

# Catching the train of social networking?

---

## A case study of Storstockholms Lokaltrafik

### Writers:

Annie von Heijne, 21392

Anna Sjöstedt, 21394

### Mentor:

Robin Teigland

In society today we see a prominent trend for companies to become present in the world of social networks that exist on the Internet. In order to reach the younger generations this is an increasingly important platform for communication. This trend has also spread into the political world, where politicians are using social media to communicate with voters and want the organizations they control to do the same. The change to start using a new way of communicating in a political organization is a previously unexplored research area. The purpose of this study is to map the mindsets of the employees in the public transportation organization in Stockholm, Storstockholms Lokaltrafik (SL), and to understand the underlying reasons for their attitudes towards this new communication channel. This has been done through a single case study based on 17 in-depth interviews with employees spread over the wider organization of SL. The data were then analyzed from a managerial, a psychological and an internal marketing point of view. The mindsets in SL are mainly in resistance and compliance, there is an overall curious but hesitant attitude towards social media. The main underlying reasons found were previous experience, age and the fact that the setting for the change is a political organization.

Firstly, we would like to thank the following for assisting us  
with this project:

Robin Teigland, our fantastic mentor for inspiration, guidance and great advice

Svensk Kollektivtrafik, for initiating the project and for having us at  
Tankesmedjan

Storstockholms Lokaltrafik, for giving us the opportunity to execute this study

Our contact persons Johan Nordgren, Kristian Roslund and Emil Frodlund,  
for assistance and connecting us with the right people

All interviewed employees in SL, the operating organizations and in Svensk  
Kollektivtrafik

Friends and family for support, advice and proof-reading

<b>1.0 INTRODUCTION .....</b>	<b>1</b>
<b>1.1 Background.....</b>	<b>1</b>
1.1.1 Social media .....	1
<b>1.2 Problem area .....</b>	<b>2</b>
<b>1.3 Purpose .....</b>	<b>3</b>
<b>1.4 The History of SL.....</b>	<b>3</b>
<b>1.5 SL and social media today.....</b>	<b>4</b>
<b>1.6 Expected contribution .....</b>	<b>4</b>
<b>1.7 Delimitations .....</b>	<b>5</b>
<b>2.0 THEORY .....</b>	<b>5</b>
<b>2.1 Previous research .....</b>	<b>5</b>
2.1.1 Cognitive fit in software development .....	6
2.1.2 Transforming mindset .....	6
2.1.3 Response to technical change .....	6
2.1.4 Experience and knowledge .....	7
<b>2.2 Relevant theory .....</b>	<b>7</b>
2.2.1 Political organization .....	8
2.2.2 The Ladder of Support .....	9
2.2.3 Resistance to change .....	9
2.2.4 Cognitive fit.....	10
2.2.5 The process of change - unfreezing, moving and freezing .....	11
2.2.6 Development of research question .....	12
<b>3.0 METHOD .....</b>	<b>12</b>
<b>3.1 Scientific starting point.....</b>	<b>12</b>
<b>3.2 Choice of method .....</b>	<b>13</b>
<b>3.3 Description of research site and data collection .....</b>	<b>13</b>
<b>3.4 The Role of the Researcher .....</b>	<b>15</b>
<b>3.5 Methods for Verification .....</b>	<b>15</b>
3.5.1 Internal validity .....	15
3.5.2 External validity .....	16
3.5.3 Reliability .....	16
<b>3.6 Critical review of methodology.....</b>	<b>16</b>
<b>4.0 RESULTS AND ANALYSIS.....</b>	<b>17</b>
<b>4.1 Account of results.....</b>	<b>17</b>
4.1.1 Storstockholms Lokaltrafik – a political organization .....	17
4.1.2 Personal attitude to social media .....	19

