abstract
The increasing usage of social networking sites, such as Facebook has changed the way that corporations and customer interact with each other. New ways of customer-corporation interactions evolve constantly, enabling customers to participate and co-create value with the corporations. An organisation that has taken this a step further is Skånetrafiken, which uses Facebook as a channel for its customer service. This thesis focuses in the interactions that occur between Skånetrafiken and its customers, which in this case takes place on Facebook.

The purpose of this thesis is to explore the what, how and why customer and corporation interaction occur on Skånetrafiken's Facebook page. In order to approach the phenomenon of co-creation, we conducted a case study as a research design and strategy. Data collection methods we used were observations on Skånetrafiken's Facebook page, an interview and a focus group discussion.

The findings indicate that there must be an engagement for the co-creation process to begin and that the co-creation process is continuous rather than a fixed model. It further turned out that different types of interactions occur, not only customer-to-corporation, but also customer-to-customer and customer-to-employee interactions.

The limitations of the study imply that the findings cannot be generalised on all organisations since only one organisation have been examined. This thesis further gives a practical implication by presenting an applicable framework for co-creation on Facebook. Additionally, few if any have previously studied phenomenon of co-creation on Facebook, which contributes to the original value of the thesis.

Keywords
Value creation, Co-creation, Social Network Sites, Facebook, DART-model.

Acknowledgement

Table of content

1. Introduction

In this introductory chapter of the thesis a background to the study and the problematisation is presented. This is followed by the purpose and the research questions. Finally, a case presentation is given, as well as limitations and the outline of the thesis.

1.1   Background

Following quotes is retrieved from Skånetrafiken's Facebook page and illustrates a dialogue between Skånetrafiken and a customer:

> Must say one thing. You have the worst bus drivers that I have ever met. Unpleasant, arrogant and generally crappy. You should review your staff. Had never travelled with you if I have had access to a car. And now I am talking specifically about the bus driver driving the bus No. 4 at 10:18 Disaster I just say (Gina)

> Hi Gina, oops so sorry to hear that you got treated badly. Naturally, it should not be like that, our bus company puts great emphasis on providing a good customer service. If the driver did not stick to this, we will of course give your information to the ones in charge… (Niclas)

> Thanks for your reply! ….Thank you for serious and nice reply. Really appreciate it. (Gina)

The emergence of social media has not only engaged individuals but corporations are becoming frequent users as well (Okazaki & Taylor, 2013). This has transformed the "communication landscape", allowing customers and corporations to interact with each other in a new way (Kietzmann, Hermkens, McCarthy & Silvestre, 2011). With social media as a communication channel, corporations can create closer relationships with their customers. Subsequently, the closer relationships lead to better control over customers' demands, helping corporations to improve their products or services (Garrigos-Simon, Lapiedra Alcamí, & Barberá Ribera, 2012). However, the rise of social media also generates considerable challenges in how corporations should interpret, monitor and respond to the social media feed (Kietzmann et al., 2011).

In the never ending "cyberspace", the variation of social media sites in term of functionality is constantly changing, however, social media sites are typically

divided into subgroups. Social media can be grouped as follows: collaborative projects (e.g. Wikipedia), blogs, user-generated content communities (e.g. YouTube, Pinterest, Flickr), social network sites (e.g. Facebook, LinkedIn), virtual game worlds (e.g. World of Warcraft) and virtual social worlds (e.g. Second Life) (Kaplan & Haenlein, 2010). Today, social network sites are especially interesting to look into since more and more corporations are investing both time and money into social network sites (Boyd & Ellison, 2008).

Furthermore, popular social network sites such as Facebook and LinkedIn have grown increasingly popular and are part of billions (Facebook, 2016a) of individuals' daily routines (Boyd & Ellison, 2008). With this in mind, it is not surprising that social network sites have become the most important communication channels online, outperforming e-mails. Consequently, social network sites are changing the way we communicate with each other (Cardon & Marshall, 2015). Additionally, social network sites often offer several different communication tools such as photo sharing, emojis, chat-function, video sharing, blogging, etcetera (Facebook, 2016b).

Today, social network sites have grown and now include all age groups, however, the usage is still over represented of young people (Cardon & Marshall, 2015; Kaplan & Haenlein, 2010). This is not surprising considering that the emerging generation of young individuals, often referred to as generation Z, have grown up with the Internet (Turner, 2015). There is no specific time span for generation Z, but the generation is often described as youths born between mid-1990s and late 2010 (Turner, 2015; Montana & Petit, 2008). Generation Z has, from an early age, learned to use computers, mobile phones and tablets and because of that they do not read newspapers nor watch regular television to the same extent as older age groups (Geck, 2006; Kaplan, 2012). Moreover, members of generation Z are the customers of tomorrow since they are starting to reach adulthood, making them especially interesting in this study, apart from their superior usage of social networking sites.

1.2 Problematisation

The long-term trend in the growing use of social network sites, regarding both individuals and corporations, has resulted in a shift towards further consumer involvement in corporations' value creation process (Okazaki & Taylor, 2013; Prahalad & Ramaswamy, 2004a). From a traditional perspective, corporations' value creation process took place within the corporation and the consumers were "targets" for the corporations' offerings (Kotler, 1972). A new form of corporation-consumer interaction is now emerging that allows consumers to be co-creators in the value creation process (Prahalad & Ramaswamy, 2004a). Social network sites provide the co-creating space, allowing corporations to adapt and personalise their brands to a greater extent with the help of their customers (Garrigos-Simon, et al., 2012). However, this also creates challenges since it is impossible for corporations to control how the co-creators (e.g. individuals) go about co-creating (Prahalad & Ramaswamy, 2004a). Additionally, it does not matter if corporations are actively participating or keeping in the dark, the social networks' feeds will keep on buzzing about corporations whatever happens (Kietzmann et al., 2011). Consequently, it is of essence to grasp what a social network site actually is and how consumers and corporations are using it.

Social network sites' purpose is to help people to keep contact with their already existing social network together with providing "networking" possibilities for people based on shared interests, activities or political views. Even though social network sites vary, there are a number of common factors:

> Web-based services that allow individuals to (1) construct a public or semi-public profile
> within bounded system, (2) articulate a list of other users with whom they share a
> connection, and (3) view and traverse their list of connections and those made by others
> within the system. (Boyd & Ellison, 2008, p. 211)

In other words, social networks create "highly interactive platforms via which individuals and communities share, co-create, discuss, and modify user-generated content" (Kietzmann et al., 2011, p.241).

Facebook had 1,09 billion daily active users as of March 2016, making it the largest social network site in the world (Kaplan & Haenlein, 2010; Facebook, 2016a). The Harvard student Mark Zuckerberg founded Facebook in 2004, with the original purpose of engaging campus students in socialising. After 2006, once allowing everyone to join Facebook, the social network site grew rapidly in popularity (Zhao, Grasmuck & Martin, 2008). The urban dictionary, an English language slang dictionary, has even included the term "facebook addict" in their dictionary which again proves Facebook's presence in individuals' lives. However, not only individuals are represented anymore, Facebook also includes corporations. This has led to corporations increasingly using their Facebook page for customer support, marketing research, and promotion or even as a distribution channel (Kaplan & Haenlein, 2010).

One of the organisations using its Facebook page as its primary communication channel is Skånetrafiken, which has the overall responsibility for the public transportation system in Skåne, a region in south of Sweden. Skånetrafiken's Facebook page was launched for the public eye in 2011, however, by that time there were already active customer-based groups on Facebook, sharing opinions about Skånetrafiken (Skånetrafiken, 2011; Skånetrafiken – Makes People Walk, 2011). Today, Skånetrafiken has staff on Facebook who responds to comments from customers approximately for 16 hours each day, seven days a week. Customers are encouraged to ask questions, share opinions and give feedback on Skånetrafiken's Facebook page but also privately on Messenger, a chat room connected to Facebook. According to Skånetrafiken, the Facebook page was created with the purpose of acting as an open platform where Skånetrafiken and its customers can interact with each other and engage in constructive dialogues (Skånetrafiken, 2016).

The new communication channels that are made possible through social network sites, in this case Facebook, create possibilities as well as entail risks. In the research field of social network sites, previous studies are extensively focusing on conceptualising around the implications of social networks in relation to corporations (Boyd & Ellison, 2008; Kietzmann et al., 2011; Kaplan & Haenlein,

2010; Garrig-Simon et al., 2012; Boysen Anker, Sparks, Moutinho, & Grönroos, 2015; Ramaswamy & Ozcan, 2016). Few if any have explored what happens on social network sites when customers and corporations interact with each other in a new way. In line with this, Skånetrafiken's Facebook page, provide a possibility to better understand the practical implications of customer-corporation interaction on Facebook. Moreover, generation Z becomes even more interesting because its members will influence the future climate in customer-corporation relationship. Hence, our study will help to fill a gap in knowledge within the field of co-creation in social networks sites.

1.3 Purpose and research questions

The overall purpose of this thesis is to explore what takes place in customer-corporation interaction on the social network site Facebook. We want to gain knowledge of the emerging phenomena co-creation by studying the case of Skånetrafiken. Thus, the overall intention is to use the Skånetrafiken case in order to develop the theoretical idea of co-creation of value. Subsequently, this result in following research purpose:

> The purpose of this thesis is to explore and understand what is occurring on Skånetrafiken's Facebook page in terms of customer-corporation interaction

Moreover, this purpose will be met by answering the following research questions:

- What is taking place on Skånetrafiken's Facebook page?
- Why do people use Skånetrafiken's Facebook page as a communication channel and why do they not use it?
- How is the phenomenon of co-creation emerging on Skånetrafiken's Facebook page?

1.4 Case presentation

Skånetrafiken is a public organisation that administrates the transportation system in Skåne, which includes trains, busses and service trips. All of the vehicles are operated by contractors that have gone through a public procurement. Moreover, Skånetrafiken is part of Region Skåne, a governmental and regional agency that is controlled by politicians. With the help of Skånetrafiken, passengers can reach almost every town, city and village in Skåne. Everyday approximately 250,000 passengers go by one of Skånetrafiken's 14,000 departures (Skånetrafiken, 2016).

Starting with 2011, Skånetrafiken entered Facebook, which created a platform for customers to ask questions, share thoughts and to give feedback. Skånetrafiken's vision is to have a constructive dialogue with the customers to be able to build a better public transportation system. Additionally, Skånetrafiken share traffic announcement, events, information, commercials, news, reportages etcetera, on its Facebook page (Skånetrafiken, 2011).