4.1.3 The general opinion on social media in SL.....	20
4.1.4 Experience and age.....	23
4.1.5 Potential usage areas for social media .....	24
4.1.7 Our own reflections on the interviews .....	26
<b>4.2 Analysis, results and interpretation .....</b>	<b>26</b>
4.2.1 The Political Organization .....	27
4.2.1.2 Allocation of resources – prioritizations .....	27
4.2.1.2 Run by politicians – short term planning?.....	28
4.2.1.3 Reactive vs Proactive.....	30
4.2.2 The Process of Change and the Ladder of Support .....	30
4.2.2.1 Opposition .....	31
4.2.2.2 Resistance.....	31
4.2.2.3 Compliance.....	32
4.2.2.4 Unfreezing .....	33
4.2.2.5 Acceptance .....	34
4.2.2.6 Moving .....	35
4.2.2.7 Commitment .....	36
4.2.2.8 Freezing .....	36
<b>5.0 DISCUSSION &amp; IMPLICATIONS .....</b>	<b>36</b>
<b>5.1 Discussion and criticism of the results .....</b>	<b>36</b>
5.1.1 Implications for theory .....	37
5.1.2 Implications for practitioners .....	37
5.1.3 Generalizability of findings .....	38
<b>5.2 Conclusions.....</b>	<b>39</b>
<b>5.3 Future research .....</b>	<b>40</b>
<b>REFERENCES.....</b>	<b>41</b>
<b>APPENDICES.....</b>	<b>45</b>

## 1.0 Introduction

---

In the world today, we see an explosion of new information and communication technology that quickly becomes an integrated part of society. A large part of the population in Sweden spends many hours a day in the virtual world<sup>1</sup>, something that has changed drastically over just a few years. The social networks on the Internet have become part of the everyday life of the younger generations and according to a survey by E-barometern, out of 1000 private persons, 35% visit web-based communities every day<sup>2</sup>. This has led to companies understanding that, to reach the customers, they have to be present in this new communication channel. We also see this trend spreading in the political world with politicians blogging about their lives and thoughts on different matters<sup>3</sup>. So what happens when politicians try to implement this in the organizations they control, organizations that in themselves are well integrated in society? And does the increasing pressure in society to be present in this channel affect the organization? How does such an organization see these kinds of changes in communication when pressure comes both from society and from the leading politicians? The focus of this study is to try to understand the attitudes of a large political organization facing change towards using social networks for communication. This will be done through a case study of the public transportation organization in Stockholm, Storstockholms Lokaltrafik.

## 1.1 Background

---

### 1.1.1 Social media

---

*“When we started working with word-of-mouth and social media in 2003, there were few who understood what we were doing. We had to fight to make the companies see the value of our type of communication. Today the situation is reversed, and companies know the value of having a strong presence in social media. Unfortunately, however, very few people understand how to build a value-creating presence over time. Most companies seem to stare themselves blind on the channels as the solution and do not realize that communication is the message in the first place and channels in second.”* (von Heijne, 2010-04-30)

---

<sup>1</sup> Statistiska centralbyrån, Internetanvändning bland privatpersoner 16-74 år (andel) (2009)

<sup>2</sup> Handelns Utredningsinstitut, *E-barometern Q2 2009*

<sup>3</sup> <http://www.dn.se/fordjupning/europa2009/svenska-partier-harmar-obamas-webbkampanj-1.850428>

We are in the middle of a revolution, a paradigm shift if we choose to believe in the foreseen trends by the industry. It is a revolution driven by people and enabled by social media, to quote Erik Qualman (2009, p. xvii). The phenomenon of social media has changed the platform of doing business as well as the private use of the Internet (Qualman, 2009). The main benefit of using social media when doing business is the efficient way of marketing. Out of 1500 e-commerce businesses, 31% already have a strategy for implementing social media in their communication<sup>4</sup>. Traditional newspapers are diminishingly important when it is possible to instantly be updated online for free. Social media is substituting traditional media, but is equally important as a complement, maybe mostly due to expectations of users to be present in other channels than the regular ones (Qualman, 2009).

As former prime minister of UK, Tony Blair, said in response to what was most challenging with his job: “The way in which information is exchanged so quickly has forever changed the way in which people want to consume information. They demand that things be condensed into 20-second sound bites. With complex problems, this is exceedingly difficult, but to be an effective communicator and leader you need to be able to condense complex items down to the core and be able to do this quickly.” (Qualman, 2009, p. 190)

A possible trend for 2010 that will enable companies’ further and developed presence online is said to be to dare being transparent and take conversations online seriously<sup>5</sup>.