1.5 Limitations

The limitations of this study are that only the customer generated posts have been monitored on Skånetrafiken's Facebook page. To observe the material that Skånetrafiken generated was also considered, however, limitations were made to be able to handle the large amount of material that emerged from the observations. Furthermore, the customer-generated posts have been observed regardless of whom wrote the posts. Thus, the purpose with the observations was to monitor the text and not to pay any attention to the person who wrote it. The customer group that we have chosen to focus on are people who travel with Skånetrafiken and belong to generation Z, which are born between the mid-90s to late 2010.

1.6 Outline

This thesis consists of five sections. The first section presents the background to the study, the problematisation, the purpose and the research questions, as well as a case presentation and limitations. In the second section, the theoretical framework is presented. This is followed by section three, where the research method, data

collection methods and the data analysis are further explained. In the fourth section the empirical findings and the analysis is presented. In the fifth and last section, the conclusion is presented, together with a final discussion, limitations, practical implications and lastly suggestions for future research.

2. Theoretical framework

This section presents the theoretical framework. Here we present previous research and theories about value creation, value co-creation, the DART-model that is developed by Prahalad and Ramaswamy, social network sites, and finally eWOM.

2.1 From value creation within the corporation to co-creation

The value-creation process within marketing has traditionally been associated with the term *marketing mix,* first coined by Borden in 1964, but later composed into a model, featuring 4Ps. The 4Ps within marketing mix are following: price, product, promotion and place (Grönroos, 1989). An interpretation of the marketing concept can be defined as "the achievement of corporate goals through meeting and exceeding customer needs better than the competition" (Fahy & Jobber, 2012, p.5). In other words, corporations should strive to generate value to its customers by making the "right" decision concerning all of the 4Ps in marketing mix. By creating value within the corporation, the objectives of the corporation would be maximized (Kotler, 1972).

Over the next few decades, the marketing mix approach became criticised due to the fact that the concept was not as easily applicable to the service sector as it was to the product sector (Möller & Halinen, 2000). In addition, the marketing mix was considered to be an oversimplified model that relied on mass communications. Consequently, corporations made decisions based on market research reports and market share statistics without meeting the actual customer. Accordingly, this lead to a paradigm shift, which was the start of the relationship marketing discipline. The new approach on marketing shifted the focus within the research field towards intangibles, specialised skills and knowledge. Moreover, relationship marketing emphasises the importance of customer retention and customer relationship (Grönroos, 1994).

During the same period, information technology (IT) was growing rapidly, which created new possibilities in mass customisation that is to personalise offers to customers (Möller & Halinen, 2000). In addition, the IT growth resulted in more

qualified and demanding customers (Wikström, 1996). As a result, customers could no longer be treated as passive receivers, however, the value was still considered to be created within the corporation (Wikstöm, 1996; Gummesson, 1998). Or as Gummesson (1998) disclosed it; "we must understand both customers and technology to be able to design and produce offerings that satisfy needs" (p. 245). In light of this, an idea of inviting the customers to co-design products and services with corporations was spread (Wikström, 1996).

Along with the emerging customer-focused approach, new theories came which stressed the importance of communication, rather than persuasion in the customer-corporation relationship (Duncan & Moriarty, 1998). However, as customers became more informed and connected through the evolution of IT, they became empowered to choose which corporation they would have a relationship with. In addition, customers were increasingly having customer-to-customer communication, which accordingly, painted another picture than the one that the corporations wanted to portray (Prahalad & Ramaswamy, 2004a).

2.2 Value co-creation - the next step in value creation

As a result of the technological advancement, new interactive platforms have emerged, which rapidly has altered the communication landscape between customers and corporation (Rathore, Ilavarasan, & Dwivedi, 2016). Subsequently, this has enabled corporations and customer to jointly co-create personalised experiences through new interactive platforms (Prahalad & Ramaswamy, 2004a). The notion of co-creation, is based on the idea that experiences takes place outside the product itself, such as through web platform where customers and corporations can interact within a community (Ramaswamy, 2009). Especially, social network sites (SNSs) facilitate interactive communities where corporations and customers can jointly co-create experiences to better serve the customers (Garrigos-Simon et al., 2012, Sashi, 2012).

However, while there are broad agreement that the phenomenon of customer involvement in the value creation process exist, the notion of co-creation has been

criticised for lacking a clear definition (Ballantyne, Frow, Varey & Payne, 2011; Grönroos & Voima, 2013). One approach, service-dominant logic (SDL), highlights that service from corporation must ultimately be experienced by the customers. Thus, co-creation arises through the service encounter (Vargo & Lusch, 2004). While the SDL approach has echoed across the research field, it has also been criticised for still viewing corporations as the service providers (Fyrberg Yngfalk, 2013; Grönroos & Voima, 2013). On the other hand, Prahalad & Ramaswamy (2004a), define co-creation as "high-quality interactions that enable an individual customer to co-create unique experiences with the company" (p.7). This view differs from the SDL because it goes beyond both the exchange of corporations' services and emphasises that co-creation is a function of human experiences (Prahalad & Ramaswamy 2004a; Ramaswamy & Ozcan, 2016).

Nevertheless, co-creation is only possible in the so called "joint sphere" which can be described as the platform where customers and corporation meet. In addition, the interaction is central to the notion of co-creation that is, the dialogue process between corporation and customers (Grönroos & Voima, 2013). Moreover, the recently introduced concept, brand engagement platforms, further broadens the view of the joint sphere by adding that the interaction both can be physical but also digital. Corporations can, because of that, merely facilitate the joint sphere because emerging is a new customer-centric era where customers are more powerful than ever (Ramaswamy & Ozcan, 2016).

The foundation of social media is the creation and exchange of user-generated content, which create possibilities for customers to post comments and evaluations about corporations (Kaplan & Haenlein, 2010; Ramaswamy & Ozcan, 2016). On one hand, the engaged customers can through the interaction with the corporation co-create but it could also be a co-destructive process. The co-destruction, is in similarity with the co-creation, a collaborative process where value is instead co-destroyed (Echeverri & Skålén, 2011). Consequently, customer generated content is uncontrollable and corporations must decide if they want to participate in the interaction or only remain observers (Boysen Anker et al., 2015). The next section

will look further into how the co-creation process is created through interactions between the corporation and customers arise.

2.3 DART-model - building blocks of the co-creation process

The concept of co-creation can be based on a model developed by Prahalad and Ramaswamy (2004a) and is theoretically described as the DART-model. This model is based on building blocks of interactions, which are fundamental factors for the co-creating experiences between customers and corporations. These key building blocks are composed of *dialogue*, *access*, *risk-benefits*, and *transparency* (DART) and are the basis of interactions that occur when consumers and corporations co-create value, see figure 1. The significance of each building block will be further explained below.
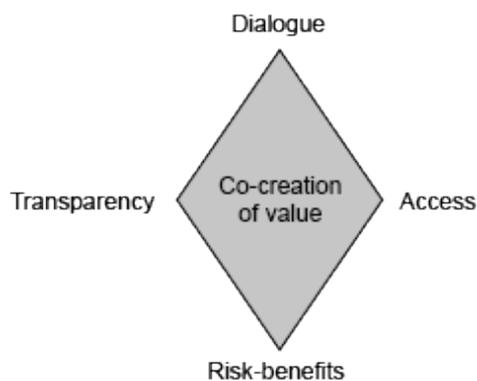
Figure 1. DART-model. Building blocks of interaction of co-creation of value (Prahalad & Ramaswamy, 2004a).

2.3.1 Dialogue

Dialogue is an essential element within the co-creation view and involves cooperation between corporation and customers. Additionally, the co-creation is based on a commitment and a will to interact from both sides (Grönroos & Voima, 2013). In the past, the market was based on one-way communication and the communication flow was from corporation to customer. However, this has changed and both corporations and customers can now benefit from communicating with each other (Rathore et al., 2016)

The basis of a dialogue implies interactivity, mutual engagements, and a willingness to act on both sides (Desai, 2009). To further encourage an active dialogue and solution based interaction, both parts must be equal to each other and jointly come up with solutions. An important criterion for having a dialogue is some form of forum or community where the interaction can occur. Furthermore, the dialogue becomes most meaningful when customers have access to the same information as the corporation, which makes transparency an important factor (Prahalad & Ramaswamy, 2004a). Thus, dialogue is a central tool for both parts because it provides opportunities for a joint learning (Payne, Storbacka & Frow, 2008).

2.3.2 Access

Access is described as a key factor, which is representing access to information and tools (Desai, 2009). However, customers today have greater access to corporations' tools and also greater access to information about manufacturing processes, product design and quality processes than previously (Prahalad & Ramaswamy, 2004b). Prahalad and Ramaswamy (2004a) challenge the earlier view, that an ownership of the product is the only way for customers to access and experience the value. Instead of simply focus on ownership of products, the authors are focusing on access to value, which can help corporations to expand customers' view of opportunities and alternatives. Thus, the customers are given a greater opportunity to access and participate in the co-creation process (Desai, 2009).

The value creation process is favoured by corporations providing access to its tools, enabling customers to participate and co-create the value (Prahalad & Ramaswamy, 2004a). This can be viewed as a joint sphere where corporation and customers share a platform that enables co-creation (Grönroos & Voima, 2013). Moreover, the rapid development of the Internet is a contributing factor for corporations to give a greater access to its information. The Internet also provides the opportunity for customers to gather information about the company and also the possibility of obtaining other customers' opinions (Prahalad & Ramaswamy, 2004a).

2.3.3 Risk-benefits

To enhance the value creation process, the customers need to be aware of potential risks because of the probability for corporations to harm the customers (Desai, 2009). Prahalad and Ramaswamy (2004b) raise the question whether the customers have any responsibility for risks involved when co-creating value together with the corporation. Desai (2009), on the other hand, argues that customers may bear a greater responsibility for dealing with risks involved in the co-creation process. Accordingly, it is fundamentally important to create a certain level of trust between the customers and the corporation and this could be done through a good dialogue.