## 1.2 Problem area

---

More and more organizations are trying to adapt to the fast moving development of social networks. These changes will affect employees that are not used to this way of communicating, not at work nor in their private life. There might be specific issues that employees have in general when the organization is about to start using social media, conscious as well as unconscious ones. We believe that these, along with other factors, affect the way the employees are disposed to an implementation of social media as a strategic tool. Being a relatively new phenomenon in the business world, we have not found much research on the subject. An additional aspect we find interesting to investigate is the impact on change in a special setting, the political organization.

---

<sup>4</sup> Handelsns Utredningsinstitut, *E-barometern Q2 2009*

<sup>5</sup> <http://internetworld.idg.se/2.1006/1.282311>

### 1.3 Purpose

---

This study aims to map the mindset towards social media in a large political organization and understand the underlying reasons behind the attitudes. Storstockholms Lokaltrafik (SL) is an organization that fits the characteristics of such an organization very well, being a political organization that works with operating organizations to handle all the public transportation in Stockholm. SL has many employees of different ages and with very varying experiences of social media and will therefore be a suitable case study. The study tries to see if there are any linkages between different attitudes and the willingness to change to a new use of communication technology.

Research question: *What is the mindset toward social media by employees in well established, political organizations like SL and how willing are the employees to adapt to a new form of communication at work? What are the underlying reasons for any differences in attitudes among employees?*

### 1.4 The History of SL

---

In 1967 Stockholms Spårvägar was transformed into Aktiebolaget Storstockholms Lokaltrafik (Stockholm Public Transportation), by most people simply called SL. This organization is owned by Stockholm's county council and is responsible for all public transportation within the Stockholm district, including subway, buses, commuter train and trams<sup>6</sup>. In the beginning of the 1990's the workings of SL changed, it was no longer evident that SL should take care of the actual transportation themselves. SL was turned into the present organization that plans, markets and orders the public transportation. The divisions in SL that worked with the transportation were reorganized into affiliated companies that eventually were sold. The transportation was then ordered by SL from external companies. Swebus was the first company to take over some of the bus transportation in Södertälje from SL<sup>7</sup>.

Today SL is working with several different operating organizations that take care of the driving and the customer service out in the traffic, that hence are the ones actually interacting with SL's customers (figure 1). Currently these are Arriva (buses in Ekerö, Sigtuna, Upplands Väsby and Vallentuna), Busslink (buses in the Stockholm city center and in many of the

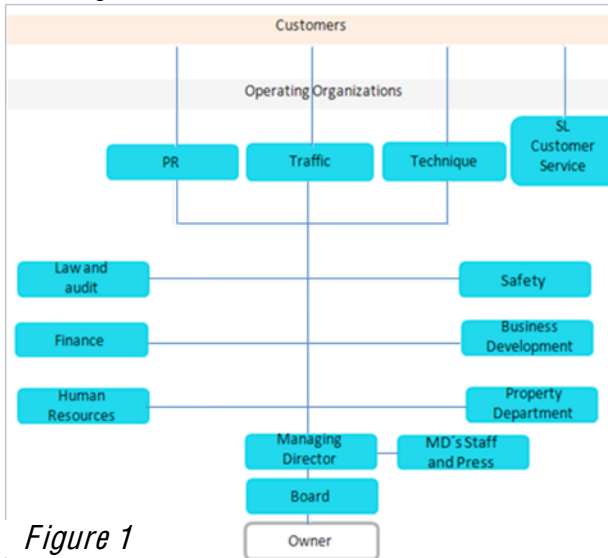
---

<sup>6</sup> Nationalencyklopedin band 17

<sup>7</sup> <http://sl.se/templates/Page.aspx?id=3403>

surrounding suburbs), MTR (the subway), Nobina (buses in some of the suburbs), Roslagståg (one of the tramlines), Stockholmståg (the commuter trains), Veolia Transport (the rest of the tramlines) and Tågäia (service of the railway carriages)<sup>8</sup>.

#### *The organizational structure of SL:*



*Figure 1*

### 1.5 SL and social media today

The work with social media at SL has only just begun. The management shows interest in this new way of communicating<sup>9</sup>. One campaign has been executed using social media so far (Project Manager, SL, 2010), but the future use of the channel as a strategic work tool is not yet decided (Employee in charge of social media, SL, 2010). The questions circle around how, why or even if SL should use social media to a larger extent and in which usage areas.