Prahalad and Ramaswamy (2004c) state that there is an ongoing debate about risks and the balance between risks and benefits. Thus, it becomes important to help customers make informed risk-benefit considerations, since customers today increasingly want to be informed and debate potential risks. Corporations can therefore offer the proper tools and support that will help the customers in understanding potential personal and societal risks related to the offered product or service (Desai, 2009). However, while the co-creation process can be beneficial for both corporations and customers it can likewise be a co-destruction process (Echeverri & Skålén, 2011).

2.3.4 Transparency

This building block stands for openness and exchange of information. Previously, corporations have been able to take advantage from having an information asymmetry in relation to its customers (Prahalad & Ramaswamy, 2004a). The asymmetry is about to rapidly disappear and there is a limited possibility to hide certain information or make it more difficult to access. It has also been increasingly desirable to have a higher degree of transparency because product information, technologies and business systems are becoming more and more accessible (Prahalad and Ramaswamy, 2004b; 2004c).

Desai (2009) emphasises corporate transparency and believes that "if you will not tell the truth, someone else will" (p.120-121), which indicates that it is no longer as easy to hide information for customers as previously. Furthermore, Grönroos (2011)

argue that information about corporations is easier to spread among customers, which could give negative implications for the corporation. Thus, it may endanger the corporations' relationship with existing customers as well as potential customers.

2.3.5 The building blocks in combination

These four building blocks in combination help corporations to facilitate the co-creation experiences together with the customers (Prahalad & Ramaswamy, 2004a). According to Prahalad and Ramaswamy (2004a; 2004b; 2004c), it is possible to combine the different building blocks in many ways, but the main purpose of the model is to enable corporations to better engage the customers.

Prahalad and Ramaswamy (2004b) claim that corporations experiment with the different elements in the DART-model, but some corporations find it difficult to embrace this new way of co-create the value together with the customers. This, due to the earlier view of the market as corporation and customers as two different parts with different roles. However, the authors also claim that the movement towards co-creation with the help of the DART elements is hard to stop. Thus, they argue that the opportunities for value creation increases significantly for corporations that embrace the concept of personalised co-created experiences, which will be the source of unique value (Prahalad & Ramaswamy, 2004a).

2.4 Social network sites

Today, social network sites (SNSs) are present worldwide and the users can be found across countries as well as cultures, making the network possibilities uncountable (Boyd & Ellison, 2008). Increasingly, it has become a rule rather than an exception in the corporate world, to be part of a SNS as well. In addition, the usage of mobile devices has created personal extensibility where time and distance not create barriers anymore. As a consequence of these technological advancements, customers can to a greater extent create, gather, organize and share information online (Okazaki & Taylor, 2013). This creates possibilities as well as risks when it comes to customers sharing information within their social networks

since; information regarding corporations may influence other customers as well as non-customers (Sashi, 2012). In other words:

> Communication about brands happens, with or without permission of the firms in question. It is now up to firms to decide if they want to get serious about social media and participate in this communication, or continue to ignore it. Both have a tremendous impact (Kietzmann et al., 2011, p.242)

Information can through SNSs instantly travel across the world, which means that local news may not stay local anymore (Berthon, Pitt, Plangger, & Shapiro, 2012). In addition, the content on SNSs are often user generated which allow customer to speak more freely than ever about corporations (Kaplan & Haenlein, 2010). The latter indicates a power shift or democratisation in favour of the customers that are empowered by the communication channels that SNSs provide (Kietzmann et al., 2011).

If SNSs are used effective it can provide possibilities for corporations to build closer relationships with its customers through the collaborative nature that exist within SNSs (Sashi, 2012; Garrigos-Simon et al., 2012). Moreover, the knowledge that can be gathered through SNSs can help corporations to adapt and customise their products or services to the needs of the customers (Garrigos-Simon et al., 2012). With this in mind, it is important for corporations to take an active approach in developing a relationship with its customers on SNSs (Kaplan & Haenlein, 2010). Accordingly, a relationship between corporation and its customers is based on commitment and trust. Customers will first commit to the relationship when they perceive that they will benefit from the relationship (Desai, 2009). In addition, customers sometimes need to overcome cultural barriers for engaging in relationships with corporations (Cardon & Marshall, 2015). Thus, the relationship must be considered important enough for the customer to conquer beliefs and norms (Desai, 2009; Cardon & Marshall, 2015). Consequently, corporations must infuse trust by listening and adapting to the customers' perceived benefits rather than to preach about their offerings (Desai, 2009; Berthon et al., 2011).

2.4.1 The Social network site Facebook

Facebook is characterised by its nonymous environment where individuals´ names and profile pictures are visible for everyone. In addition, individuals can present themselves by posting pictures and videos, displaying interests, listing hobbies, state workplace etcetera (Zhao et al., 2008). The latter mentioned features can be public or only visible for the own social network, depending on settings (Boyd & Ellison, 2008). Individuals can interact with each other by posting comments on friends' walls, join groups, tag each other, send different emojis or by writing a private message on Facebook's chat function, called Messenger (Facebook, 2016b). In other words, Facebook as a platform demand high self-presentation but also social presence, which seem to influence individuals to be more honest and realistic (Kaplan & Haenlein, 2010; Zhao et al., 2008).

2.5 Electronic word-of-mouth (eWOM) on Facebook

Electronic word-of-mouth (eWOM) has increased in importance as an effect of the growing usage of social media among both corporations and individuals. Specifically, the social characteristics of SNSs create ideal platforms for eWOM since individuals easily can interact with each other to discuss products, services and brands (Chu & Kim, 2011). The notion of eWOM can be described as "any positive or negative statement made by potential, actual, or former customers about a product or company, which is made available to a multitude of people and institutions via the Internet" (Henning-Thurau, Gwinner, Walsh & Gremler, 2004, p.39). The emergence of eWOM is derived from the original concept of word-of-mouth (WOM), which traditionally is defined as an exchange of marketing information among consumers (Chu & Kim, 2011). More importantly, WOM is proven to influence individuals' attitudes and behaviour towards corporation to a greater extent than corporate generated information. The main reason for this is that individuals perceive former customer as a more reliable source than the corporation itself (Feick & Price, 1987).

On Facebook, eWOM arises when individuals seek, give or pass opinions about a corporation (Chu & Kim, 2011). In traditional (offline) WOM, individuals are limited to one of the latter mention roles, namely as an opinion-seeker or as an opinion-giver (Feick & Price, 1987). However, on Facebook it is possible for individuals to take on the role as an opinion-passer as well (Norman & Russell, 2009; Chu & Kim, 2011). In addition, Facebook allows individuals to engage in multiple roles at once. Interactions on Facebook between corporations and individuals happen when individuals become friends, follow or post comments on a corporation´s Facebook page (Chu & Kim, 2011). Once the interaction has taken place, the "friends" of the individual, automatically receive information about the interaction in their own personal feeds. Friends can then like, share or comment, which again will spread the information to their friends and so on (Facebook, 2016b).

The engagement in eWOM activities on Facebook is determined by tie strength, trust and interpersonal influences (Brown, Broderick & Lee, 2007; Chu & Kim, 2011). Firstly, the probability for eWOM activities increases in relation to the closeness of the relationship, which here is referred to as tie strength (Brown et al., 2007). Secondly, trust is an important component when individuals decide to engage in eWOM activities. Lastly, interpersonal influences, such as social factors are positively correlated to eWOM. The latter, can be divided into two subgroups, which are defined as normative influences and informational influences. Normative influences refers to that individuals often act in line with what is expected of them in regards to attitudes, norms and values. On the contrary, informal influences, highlight how individuals are susceptible to information from knowledgeable others and to what extent they are affected by the information (Chu & Kim, 2011).

3. Method

The purpose of this thesis is to explore and understand what is occurring on Skånetrafiken's Facebook page and this in terms of customer-corporation interactions. In this section the research design, case study, is presented, as well as the knowledge ideal, the research approach, data collection methods and lastly the data analysis method.

3.1 Case study of the Skånetrafiken case

In order to examine the Skånetrafiken case, we have chosen to use a case study as research design and strategy. A case study can be described as a desire to create an understanding of a phenomenon, through a detailed empirical description and through this discuss and develop the relevance of certain theories (Lind, 2014). Accordingly, it is important to carefully consider the choice of case and an appropriate selection of case has characteristics that are relevant to the practical problem or theoretical issue that are studied (Denscombe, 2016). The choice of Skånetrafiken as a case depends on that Skånetrafiken is an interesting organisation that a lot of people can relate to. A look at Skånetrafiken's Facebook page also indicated that there are many active customers who make posts. Additionally, our interest for Skånetrafiken was raised during a lecture that Skånetrafiken's head of marketing gave for us during a previous course. During that lecture, we were also told that school students were one of Skånetrafiken's largest customer groups, which raised our interest in examining generation Z as a customer group.

Furthermore, a case study is about focusing on a specific phenomenon in order to get a deeper understanding of occurrences, conditions, experiences or processes that occur in specific cases (Denscombe, 2016). In the case of Skånetrafiken, the focus is on what happens on Skånetrafiken's Facebook page and more specific the interactions between Skånetrafiken and its customers. A case study aims to generate answers to the questions 'what' as well as the 'why' and the 'how' (Saunders, Lewis & Thornhill, 2009), which we also had as a basis when formulating the research questions.

Case study as research design is somewhat questioned, since it is not possible to empirically generalise the results from one single case (Stake, 1995; Flyvbjerg, 2006; Denscombe, 2016). Alvehus (2013) argues, however, that one aspect of studying a specific case is to examine it from the specific conditions of the case and that the specific case is "one among other" cases. This he means entails an element of generality. Furthermore, the critique deals with that the results of a case study are too unique for that specific case and also question the degree of representativeness of the case. However, the purpose of this study was to examine the Skånetrafiken case in depth and to learn as much as possible about this particular phenomenon, rather than to search for generalisable results. Furthermore, in the case of Skånetrafiken, we have chosen to examine what is occurring on Skånetrafiken's Facebook page, as well as to get Skånetrafiken's view of the usage of its Facebook page and to get an insight into generation Z's views of Facebook as a platform. To examine this, the case study strategy enables the use of multiple data collection methods, which is necessary for this study (Denscombe, 2016).

3.1.1 Qualitative approach

It is common to make a distinct difference between quantitative and qualitative oriented research. The quantitative research approach can be linked to the positivistic view of science and the qualitative research approach is based on an interpretive, i.e. hermeneutic, scientific ideal (Lind, 2014). This thesis adopts a qualitative approach by using qualitative data collection methods, and is based on a hermeneutic approach of knowledge. We chose the qualitative approach with the aim to get closer to the individuals that are using Facebook, both Skånetrafiken and its customers. Through this study, we want to contribute to a more general understanding of what is happening on Skånetrafiken's Facebook page. This, by examining the phenomenon from both the customer perspective and also Skånetrafiken's perspective. Thus, it is something we believe would have been difficult to examine through a quantitative study, as an example.

3.1.2 Hermeneutic knowledge ideal

This study is based on a hermeneutic knowledge ideal, which means that a more interpretive view of knowledge has been used (Lind, 2014). The hermeneutic philosophy can be described as the science of interpretation and its purpose is to create understanding, knowledge and meaning (Bryman & Bell, 2011). Here, emphasis is placed on the original whole experience as the basis for the deeper understanding. Furthermore, it means that the whole is the most important and does not mean that the individual parts can be assembled without intentions. Within the hermeneutic philosophy, the hermeneutic circle is often mentioned. The hermeneutic circle implies that one cannot understand the individual without understanding the whole, while the whole is built of individual parts and can only be understood through those. Moreover, this means that the shift between the individual and the whole in the interpretation process must eventually result in a balance, to end up in a credible interpretation (Hansson, 2011).

3.1.3 Abductive research approach

This thesis is based on an abductive analytical strategy, which means that we start from a comparatively clear theoretical basis and the theory is further integrated with the empirical material in the analysis (Lind, 2014). The abductive analytical strategy implies that there is an alternation between the empirical data and the theory, and that new aspects can be discovered when highlighting the theory with the empirical material in mind and vice versa. New aspects of the phenomenon can thus be detected and the theory can also be modified and more precise. Accordingly, a renewed theoretical understanding can be reached in the empirical material (Alvehus, 2013).

3.2 Data collection

When we decided which data collection methods we would use, we based the decision on the research questions, and to uncover the question what, why and how.

3.2.1 Triangulation of data collection methods

The empirical data in this study have been collected through a triangulation of data collection methods. The triangulation was conducted with the purpose to get a broader material as a base for the analysis and to consider the studied phenomenon from different perspectives. Originally, triangulation has been used by geologists, surveyors and navigators, to measure the exact position of a specific thing in the physical world. However, social scientists have developed triangulation in order to use it in social research as well. Thus, in this thesis the data collection method were used in a more free and broad way, than in the original purpose of triangulation (Denscombe, 2016). Furthermore, one basic idea of triangulation in qualitative research is that a phenomenon could be studied using a combination of methods, types of data, theoretical perspectives and with different researchers. Thus, the phenomenon could be described in a more "correct" and multi-dimensional way compared to use one single method (Ahrne & Svensson, 2011).

Alvehus (2013) highlights that there is a risk to use several methods, which is that the empirical material may point in several directions. However, qualitative studies are often more complex and less distinct. Therefore, we have been taking advantage of this complexity in order to get a more multi-dimensional view of how Skånetrafiken's Facebook page is actually used. Furthermore, data collection triangulation in this thesis implies that observations on Skånetrafiken's Facebook page have been combined with an interview as well as with a focus group discussion.

3.2.1.1 Observations on Skånetrafiken's Facebook page

Early in the research process, we decided to take a closer look at what is happening on Skånetrafiken's Facebook page. The aim was to study the link between the customers and Skånetrafiken, to examine the interactions among them and why they

occur, and also to examine the preconditions for co-creation of value. We thus observed the interactions that Skånetrafiken's customers initiated through posts on the Facebook page.

To investigate what is taking place on Skånetrafiken's Facebook page, we chose to make observations of the content on the Facebook page. The purpose with observations is often to study "naturally occurring" situations. This can sometimes be problematic, as the observed individuals can be affected because the observer is present (Alvehus, 2013). Since we have chosen to make passive observations on the Internet, and more specific on Facebook, there is no natural individual that we have observed. The so-called observer effect cannot occur since we did not interact with any individuals. The data collection was done by through observations on Skånetrafiken's Facebook page for a period of 14 days and we saved all customer initiated posts, together with comments and likes made on those posts, see examples of posts in appendix 1. The posts were saved through that we made print screens on all posts and saved those print screens as pictures, and every post were given a number on the basis of the order in which they were collected. The purpose of observing the posts on Facebook, was to further systematically categorize and thematise the post depending on what is said in the post.

To use observations as a data source can be positive in the sense that the researcher get to work with primary information that is not filtered by others (Lind, 2014). In our case, however, there may be some filters that filter out information that could be important for this study. Filters that affect posts on Facebook can, thus, be Facebook's own security filters and also that Skånetrafiken themselves deletes posts that they consider to be inappropriate.

3.2.1.2 Semi-structured interview with Skånetrafiken

After gathering information on Skånetrafiken's Facebook page, we wanted to get an insight into Skånetrafiken's idea of what their work on Facebook looks like and also why they have chosen this channel to work with. Thus, we contacted Skånetrafiken and spoke with a woman who had the position as head of communications at

Skånetrafiken. It turned out, however, that Skånetrafiken had a social media strategist, Rebecka Jansson, who was specialised in working with Skånetrafiken's social media channels. Based on our study and our research questions, it was better to interview her in order to obtain the most relevant and rich empirical material as possible.

An interview can be described as a conversation with a purpose. The conversation is based on a researcher who asks questions to a respondent who have certain knowledge about the studied phenomenon (Lind, 2014). A common type of interview is the semi-structured interview, which also was the kind of interview we chose to implement. This type of interview is one of the most common practice within qualitative research (Qu & Dumay, 2011) and the qualitative interview is characterized by it is a flexible way to create empirical data (Lind, 2014). Furthermore, the qualitative interview gives us material about the examined phenomenon, which could not be obtained through a quantitative method such as with a standardized survey (Ahrne & Svensson, 2011).

Furthermore, there are some drawbacks of using interview as a data collection method. One aspect is that the validity of the data decreases due to the fact that the data is based on what people are saying rather what they do. On the other hand, a face-to-face interview can to a greater extent be controlled through additional questions. Another issue is the question of the reliability, if the specific situation and the individuals create data that is too complex. This problem can be covered by the depth the information from the interview can provide, and the possibility to ask more questions. The possibility to give follow-up questions is much more limited in questionnaires as an example (Denscombe, 2016).

Initially, before the interview we created an interview guide with thematic questions, see appendix 2. This, to give the conversation a structure and to increase the chances that the interview results in information that are relevant to the study (Lind, 2014). The interview questions were categorized by the building blocks of interactions in the DART-model (i.e. dialogue, access, risk-benefits and

transparency). The categorisation was made in advance to make it easier to sort the material that emerged in the interview. When using an interview guide, the respondent is given a greater opportunity to influence the content of the interview and the interviewer must listen actively and ask supplementary questions. Furthermore, the interview can take shape in various ways, such as in face-to-face or phone- and video based interviews (Alvehus, 2013). We chose to conduct a face-to-face interview and met Rebecka at her work at Skånetrafiken's head office.

Furthermore, the documentation of the interview is also important and the most common way to do this is to make sound recordings (Lind, 2014). Through sound recordings, the interview can be almost completely documented, with the exception of the non-verbal communication. Before the interview, it is important that the researcher ask for permission to record the interview (Denscombe, 2016), which we also did and got permission from Rebecka to do it. To document the interview, which was one hour long, we therefore chose to record the conversation. After the interview, we transcribed the audio file in its entirety. Accordingly, the transcription was done in order to obtain data that is easier to analyse.

3.2.1.3 Focus group discussion

After the interview, a focus group discussion was conducted. The aim was to capture individuals from generation Z's attitudes towards interacting with corporations on social media, and more specifically on Facebook. Through the focus group discussion, we wanted to capture the how and why in the research questions. Focus group discussions have been increasingly common as research method and have proven to be useful to find out how people think and reason about a specific topic (Ahrne & Svensson, 2011). To use focus group discussions is a way of analysing a group of individuals' attitudes, positions and opinions about a certain subject or issue. What makes the focus group discussion an interesting method for this thesis is that we get an insight into how attitudes are formed and developed in a social interaction between individuals. The number of individuals participating in the focus group can vary between 4 to 12 individuals, and the time is often limited to about an hour (Alvehus, 2013). Krueger & Casey (2014) maintain that the group

must be small enough for every participant to have the opportunity to be heard and share their opinions.

Initially, a study protocol was created prior to the actual focus group, see appendix 3. The study protocol consists of a description of the key questions for the discussion, team composition, the role of the moderator, and also a description of how the discussion shall be conducted. Additionally, we created a guide with key questions for the discussion, see appendix 4. Those key questions were formulated to stimulate a discussion among the participants in the group (Ahrne & Svensson, 2011).

The selection ended up in a group of five individuals who were both frequent Facebook users and customers who travel with Skånetrafiken. They were individuals who were born between 1993 and 1999, and the group consisted of two male and three female participants. The number of participants was due to that it was difficult to find a suitable day to conduct the interview. Thus, it was very time consuming to find a date and a place that suited all participants. Eventually, we met the participants and the discussion lasted for one hour and we acted as moderators, with the aim to keep the interaction between the participants and to hold the discussion within the context of the subject (Denscombe, 2016). The focus group discussion was filmed with a camera, with the permission from all participants, to thereby make it easier to capture who said what later when making the transcription. At last, we transcribed the content of the recording into text form to be further analysed.

3.3   Data analysis

The purpose of analysing something is to create a better understanding of it. There are various intentions of analysing a material, from an examination of a studied phenomenon, which can be described as a description of various parts, an explanation of how it works, or an interpretation of what it means (Denscombe, 2016). Since we assumed a hermeneutic knowledge ideal in this study we had the

interpretation as intention when we analysed the material. The interpretation further addresses the questions what, why and how, which connects back to the research questions. With the interpretive analysis intention in mind, we further implemented a content analysis of the collected material.

3.3.1 Content analysis

To analyse the collected material we conducted a content analysis. This data analysis method aims to quantify the content of the text, generated from the data collection, and this method follows a relatively simple process (Denscombe, 2016).