### 1.6 Expected contribution

In the scientific area we hope to clarify the mindset on social media in a large and well established political organization and also contribute to the understanding of the logic behind the willingness to change in such an organization. For organizations such as SL we believe that the mapping of the mindset and possible explanations for it can be very helpful if they choose to implement social media to a larger extent. In addition to this we think that this study can be of some guidance for SL in implementations of changes over all, in the sense that it can help them understand how employees on very different positions are disposed when it comes to change.

<sup>8</sup> <http://sl.se/templates/Page.aspx?id=1574>

<sup>9</sup> SL Annual Report 2009



## 1.7 Delimitations

---

The study was developed together with Svensk Kollektivtrafik, the industry association for public transportation in Sweden, and SL was chosen as the organization to be studied. That limits the study to one organization in the Stockholm area. This organization is managed by politicians and is therefore to be seen as a political organization. The research focuses on social media and mindset. Social media is defined as an interactive communication tool that enables user-generated content (Kaplan and Haenlein, 2010), and mindset as an individual's attitude that will determine how you interpret and respond to your surroundings<sup>10</sup>. Interviews with seventeen employees within SL were followed through, both with persons in SL and the operating organizations.

## 2.0 Theory

---

*In this section the previous research on related areas is presented and the relevance to this particular study is discussed. To be able to see the results of the study in a context, relevant theory was used as a framework for the analysis. The theory used is described along with argumentation for each of the choices.*

### 2.1 Previous research

---

Organizational change is generally a subject that has been thoroughly studied. But a lot of the research and literature touches upon the actual implementation of change, how to do it and why. Quite many theories and models could be found about the reactions of the employees in marketing and management literature about internal marketing and implementation. The focus of this study takes place earlier in time, relative to the implementation. When further searching the research area of organizational change in political organizations, mindset change and social media, finding exact studies on the subject proved to be difficult, especially on political organization and change. Some articles about implementation of new technology in companies, was easier to find. When turning to psychology research, cognitive fit seemed to link well to this study in the sense that understanding mindsets can be done through understanding the perceptions of the individuals in the organizations.

---

<sup>10</sup> <http://wordnetweb.princeton.edu/perl/webwn?s=mindset>

### 2.1.1 Cognitive fit in software development

---

A study within software development evaluates the cognitive fit of a traditional developer who is approaching a problem that requires an object-oriented solution, which needs a different approach than he is used to. This would most certainly result in a low cognitive fit, not approaching the problem with an adapted solution. The study shows how the shift from the traditional software development approach to the object-oriented software development approach is important to understand the fundamental cognitive differences between tasks and mindsets. The findings emphasize how cognitive fit theory is of great meaning in affecting the transition process, an increasing cognitive fit could ease the transition towards the new mindset (Nelson et. Al., 2009). The relevance for our study is the importance of understanding that problem and solution need to fit together, here represented by different usages of technique, this could be linked to using social media in different ways.

### 2.1.2 Transforming mindset

---

Our study aims at understanding individual mindsets in an organization and how the organization is disposed when faced with change. Kets de Vries and Balazs (1999) show with their study the resemblance between personal and organizational change. A number of phases have to be followed through for the transformation to be completed successfully. The study has additionally showed that generating a new mindset in an organization is an aim that takes lots of effort when suggested solutions to problems have to be accepted, a justification for the change need to be communicated and resistance, both conscious and unconscious, has to be defeated. The study highlighted the importance of an organizational culture that is welcoming change and leaders who are encouraging a mindset where employees are eager to question established ways of acting (Kets de Vries and Balazs, 1999).

### 2.1.3 Response to technical change

---

To comprehend the underlying reasons for the mindsets towards social media it is relevant to see how other organizations have responded to technical change and what factors driving it. In order to do this, Kaplan (2008) executed a study of 71 communications firms during the period 1982-2001, and their subsequent investment in optical technologies during the fibre-optic revolution. The implication of the study was the effect of cognition, capabilities and incentives which together affect the understanding of possible benefits in a firm's strategic reorientation when adapting to change. A firm's inertia may be affected by managers' change of cognition, the effect is in turn affected by an organization's incentives and capabilities which is embedded in the architecture of a firm (Kaplan, 2008).