After collecting all the empirical data, including the material from the observations, the interview and the focus group discussion, the data was compiled to get an overall picture of it. The data was printed in text format, in order to get an overview over the material and to later break down the text into smaller units and picked out quotes from the text. This was followed by a systematic and iterative process, in which the small units were divided and relevant categories were created depending on the content of the text (Denscombe, 2016). The iterative process means that the same process was repeated (Saunders, Lewis & Thornhill, 2009). Then, the categories were divided into themes after the four different building blocks in the DART-model, such as dialogue, access, risk-benefits and transparency. To make it easier to get an overview of the sorted material, each text unit were put into a coding scheme, see an example of this in appendix 5. After sorting the text material, it became clearer which categories emerged as the most relevant for this study. Accordingly, new themes were created depending on the emerged categories, which was lacking in the original theoretical DART-model.

The positive aspects of using the content analysis was that it was a clear method, which involved that the generous amount of text material could be broken down and quantified. A risk could be that the text units and quotes are taken out of the original context (Denscombe, 2016). To avoid that, citations and extract from the text were taken out of its context, we looked back on the texts as a whole and then back to the various units again.

4. Empirics & Analysis

In this following section the empirics will be presented and analysed based on the theoretical model the DART-model. As the original DART-model is perceived to be insufficient in relation to the empirical study, the eDART-model is introduced.

4.1 Introducing eDART-model

Co-creation has throughout this thesis been described as a collaboration between the corporation and customers to create personalized experiences. The co-creation process has further been illustrated through the DART-model, including the building blocks: dialogue, access, risk-benefits and transparency (Prahalad & Ramaswamy, 2004a). Starting in the preconception of the latter, this thesis further develops a framework on how the co-creation process can look like via the social network site, Facebook. In the case of Skånetrafiken, we explored several points of view by gathering information from Skånetrafiken, generation Z and by studying Skåntrafiken's Facebook feed. By exploring the different aspects

The limited but rich research data that has been collected in this thesis is in line with earlier literature, however, it also give rise to questions concerning the process of co-creation.

In the case of Skånetrafiken, we found that co-creation was built on following prerequisite:

1. Engagement - co-creation can first occur when both the corporation and customers engage in the process

2. Dialogue - the co-creation must be expressed through a dialogue between the customer and the corporation

3. Access - both corporation and customer need to be able to enter the same platform

4. Risk & Benefit - customers should be able to make conscious assessments about participating in the co-creation process

5. Transparency - the knowledge that corporations have must be made accessible to their customers

The building blocks constitute the co-creation process in the case of Skånetrafiken, which henceforth will be referred to as the eDART-model. Following paragraph will give a brief overview of the eDART-model, see figure 2.
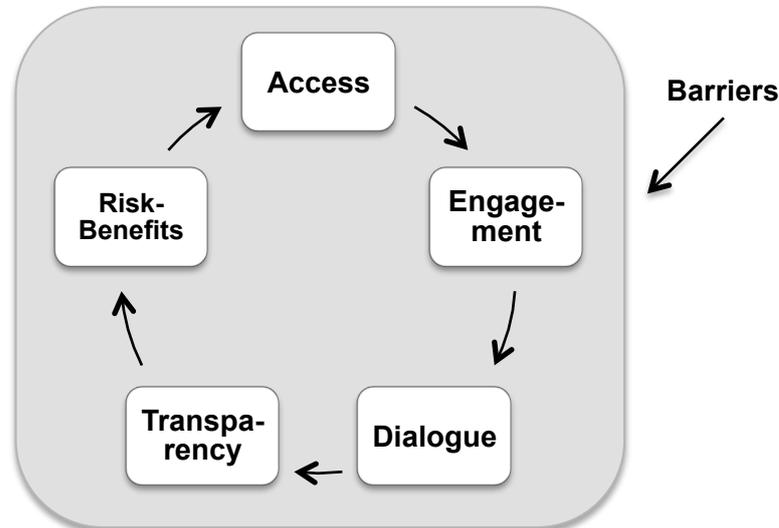

Figure 2. The eDART-model.

The redefined proposed eDART-model has unlike the DART-model taken the engagement into consideration. Co-creation cannot take place without two parts that engage in the process since it is build upon collaboration. However, it does not have to be authorised representatives from the corporation and its customers who co-create, it can likewise be unauthorized employees who co-create with customers or even customers who co-create with other customers. These co-creation possibilities are unique for Facebook since everybody has access to the platform. Hence, everybody who want to engage can easily join the dialogue. The question that arises is if this accessibility creates possibilities or risks for corporations.

4.2   Engagement

The DART-model illustrate that co-creation occurs when corporation and customers interact with each other to jointly create experiences (Prahalad & Ramaswamy, 2004a). When looking specifically on the social network site Facebook, it becomes apparent that the DART-model becomes insufficient for describing what is taking place. The reason behind this statement is that human encounters do not naturally occur online. On Facebook customers must actively seek to interact with

Skånetrafiken, it does not automatically take place like it does in the everyday life. Rebecka Jansson, the social media strategist describes Skånetrafiken's entry on Facebook as following:

> We noticed that they were talking about us and felt like, well then we have to be there, so that you can talk to us and not about us, so that we can both answer things that we feel we should answer and be there and catch up…. Feedback.

In other words, co-creation on Facebook must be based on mutual engagement from both corporation and customers. Co-creation does not happen on Facebook if neither or only one of the two engages in dialogue. Thus, engagement becomes a prerequisite for co-creation to take place on Facebook, in the case of Skånetrafiken. Although, some co-creation literature concludes that both corporations and customers must be active in the co-creation process, it never explicitly refers to engagement as a prerequisite for co-creation (Prahalad & Ramaswamy, 2004a; Desai, 2009; Grönroos & Voima, 2013).

Moreover, engagement in co-creation requires that both customer and corporations care. This is something that Rebecka Jansson points out as well: "If there were no engagement at all, then it is like talking to no one, no one cares". Today, customers can freely express their opinions about corporations and during the two weeks that we monitored Skånetrafiken's Facebook page, 289 customer generated posts on its Facebook page (Kaplan & Haenlein, 2010). This indicates that customers do use Skånetrafiken's Facebook page. However, everyday 250,000 passengers travel with Skånetrafiken daily, which demonstrate that it only is a small portion of the customers who generate comments (Skånetrafiken, 2016). Accordingly, all of the members of the focus group, felt resistant to interact with Skånetrafiken on Facebook even though they claimed that they frequently travelled with Skånetrafiken. When asking the members of the focus group what made them interact with a corporation on Facebook in general, one of the members stated:

> I would probably say that it mostly depend on the interest for the service, if it is a company with a service like Skånetrafiken, then I probably wouldn't have done it but if it was about a movie or a book that you liked then I might have done it (Henrik)

The latter, give rise to the question of why do people engage in dialogue on Skånetrafiken's Facebook page. Accordingly, why do customers not use this communication channel? The empirical data indicated that the engagement from customers could be triggered through three different types of engagement, which are identified as personal brand, emotions and friends' actions. On the other hand, customers seemed to have high barriers, which prevent them from engaging in the interaction. These barriers seemed to be related to fears and personal image.

4.2.1 Me, myself and I

When the members of the focus group spoke about why they interacted with posts in their Facebook feed, they extensively answered by positioning themselves in centre of attention. For example, one of the members in the focus group answered that "I like it, if I found it interesting" (Adam), another member added that he liked posts "that it is relevant" (Henrik). In general, the focus group replied that they engaged in activities if they found it relevant, interesting, important or if a post was worth it. Throughout the group discussion, the members continuously spoke about themselves, which indicates a high self-awareness. It was clear that the members in the focus group were cautious about how they were being portrayed by choosing carefully what they were associated with on Facebook. Rebecka from Skånetrafiken, shared the same view and argued that when customers write "then it is something that you want to improve and then you engage, you think that this is important and it helps us".

4.2.2 Emotional

Feelings and emotions were other situations that seemed to trigger engagement on Facebook. Rebecka Jansson, the social media strategist on Skånetrafiken, described that the customers "... react both positively and negatively and it is almost always either or". Comparable results could be drawn from the observations, which indicated that customers often wrote when they were angry, disappointed, frustrated, irritated or happy. In addition, the focus group gave similar answers and added that they could engage in Facebook when they felt that something was funny or if they wanted to show compassion and give support towards a cause.

Moreover, on Skånetrafiken's Facebook page, the negative comments were significantly more frequent than the positive comments. Customers often expressed their feelings as following examples; "I wrote to you on Messenger because I'm angry" (Sara), "Late and irritable colleague why?! Because your busses are not only late but they never show up at all" (Sabina), "You are the worst… only tremendously the worst" (Anton). These comments demonstrate that customers seem to write in situations when they are fed up and feel that they must express their feelings. One of the members of the focus group declared that she could had written on a corporation's Facebook page "If I had been treated badly in a situation…. that is, if you didn't got a reply in some other way then I could have imagine it as being my last resort" (Lina). However, Rebecka Jansson did not mind the negative feedback that they received "rather negative than nothing at all because then you care anyway".

Positive feelings seemed to engage Skånetrafiken's customers on Facebook as well. These are often funny or nice situations where customer experience happiness. An example of a positive customer generated post was following comment: "amazing train attendant on the train... I think that everybody on the train started their day with a smile on their faces after meeting him" (Matilda). On the contrary to the negative generated comments, customers seem to want to share if they are pleasantly surprised by their experiences traveling with Skånetrafiken. Another positive example described a funny situation was following: "the laugh of today goes to the poor train attendance that managed to lock himself outside the train before departure" (Lars). The focus group members expressed particularly enthusiasm for funny clips, which is in line with the latter comment. One member of the focus group, Rebecca, explained that the only reason for her to enter Facebook was when she was bored and wanted to be entertained.

4.2.3 Friends' actions

The Facebook feed of the individual is generated by his or hers friends, consequently, every time that friends participate in activities it appears on the individual's feed (Facebook, 2016b). During the focus group discussion, the members commented that they sometimes engaged in their friends' activities on

Facebook. They also expressed that they found that the comments that their friends made in regards to corporations felt more "trustworthy than if it would be from an unknown person" (Adam). The latter, is consistent with tie strength, which means that the closer the relationship is, the higher the effect of eWOM activity is (Chu & Kim, 2011). However, the members of the focus group claimed that they were still cautious about which kind of posts that they engaged in. One of the members expressed: "I wouldn't give my approval to liking something if I didn't myself have had experience of it because then I don't know to a hundred percent" (Lina). The latter quote signals that even though friends participated in an interaction the members of the group emphasised the importance of their own personal brand.

4.2.4 Barriers

During the empirical research, it became clear that barriers prevented the focus group to engage in interactions with Skånetrafiken's Facebook page. More specifically, the focus group experienced barriers in form of personal image and fears.

4.2.4.1 Personal image

The members of the focus group emphasised throughout the discussion the importance of portraying themselves in a certain way on Facebook. Moreover, all of the members were in agreement that Facebook was a frivolous platform, which made them reluctant to use it as a communication channel, when contacting corporations. Sarah, one of the members in the focus group, expressed "if I want to be seen as a serious person then I rather go through email or so".

Moreover, during the focus group discussion, even though it remained unexpressed, it seemed that the members felt that Facebook had turned into an environment that was not as relevant to them as before. Lina, one of the members of the focus group described the users of Facebook as following: "now, it feels like it is like the 40 pluses. It is only them who post comments about how their day has been and what the food was like" and then she added that even her "grandma has a Facebook account". In the beginning of the focus group discussion, the members claimed that they almost never engaged in posts. At the same time, they confessed that they

entered Facebook several times a day. As the discussion proceeded, several comments were made which indicated that the members of the focus group in fact engaged in Facebook posts. Regardless of the activity on Facebook, the members seemed to feel that Facebook was not as relevant to them anymore as it used to be.

4.2.4.2 Fears

Privacy on Facebook was something that the members of the focus group were concerned about. As a result this created barriers for the members, which accordingly, prevented them from writing on corporations' Facebook pages. One of the participants in the group stated following: "I wouldn't want that others can read it public. It probably is a personality thing, I'm very private in myself when it comes to that kind of things. If you post something special on corporation's page then everybody can see it" (Lina). They all seemed to be aware of how easily people could get hold of their information and that frightened them.

In addition, the members feared that other Facebook users would interfere in the conversation, if they were to write on a corporation's Facebook page. One of the members in the focus group stated: "everybody can post a comment also, not only my friends but anyone can interfere and it can be misinterpreted, I only think that it becomes a big deal… (Sarah). Another member added that he believed that conversations on corporations' Facebook pages often got out of hand and explained: "people are a bit more confident behind the computer than in real life (Adam). A third member argued that "people are bored and they only do it just because; and there are a lot also, who only wants to discuss and argue" (Rebecca).

However, the members of the focus group did not only fear other Facebook users, one of the participant added that "you get scared of Facebook itself" (Adam). He continued by stating that Facebook "might watch over you more than others from the outside do, they have access to everything". Another participant added: "I don't like the feeling of that everybody can know everything, that you can be watched everywhere and that happens" (Lina). All of the members of the focus group,

expressed concern over the information that Facebook gathered which ultimately, prevented them to engage.

4.3 Dialogue

Dialogue is central to the co-creation process and refers to the two-way communication that occurs between corporations and customers. This is an essential building block in the original DART-model and a prerequisite for the co-creation process (Grönroos & Voima, 2013). Rebecka Jansson emphasises that the primary purpose of Skånetrafiken's Facebook page is to maintain a dialogue with Skånetrafiken's customers. She further argues that there must be "... two that gives and takes". Accordingly, both corporations and customers must participate in the dialogue for co-creation to arise (Desai, 2009). In this case, it is evident from the conducted observation on Skånetrafiken's Facebook page, that customers are active in the dialogue as well as Skånetrafiken.

Moreover, it was possible through the observations to identify several kinds of dialogues and interactions on Skånetrafiken's Facebook page. These can be divided into following categories; customer-to-Skånetrafiken, customer-to-customer and customer-to-employee, which will be further explained hereafter.

4.3.1 Customer-to-Skånetrafiken interaction

Most of the posts on Skånetrafiken's Facebook page are customer generated and touch upon feedback related issues or customer service issues. The feedback related posts especially featured delays, lack of resources, timetables, and general feedback about Skånetrafiken. An example that illustrates such a discussion is the following post: "Hello the ticket machine on track five in Kävlinge [a village] does not work it is completely red" (Zandra). Five minutes later, an employee from customer service answered "Good morning and thanks, Zandra! We will report the error" (Vera). Rebecka Jansson argues "the feedback that is of constructive nature is great". Thus, the dialogue with the customers contributes to an improvement of Skånetrafiken and its services, and the customers can get more value through better service. Accordingly, the active dialogue contributes to a joint solution, which is leading to

mutual benefit (Prahalad & Ramaswamy, 2004a). Rebecka also claims that it is important that all customers get answers to posts made on the Facebook page, and to keep the dialogue. The latter, indicates commitment and trust from the corporation's point of view. Thus, customers may perceive the interaction as beneficial since they can trust Skånetrafiken to reply (Desai, 2009).

4.3.2 Customer-to-customer interaction

When looking through the posts that customers generated on Skånetrafiken's Facebook page, it became obvious that some posts engage other customers who, in turn, answer questions and discuss what is written. Following is an example of when a customer gets engaged into a dialogue that was initiated by another customer. A customer (Troed) explained in the post that he want an apology from Skånetrafiken after an incident in which his three-year-old son got locked outside the bus when Troed himself was in the bus. The conversation was long and several customers engaged in the dialogue. Below is an extract from the conversation:

> Skånetrafiken, excuse me, I must be very unclear. We have a complaint about you. Which suppliers you have are completely uninteresting. You have received payment of us and delivered the incident that I described above. My three year old no longer wants to ride the bus. I suggest that you push this issue forward to the responsible personnel (Troed)

Another customer, Britt-Inger, answer as follows: "It was not Skånetrafiken that closed that bus door, it was a bus driver not Skånetrafiken (Britt-Inger)". Then, Troed answers the comment from Britt-Inger: "Britt-Inger, it is Skånetrafiken's subcontractor. If you booked and paid for a trip with Ving, it is with them that you have your claim with and not with their subcontractor for hotel or flight" (Troed). The example shows that the customers themselves create dialogue as well. This, in turn, creates advantages for Skånetrafiken, by the customers gets involved and helps to spread information. The customer-to-customer interaction is something that Rebecka Jansson is aware of and says that it is positive that the customers are engaged in activities connected to Skånetrafiken. She further states that:

> ... then sometimes they can of course have a discussion about, well, if we have done something right or wrong, or why people have different opinions in various topics and I think it's great that people choose to have the discussion on our (Facebook) page. That people actually engage… (Rebecka)

Through the rapid IT development, customer-to-customer communication can take place to a greater extent. SNSs, such as Facebook, enable customers to get in contact with each other and can thus, participate in dialogues and share information online (Okazaki & Taylor, 2013).

4.3.3 Customer-to-employee interaction

Many posts made on Skånetrafiken's Facebook page are dealing with customers who want to make Skånetrafiken aware of how its employees, for example, behave towards customers or what they do when driving in traffic. Accordingly, customers make posts that are targeted to specific individuals and provide personal feedback about the staff, which can be bus drivers, train conductors or other personnel working at Skånetrafiken. For instance, in the following quote a customer has observed that one of Skånetrafiken's mobility service drivers has driven inappropriate:

> Do you have responsibility for mobility service drivers who apparently think it is ok to drive on the wrong side and use the bus stop as passing lane? Have both photos and registration number of the car. But your customer service for mobility service did not want to receive the report. You should take a serious conversation with this driver. If this is the wrong forum to whom should I turn, when customer service for mobility service would not receive the complaint. (Anna)

In this case, the customer is angry because one bus driver have been driving inappropriate, and want to inform Skånetrafiken about this specific situation.

Another aspect of the customer-to-employee interaction that is occurring is the dialogue between customers and individuals who are employed by Skånetrafiken. In some cases, the employees themselves respond to feedback and conversations, as for example in the following quote, in which a person is questioning why Skånetrafiken choose to cancel a train departure: "How is it possible to cancel a train departure because of staff shortages?" (Johan). After Skånetrafiken has answered, an employed train driver has chosen to give a comment on the question:

> I sincerely apologize for being so incompetent that I or someone in my family would suffer from urgent illness. I also apologize for not ignoring stop and accelerate to 160km/h when police stopped the train because kids are playing in the track area. Yikes, what I feel incompetent and arrogant when you pointed it out. /The Train driver (Anders)

An employee is entering the dialogue and provides answers to why the train may be cancelled due to lack of staff. This occurrence is something that Rebecka on Skånetrafiken do not support because she thinks that it should be a forum for customers. She further argues:

> Any how we want it to go the right way, then we can, it's great that everyone wants to get involved and that everyone get to be engaged ... but it is our job to respond as we see it, if they have something they want then we will take it in the right way (Rebecka)

Rebecka claims that it is the staff at customer service who should keep the dialogue with the customers and that is the way Skånetrafiken should communicate. This phenomenon indicates that there is hypocrisy within the organisation. Rebecka wishes that only customers should interact with each other on the Facebook page and not the employees at Skånetrafiken. The employees could say one thing and Skånetrafiken wants to convey another thing. However, Facebook is an open platform where anybody can interact with each other and conduct dialogues (Zhao et al., 2008). The accessibility that Facebook brings allows individuals, both customers and employees, to participate in discussions, which creates a potential high risk for Skånetrafiken (Kaplan & Haenlein, 2010). On the other hand, if employees post comments that strengthen the relationship with Skånetrafiken's customers it might be beneficial.

4.4 Access

Co-creation can first occur when customers are given the opportunity to access the same information and tools as the corporation possesses. By granting access to customers, they can take part in the creation of value. Subsequently, this will lead to opportunities in form of better experiences for the customers, which will benefit the corporations as well (Prahalad & Ramaswamy, 2004a). In the case of Skånetrafiken, customers are allowed access through the SNS, Facebook. Skånetrafiken's Facebook page was, according to Rebecka Jansson, opened in 2011. Today, Skånetrafiken has around twenty employees that are working in shifts throughout the week to answer customer-generated posts on Facebook. This is

necessary, because of the increasing volume of customer activity on the Facebook page and on Facebook's chat function, Messenger.

All of the members in the focus group had access to Facebook however, they argued that they were not active users. At the same time, they confessed that they entered Facebook several times a day. One of the members in the focus group, explained it by expressing that "it is kind of automatic that you enter Facebook" (Adam). Another participant argued that she entered Facebook when she was bored, and then she added "I kill time daily, I'm always bored sometimes during the days" (Lina).