#### 2.1.4 Experience and knowledge

---

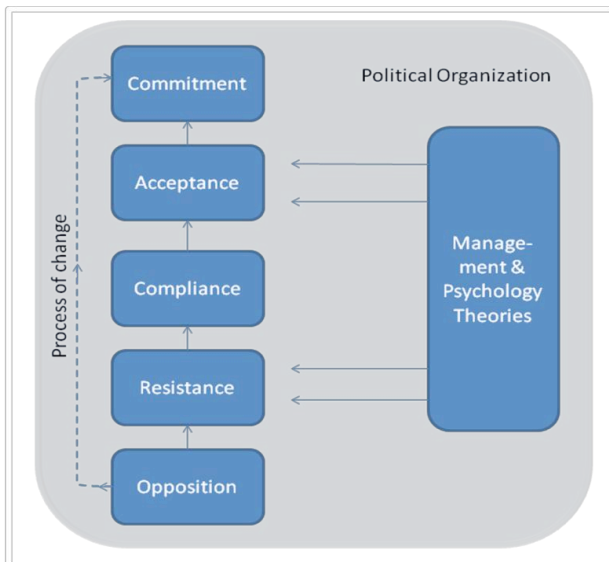
To be willing to embrace a new way of working and communicating one could believe that an important consideration for determining to do so is confidence. This could possibly affect willingness to change. One way to be confident enough to take the step towards the more or less unknown could be experience in related areas, which will contribute with knowledge that enables a smoother transition.

*Absorptive capacity* is suggested by Cohen and Levinthal (1990) to be the ability of a firm to take in new knowledge depending on prior knowledge. Research on memory development, shows that accumulated prior knowledge potentially increases the ability to add new knowledge to memory. The absorptive capacity of the firm depends on the organization's ability to exploit the knowledge of the individuals. King and Tucci (2002) emphasized that static experience can lead to dynamic capability, experience from one area can be successfully transferred to another. We believe it would be relevant to take the aspect of individual experience into account when mapping the mindsets of the employees in SL, since previous research in words of *absorptive capacity* show that prior knowledge potentially increases the ability to add new knowledge. By having experience, it could therefore be easier to adapt to change related to this prior knowledge, something that we will investigate further in our study

#### 2.2 Relevant theory

---

When scanning the research landscape for theories about mindset and change very few separate theories were found that met the requirements of this study. It was difficult to find specific research, linking mindset, the process of change and the political organization together, in terms of a pre-stadium of an implementation of a change in a political organization. The perspectives that were sought for to evaluate the mindsets in SL and understand the underlying reasons were organizational change theory, psychological theories, internal marketing theories and theories about political organizations. We decided, therefore, to create a model that could capture all of these different aspects on mindset. So the most relevant theories that were completing each other were connected in a Meta-model that has been named the Changing Mindset Model.



*Figure 2*

in order to more deeply comprehend how it is that some resist change and other accept it, Jacobsson and Thorsvik's (2008) theories on why some oppose change and the psychological theory of Cognitive Fit (Vessey, 1991) to understand why some accept, have been applied. In this particular case an additional dimension, the political organization, has to be held in mind to fully understand the workings of change in the organization. This is due to the fact that SL is organized and controlled by other forces than a normal company. Finally, we hope that this model will contribute to fulfilling the purpose of the study.

### 2.2.1 Political organization

The core of politics is conflict between different interests (Jacobsson, 2009). Having this in mind one may assume there often are disagreements within political objectives. For politicians your ability to act is important to communicate (Brunsson 2000 and 2002), resulting in actions based on ideal things to do, instead of based on analysis and on what would be realistic to perform. Unrealistic objectives create a situation where employees in their daily work are pressured into redefining objectives and modifying the organizations characteristics and context based on the resources available (Jacobsen and Thorsvik, 2008).

The political leadership is always practiced in an institutional context where conditions for what is possible to realize are marked by rules, organizations and ideas. According to Bengt Jacobsson (2009) this kind of leadership is often reactive, this means that the leader is forced to act on certain current circumstances. Time is mentioned as an important resource, it enables politicians to choose when a specific question is to be lifted, even though much of their work is pre-destined due to for example budget cycles (Jönsson and Strannegård, 2009).

### 2.2.2 The Ladder of Support

---

A marketing framework that evaluates the degree of support to a change is Jobber's *The Ladder of Support*. The evaluation extends from opposition to commitment. Opposition is acted on from those that have much to lose and sees a possibility to stop the planned change. Showing resistance is a less active approach than opposition. It could be showed through delaying the implementation process and might be due to not being willing to show resentment openly. The next step on the ladder is compliance, which is when people follow the plan stated but with little enthusiasm. They are aware of the need for change but are not convinced that the plan stated is the best solution. The reservations of this group might limit the possibilities to a successful implementation. Acceptance is achieved when people see the worth of the plan and are working to realize goals related to it. However, there is a risk of low motivation since they are not in it wholeheartedly. The last step is commitment which is the step to strive for to achieve an effective implementation. They not only accept the worth of the plan, they are committed in every way to realize the success of the plan. Their hearts are in the process and enthusiasm is something that mints the step of the support ladder (Jobber, 2007). Usually the Ladder of Support is used to follow the change in attitude during implementation of changes. In our case, we use it to map the current state even before the change is truly initiated in the organization.

### 2.2.3 Resistance to change

---

Jacobsen and Thorsvik (2008) discuss that resistance is a rational reaction when it comes to change, both from groups and separate individuals. They have established 10 reasons for resistance to change.

**Fear of the unknown** - Change means leaving a safe state for a situation that is stained by uncertainty. It is more comfortable to go on as you have done before.

**Breaking a psychological contract** - Schein (1980) describes a psychological contract as the unwritten expectations that exist between employees themselves and between them and the leaders in an organization. Jacobsen and Thorsvik (2008) say that change often is connected to the breaking of these contracts. An individual might feel tricked when the expectations change to something that they do not see as part of the task that was originally given to them. (Jacobsen and Thorsvik, 2008).

**Identity loss** – The meaning with ones work tasks might shift with change, risking to create a sense of a reduced meaningfulness to the organization.

**The symbolic order changes** – A change within an organization often brings changes in how things are perceived and for example to change office is for many seen as hard, having emotions tied to it.

**Power relations change** - If a change leads to reduced power, due to for example reduced access to decision making forums, one is expected to resist change.

**Requirement for new investments** - With change, requirements for new knowledge and competences might follow. The knowledge collected for certain work tasks at a specific position would be valued less if the tasks are changed. The more specific a competence is, the greater resistance the change will be met with. Changed conditions sometimes mean that the current knowledge has to be re-evaluated.

**Extra workload** - Organizational change is a process that needs to be implemented parallel with keeping old activities going. The need for additional labor leads to an increased workload for the employees that in some cases even before had a challenging workload. Many therefore react to the changing process by expressing the discomfort with an increased workload.

**Social relations break** – Change might come to result in a move of colleagues and previous fellowship might be substituted.

**Expected personal loss** – Reorganizing within an organization could lead to jobs disappearing or that career opportunities are limited.

**External actors want stability** – Organizational changes often mean changed conditions also for external parts, which for example could lead to reduced access to the organization.

#### 2.2.4 Cognitive fit

Cognitive fit is when the types of information, for the problem representation (how you perceive the problem) and that required for solving the problem, match. Due to the matching

information of the problem representation and the problem solving there is no need for the person to transform their mental representation (mindset) to be able to solve the problem. If instead a mismatch occurs, the process of problem representation does not match the problem solving process and therefore will not guide the person in how to solve the problem. A transition in the mental representation for either the problem representation to fit with the solution or an adjustment in the problem solution in order to become suitable for the problem representation will then be needed (Vessey, 1991). We felt that it would be relevant to include the psychological aspect when trying to understand the creation of mindset, this since the perception of the difference between a cognitive match and a non-match is part of creating the mental representation, the mindset.

#### 2.2.5 The process of change - unfreezing, moving and freezing

The psychologist, Kurt Lewin (1952), identified three steps to a successful change: unfreezing, moving and freezing of group standards. For group performance it is common that after a change effort, the individuals fall back in old habits and return to the previous level. Permanency must therefore be part of the objective of a planned change (Lewin, 1952). Based on this theory we have interpreted the three phases aided by change consultant, Dave Straker<sup>11</sup>, as we see fit for our study.