Moreover, Rebecka argues that the Facebook page is an effective channel for Skånetrafiken and adds that they get faster response from their customers. Contradictorily, the focus group argued that Facebook was a slow channel i comparison to phones and email when it came to contacting corporations. One participant of the focus group argued: "the best thing is to call of course, then you get to speak with someone directly" (Adam).

4.5 Risks and Benefits

Desai (2009) refers to the possibility to harm the customers when mentioning the risks related to the co-creation process. The opinions are divided regarding whether the customers should have to handle these risks at all (Prahalad & Ramaswamy, 2004b) and others argue that customers will have to take greater responsibility for risks involved in the co-creation process (Desai, 2009). However, the risks could be minimised through a good dialogue, which increases the level of trust for both the corporation and the customers. Furthermore, as customers are becoming increasingly conscious and informed, there is a greater requirement for customers to be able to determine the risks and benefits to participate in the co-creation process with the corporation (Prahalad & Ramaswamy, 2004c). The corporation can thus, obtain the right tools and information to help customers determine the potential risks and benefits (Desai, 2009).

It turns out that both Rebecka Jansson at Skånetrafiken and the individuals in the focus group are aware that communication on Facebook may entail some risks. Many of the risks, which the individuals mentioned in the focus group discussion, can be associated with the previously mentioned barriers; personal image and fears. Thus, to communicate on Facebook involves a risk of harming the personal image and also a fear of being misunderstood by others. The risks also include the privacy issue and the possibility that you can be monitored by others. Rebecka Jansson, however, argues that the risks for Skånetrafiken are linked to that they cannot influence Facebook as a platform. Furthermore, risks and benefits of using Facebook as a communication channel will be explained below.

4.5.1 Risks

The individuals in the focus group describe that they never have made a comment on Skånetrafiken's Facebook page, or any other corporation's Facebook page. They perceive Facebook as an unserious communication channel and that there are aspects that prohibit interaction with corporations on Facebook. The barriers are thus too high for the individuals in the focus group to interact with Skånetrafiken on Facebook, and this can be seen as a risk for Skånetrafiken that the engagement is too low and that they do not reach out to them. In contrast, Rebecka from Skånetrafiken claims that those who use the Facebook page for customer service issues are actually travellers aged between 18 to 35 years.

Furthermore, it appeared in the interview with Rebecka, from Skånetrafiken, that she do not experience Facebook as a particularly risky forum to have the customer service on. One aspect that may affect Skånetrafiken, she explains, is that they do not own the platform, Facebook, where it have its customer service, it is on Facebook's terms and conditions when changes are made. Rebecka further says that "... well we become a bit extradited to what they will do". However, the customer-generated comments are not controllable by Skånetrafiken (Boysen Anker et al., 2015). Hence, Skånetrafiken must listen and adapt to the customer's perceived benefits (Berthon et al., 2011). If Skånetrafiken fails to interact in a way that creates benefits for the customer, then the process can become co-destructional instead (Echeverri & Skålén, 2011).

Another risk with that Skånetrafiken is using Facebook as a platform is that the individuals in the focus group mentions in the discussion that they do not think that Facebook will exist in five years. They argue that there is a possibility that there will be other forums in the near future and that the use of Facebook "is going down indeed" (Adam). Sarah says "it seems like Instagram is becoming more popular. And Snapchat". However, the social network sites are constantly changing, together with, that the way customers and corporations are communicating are also changing (Cardon & Marshall, 2015).

Additionally, there are customers who write negative posts on Skånetrafiken's Facebook page. An angry customer made the following post: "You, together with Trafikverket are so damn bad that you become speechless" (Sandra). Thus, customers give their opinions about Skånetrafiken and in this case it is criticism from a customer. This can lead to that negative marketing about Skånetrafiken is spread among customers and that eWOM arises (Chu & Kim, 2011). In other words, corporations cannot prohibit customers to write which ultimately can lead to a co-destruction.

4.5.2 Benefits

Although it emerged in the focus group discussion that the benefits of communicating with corporations on Facebook are few, there are still some aspects the individuals feel positive about. As mentioned earlier, they consider Facebook as an unserious forum to communicating in, but the credibility can increase if their own friends are giving a like or commenting on a post. The credibility also increases if several persons have written the same thing, with the result that "... it becomes quite trustworthy because it becomes less likely that a person do it to support the corporation" (Henrik). Furthermore, one of the participants in the focus group, Lina, explains that:

> I could have been rating because there are those five stars, that I would be able to do, but I do not think that I would be able to write something, if I feel that I want to give something positive so, so I probably would have done it but not more than that

She further explains that she look at some corporations' Facebook pages, to look at what review other customers have given the corporation. By looking at the reviews from customers, Lina says that she can benefit from looking at corporations Facebook pages.

Skånetrafiken can also benefit from allowing the customers to participate and contribute to a co-creation of value on the Facebook page. The observations showed that many customers choose to make positive posts on Skånetrafiken's Facebook page. Following quote is an example of when a customer gives praise to one of Skånetrafiken's bus drivers and chooses to share this at the Facebook page:

> To the bus driver who drives the bus I sit in now, departure 7.50 from Trelleborg to Malmö. Many thanks to you for having a smile on your face, this rainy day, and greet each of your passengers! Hope you did these peoples' days, anyway you did mine. Little happier, a little more energetic, a bit nicer! More people should do the same, thank you! (Adriana)

This is an example is connected to the concept of eWOM as it is a positive statement about Skånetrafiken that is made by a customer (Henning-Thurau et al., 2004). This praise may in influence other customers who see the post on the Facebook page (Sashi, 2012). Furthermore, Skånetrafiken receive feedback from customers, which may lead to an improvement of Skånetrafiken's operations and activities. Skånetrafiken can, through an active and open dialogue, co-create value together with its customers (Prahalad & Ramaswamy, 2004a).

4.6 Transparency

Co-creation relies on a transparency in the information exchange between the corporation and customer (Prahalad & Ramaswamy, 2004a). Traditionally, corporation have had an advantage because of the knowledge asymmetry towards the customers (Desai, 2009). However, through the birth of Internet and later the growth of social media, information can easily be spread (Kaplan & Haenlein, 2010; Desai 2009). Transparency at Skånetrafiken is a given since it is a public organisation, anybody can access information about the organisation. Moreover, Rebecka, the social media strategist on Skånetrafiken, states that they answer all of the comments on Skånetrafiken's Facebook page.

However, comments are deleted on Skånetrafiken's Facebook page, which is indicted by following quote: "why was my comment/question about… deleted?" (Sara). Skånetrafiken's social media strategist, Rebecka admits that the customer-generated comments are removed if the content involve personal attacks, commercials, pictures and footage of employees. This is in line with Skånetrafiken's policy, which is available for anyone to read on Skånetrafiken's Facebook page. However, Rebecka stated that they always write to the customers, when their comments are being removed. Additionally, Facebook has a spam filter as well which automatically remove certain post as well.

4.7 Co-creation on Skånetrafiken's Facebook page

In this final section of the analysis, the different parts of the eDART-model, see figure 2, is tied together. All of the building blocks in the eDART-model, presented in the previous sections, exist on Skånetrafiken's Facebook page, with the result that the requirements for a value co-creation process are met. However, through the analysis of the empirical material, it appears that the eDART-model can be seen as a cycle and a constant flow rather than a fixed model as the theoretical DART-model (Prahalad & Ramaswamy, 2004a).

The co-creation process at Skånetrafiken's Facebook page is an on going process, starting with that the customer has access to the Facebook page. This in turn means that the customers can through the engagement create a dialogue with Skånetrafiken. The dialogue can, via the Facebook page, take place between customers and Skånetrafiken, the customer and customer, and also between the customer and employees at Skånetrafiken. Transparency determine on whether the customers and Skånetrafiken are creating value on the same terms. In addition, the customers must have access to the right tools and information to make an assessment of the surrounding risks and benefits of participating in the co-creation process. The building blocks in the eDART-model thus follow each other and the process continues as long as the requirements for each building block are met.

5. Conclusion

In this final section, a conclusion will be given and the research questions will be answered. This will be followed by a final discussion and the practical implications of this study. Finally, the limitations and suggestions for future research will be given.

This thesis's overall purpose was to gain knowledge of the customer-corporation interaction on Facebook by studying the case of Skånetrafiken. The interaction between customers and corporation can lead to co-creation of value which can be described as a jointly collaboration to create an increased customer experience. Co-creation can be explained through the DART-model, which consists of the four building blocks: Dialogue, Access, Risk-Benefits and Transparency. These four building blocks in combination further form the co-creation process (Prahalad & Ramaswamy, 2004a). In the case of Skånetrafiken, it seems that the DART-model is insufficient for describing the co-creation that takes place on Skånetrafiken's Facebook page. The research questions stated in the introduction will be answered in the following paragraphs.

One of the research questions concerned is why people use Skånetrafiken's Facebook page as a communication channel. Additionally, the opposite was considered as well, namely, why do customers not use Skånetrafiken's Facebook page when communicating. The customers of Skånetrafiken are using Facebook because they want to share their opinions about their experiences with Skånetrafiken. For this to occur, the customer as well as the corporation must care enough to engage in communication. Thus, the engagement has proven to be a first step in the co-creation process. The engagement can be derived from egocentric preferences, emotions or by friends' actions on Facebook. In contrast, there are barriers that prevent customers from engaging in the co-creation process on Skånetrafiken's Facebook page. The barriers origin from personal image and from fears.

Another research question was, what is taking place on Skånetrafiken's Facebook page? The empirical research showed that there was an active dialogue between the customers and Skånetrafiken. Additionally, the interaction occurred between customer and customer, and also between customers and employees at Skånetrafiken.

The last research question was, how is the phenomenon of co-creation emerging on Skånetrafiken's Facebook page? The co-creation can, according to Prahalad & Ramaswamy, take place first when the four building blocks in the DART-model are combined. However, during the empirical research, we found that engagement is the driving force for the co-creation to even occur. Furthermore, the empirical research indicated that co-creation is a continuous process rather than a static model based on building blocks. In other words, all of the building blocks are crucial for each other, starting with access, engagement, dialogue, transparency and risk-benefit. Since co-creation of value is a continuous circle, one building block must be followed by the next for generating co-creation.

To conclude, in the Skånetrafiken case it appeared that the DART-model is insufficient and because of that we are introducing the eDART-model.

5.1 Discussion

Co-creation has during the last decade received a lot of attention, but few if any have observed how the phenomenon of co-creation occurs in the context of social network sites. Even though this thesis is based on one single case, it highlights multi-dimensional aspects of corporation to customer interaction. The study illustrates how co-creation is generated on Facebook but it also shed a light on the underlying corporate strategy. In addition, it paints a picture of why some customers engage in co-creation and why the majority of them do not.

This thesis provides a theoretical contribution in form of a refined model of co-creation, which can be theoretically described as the eDART-model. In line with the previously developed DART-model created by Prahalad and Ramaswamy (2004a),

our findings suggest that dialogue, access, risk-benefits and transparency are essential building blocks in the co-creation process. Additionally, the empirical research further identifies a fifth building block in the context of Facebook namely, engagement. In the case of Skånetrafiken, customer engagement could be triggered by egocentric preferences, emotions or by friends' actions. Moreover, this thesis also shed a light on the barriers that prevent customers from engaging in the co-creation process on Facebook. Even though, earlier scholars have written about engagement, they have yet to acknowledge it as a fundamental building block of co-creation.

Finally, increased usage of the social network site, Facebook has resulted in a diversified community. Facebook is no longer a platform involving only young individuals but it has grown to include the young individuals' parents as well as their grandparents. As a result, the virtual and physical worlds are becoming further merged. In addition, the collaborative nature of Facebook create ideal platform for developing co-creation. The findings of this thesis suggest that the interaction not only include corporations and customers but also employees. In conclusion, our focus has been to gain knowledge of co-creation in the specific context of Facebook since it is an unexplored area within the co-creation context.

5.2 Practical implication

This thesis gives a practical contribution by presenting an applicable framework for co-creation on Facebook. Previous research has been focused on conceptualising on the notion of co-creation in corporation to customer interaction. The findings in this thesis are empirically based which further contribute to a deeper understanding of the concept of co-creation on a theoretical level. In a managerial context, the theoretical framework presented in this thesis, can be helpful when trying to create a platform for generating co-creation. Additionally, the focus group discussion can contribute to supportive insight in how barriers for engagement can be overcomed.

5.3 Limitations & future research

In similarity to almost all research, this thesis has limitations, which subsequently, leads to opportunities for future research. Firstly, the findings cannot be generalised to all corporations since the study only included one case. Future research needs look at a broader variation of corporations that operate in different contexts. Secondly, this thesis looked specifically at customer to business interaction on Facebook. However, the finding cannot be generalised to include business-to-business sector. Hence, future research should look further into that specific context. Thirdly, the customer focus group only included individuals that belonged to generation Z and can because of that not be generalised to all age groups. Future research should further look into different generations.

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Appendices

Appendix 1 – Examples of posts on Skånetrafiken's Facebook page
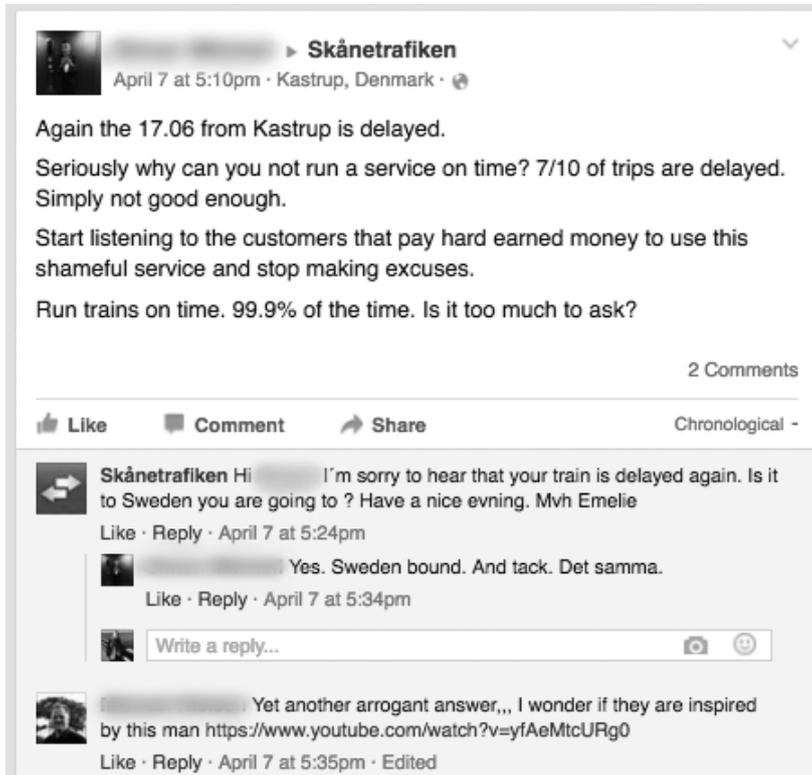
Example of: Feedback delays - Dialogue

Example of: Feedback lack of communication - Transparency

Example of: Feedback timetable – Dialogue

Example of: Praise – Risk-Benefits

Skånetrafiken

- What is your position here at Skånetrafiken?
- Can you describe your position and how does your work look like?
- Are you responsible for the social media channels that Skånetrafiken uses?
- Who are your customers? What are your main customer groups?

Social Media

- Which channels do you use today?
    - o Where is your main focus?

DIALOGUE

- Do you feel that there is any difference in communication with customers today, compared to earlier, when you did not have the Facebook page?

Overarching introduction to Facebook

- Why did you take the decision to open the Facebook page?
- What is the main purpose with the Facebook page? What do you want to achieve with the Facebook page?
- How many employees do you have that are working with customer service on Facebook?
- Which customer group are using your Facebook page the most?

Possibilities

- What are the possibilities to be on Facebook, for you?
- In which context does the Facebook page work best?
- How do you look upon the feedback that you receive?

RISKS

- Do you see any risks by being on Facebook?

Complaints

- Do you have a strategy for all the criticism you get on Facebook?
- Do you fix the complaints that you receive?
- Do you follow up on the complaints/the feedback that you receive?
    - o The complaint that you receive, will there be cases of those?
- The Facebook comments that you receive are sometimes about specific persons, do the employees receive the criticism?
- Has this type of communication channel become too stressful for you?

- o Is it possible for you to close down Skånetrafiken's Facebook page and just have customer service over the phone?

TRANSPARENCY

- How do you look at transparency and is it necessary at Skånetrafiken?
- What kind of posts do you remove from the Facebook page?
- Is there any difference between the communication that occur on the Facebook feed compared to the communication that takes place in the chat that you also have?
- Is there any difference in the information that you have and the information that you share with your customers?

Co-creation

- The interaction between the customers/passengers on Facebook - how could you take advantage of it?
- Two-way based communication vs. One-way based communication - is there any difference in how you communicate today compared with when Facebook did not exist?

Is there anything you want to add, that we have not covered yet?

Purpose

The aim is to capture generation Z's attitudes towards to interact with corporations on Facebook and also to examine their attitude towards that Skånetrafiken are using Facebook as a part of its customer service.

Key questions for the discussion

See appendix 4.

Group composition

Inclusion

For this focus group discussion, we chose to focus on individuals from generation Z, and more specifically five individuals that are born between 1993 and 1999. The selection was made due to they are the future consumers.

Homogeneity

Will be achieved through that we only ask individuals who are considered to be a part of generation Z.

Heterogeneity

Will be obtained through that we ask both women and men, who are either studying or working.

Number of groups

One focus group discussion will be conducted.

Number of participants in each group and the discussion length:

There will be at least four participants in the group and we will meet the group in approximately an hour.

The moderator's role and function

The moderators are us that are doing the research, and we will have the role that we will guide the discussion, which will be done through that we ask predetermined questions.

How will the discussion be conducted?

The focus group discussion will be conducted close to where the participants live, which are in Lund.

Introduction to the use of Facebook

- Do you use Facebook?
- What do you usually do on Facebook?
- How often do you use Facebook?
- Which type of posts do you "like"?
- Which posts do you comment on?
- Which posts do you share?
- Have you ever been checking up on a corporation on Facebook?
- Do you follow any corporations on Facebook?
- Does it happen that you share or "like" a corporation's posts on Facebook?
- Do you comment on corporations' Facebook pages?
- What would get you to comment on a corporation's Facebook page?
- If you think a product/service is good/bad, or if you have any question, can you imagine doing it on a Facebook page?
- What prevents you to write on a corporation's Facebook page?
- Do you think Facebook is a suitable forum to communicate with corporations?
- Would you rather write a personal message than in a public?
- Is there any other communication channel you would rather use when communicating with corporations?

Co-creation

- Do you think that your opinions are important for the corporation that you buy the product/service from?
- If you know that your opinions can help to improve your experience of Skånetrafiken, do you think that you had been written more then?

Skånetrafiken Scenarios

- Have you visited Skånetrafiken's Facebook page sometime?

If yes:

- What made you visit the Facebook page?
- Have you "liked" something on Skånetrafiken's FB page?
- Have you written something on the page or made any comment?
- Can you imagine a situation when you would visit the page and leave a comment?
- What kind of advantages do you think there are to write on Skånetrafiken's FB page?
- What is it that prevents you from writing on the FB page?
- Why do you think others write on the FB page?
- Do you consider that Facebook is a suitable channel for Skånetrafiken's customer service, compared to just having it on the website and through phone?

	Text extract	**Code**	**Category (DART)**
Observations on Facebook	Öresund train 2380 from Hellerup 17:24 never arrived. Now I am 20 min late.	Feedback delays (C2B)	Dialogue
	Train stop between Ängelholm and Helsingborg NOW	Information (C2C)	Dialogue
	Bus drivers who stand with a closed door at the bus stop in 10 - 15 min, as the passengers are freezing outside, we dislike.	Feedback (C2B)	Dialogue
	Bus nr 1 in Helsingborg from Ättekulla to Helsingborg C is always full so people can't sit and is forced to stand crowded between 7 and 8 in the morning. Why can't you assist with larger buses at that time?	Lack of resources (C2B)	Dialogue
	A bit tough when the train clock in 4 minutes in advance and the doors are closed too early. 14:40 from Hbg to M:ö.	Fault reports (C2B)	Dialogue
	Not the first time and not the last. When are the bus drivers going to learn to not to runt 4 min too early? This bus did not even stop it just drove by.	Feedback time table (C2B)	Dialogue
	Hi! What's the name of the bus stop at Star Hotel Lund?	Questions (C2B)	Dialogue