**Unfreezing** - A tendency for people is to stay in an environment that feels safe and where they have a sense of control. People also easily identify themselves with the environment they are in which often causes that change is associated with discomfort even though the change brings many benefits. It is important to remember that not only talking about the change will be enough to unfreeze the state in which they are in. “Change ready” is a term that is used on people that are unfrozen and that see the benefit of a change. The time to get ready varies, some are less eager to leave the comfortable environment they are in.

**Moving** - The main thing about the actual change according to Lewin, is that it comes in small stages rather than just one single step even for the individual. The transition often requires time and leadership is very important, a common trap though is for the leader to focus too much on the personal journey of change and expecting everyone else to understand and complete the transition just as easy. Even if the person is unfrozen and clearly “change

---

<sup>11</sup> [http://changingminds.org/disciplines/change\\_management/lewin\\_change/lewin\\_change.htm](http://changingminds.org/disciplines/change_management/lewin_change/lewin_change.htm)

ready”, the first step towards change is often scary and may take as much effort as the whole challenging transition process.

**Freezing** - A link between motivation and action seems to have a freezing effect, having the individual to stick to his decision. The goal is to stabilize the change in a permanent setting, which could be a slow process that not always has a clear ending.

### 2.2.6 Development of research question

---

To be able to fulfill the purpose with the study, wanting to map the mindsets of a large political organization when adapting to a new way of communicating at work, and understanding the underlying reasons for the attitudes, the research question ended up as follows: *What is the mindset toward social media by employees in well established, political organizations like SL and how willing are the employees to adapt a new form of communication at work? What are the underlying reasons for any differences in attitudes among employees?*

## 3.0 Method

---

*In this section we explain the procedures of the study. We also evaluate the validity and reliability, as well as discussing alternative methods.*

In our thorough search of the previous research on the area of social media and organizational change we found that there was a need for research on the subject. Currently, not many studies have been conducted on the role of organizational change and mindset in an organization when talking about implementing the use of social media in a company’s communication, especially not in a political organization. To investigate what the current mindset towards social media is in SL, as a large political organization, and if any problem areas could be identified concerning a potential larger scale implementation of this new way of communicating, a case study of SL with qualitative data collection was chosen.

### 3.1 Scientific starting point

---

In scientific research, one can choose to approach the empirical data in different ways. The most common ones are either inductive or deductive approaches. A deductive approach builds on existing theory trying to either confirm or reject the theory. An inductive approach on the other hand has its origin in the actual data and tries to create new theory (Merriam,



1994). This study is somewhat in between, both using existing theory and new data and is thus of an abductive approach (Alvesson and Skoldberg, 1994).

### 3.2 Choice of method

---

The purpose of this study being to investigate the mindsets of employees towards social media in large political organizations, a *qualitative case study* seemed to be a good choice of method. This was also justified by the fact that what we were interested in investigating was why the mindsets in the organization chosen are the way they are (a type of explanatory question). This kind of question is preferably answered through case studies since it is examining connections between occurrences over time, and not frequencies (Yin, 2003). Since we have been trying to understand and find patterns in the mindset of employees in an organization, a qualitative study is preferred (Trost, 1993). Another rationale for using a case study of an organization is the fact that social media has only recently exploded as a means of business communication, and the connection to mindset and implementation has not been studied earlier. This could therefore be seen as a revelatory case, a case that previously has not been possible to study (Yin, 2003).

### 3.3 Description of research site and data collection

---

The chosen design of the study is a single case study of Storstockholms Lokaltrafik. The choice of organization was based on the fact that SL seemed to fit the criteria of a large political organization very well to be investigated in order to answer our research question. The industry association for public transportation in Sweden, Svensk Kollektivtrafik, is currently very interested in seeing an implementation of social media in the industry to see if it could help increase the market share for public transportation. The public transportation organization in Stockholm, SL, is currently reaching out towards social media and is interested in seeing where it could lead, why a case study on SL felt relevant to us to be close to the attitudes and discussions regarding this subject.

The data were collected through seventeen semi-structured in-depth interviews with employees in SL or in one of the operating organizations that SL orders the public transportation from. We decided to include the operating organizations in the case study since these are the ones actually facing SL's customers, and their mindset towards social media as a tool for communication was perceived to be as important to take into account. We found it relevant because the operating organizations indirectly are part of SL, particularly from the outside perspective of the customers.

We interviewed employees from many different functions and hierarchical levels in the organization to get a broader image of the variance of attitudes in SL. The reason for choosing employees from SL and the operating organizations was that it is the operating organizations that are the first-liners towards SL's customers. Twelve interviews were personal, face to face interviews. The rest of them were held over the phone. We do not think that the quality of the data from the telephone interviews differ much from the personal interviews. The exact same questions were posed, the time of the interviews was about the same and much effort was placed on all of the interviews to gain a feeling for the interviewee's overall attitude.

The questions that constituted the base for the interviews were created with Jobber's Ladder of Support (Jobber, 2007) in mind. Efforts were made to both have the interviewee describe their attitude towards social media and to try to understand it through indirect questions in more general terms. A difference was made between how the interviewee personally viewed social media and if and possibly how SL could work with this channel. The questions also dealt with SL as a brand and SL as an organization.

As previously mentioned the data were collected through seventeen semi-structured in-depth interviews, of which twelve were face-to-face interviews and five were by phone. All but two of the face-to-face interviews were held at the working place of the interviewees, to create a safe environment where the employee would feel at home and also to facilitate the interview process for SL. The interviewees were selected aided by contacts both from inside and outside of the organization. Majority of the face-to-face interviews was made by both of us, one asking questions and one taking notes. During the interviews both what the interviewee said and how the person reacted to the questions were noted. After each interview a general impression was also written down. Another source of data was when we attended the conference arranged by Svensk Kollektivtrafik in Stockholm. We listened to a lecture about social media, held by Professor Robin Teigland, along with representatives from most of the organizations working with public transportation in Stockholm and the surrounding areas. During this lecture the main focus for the data collection was not what was said during the lecture, but how the audience responded and how we perceived the mood and general attitude. These data were then discussed with Robin Teigland to see if her impressions coincided with ours.

### 3.4 The Role of the Researcher

---

The interpretations of the researcher are a very central question in a qualitative study like this one. Even if we tried to take a very neutral position, it is inevitable that the results at some point will be interpreted from that person's point of view. We have been trying to be as objective as possible but we come into this study with experiences of our own that shape our understanding of the interview situations and the responses of the interviewees. Both of us have studied business for almost three years and have specialized in marketing. This might bias how we see an organization and the way we see its strategies, especially in communication. If the strategies of SL do not coincide with what we have been taught are the fitting strategies and approaches to marketing we could see the choices of SL as negative and faulty. If this should be the case, we might end up being harsher in our interpretation of the mindsets in SL, seeing them as more negative than they actually are. The fact that the interviewees have known that we write our thesis in marketing at a business school might also lead to some bias in their responses. Some might feel insecure if they think that they do not know so much about the topic and that we, who interview them, are much more up to date on the subject. The interviewees might answer in such a way to make us believe they are more positive or know more about the subject than they actually do. Both of us are also everyday users of social media and have engaged in projects using social media as one of the communication channels. The experience we have in the area might also taint the way the results are interpreted since our view on social media is initially positive and may make us see the respondents as relatively more negative than a neutral person would do (Merriam, 1994).

### 3.5 Methods for Verification

---

When using a qualitative research design it may seem difficult to prove whether it is reliable and valid, things that can be built into the study design in a quantitative study. The following tests have been taken into account when choosing the method and designing the study; internal validity, external validity and reliability (Kidder and Judd, 1986). Robert K. Yin has adapted these tests for case studies (Yin, 2003).

#### 3.5.1 Internal validity

---

According to Yin (2003) internal validity is only applicable to causal studies, since it is a measurement of whether one event actually caused another event. But Merriam (1994) on the other hand has a definition of internal validity that partly also includes Yin's *construct validity*. She defines it as whether the results actually correspond to reality and claims that case studies have a very high internal validity. Out of her basic strategies to secure the internal

validity we have used *participant control of key informants*, *horizontal revision and criticism* and *clarification of the possible researcher bias*. By sending the notes and protocols from our interviews to our interviewees, they have been revised by the interviewed person so that they can control that we have understood them correctly. Horizontal revision has been made through constant feedback from Robin Teigland and from our co-students, who are conducting similar studies. The possible researcher bias has been declared in The Role of the Researcher above. We have also been trying to address other possible explanations of our results.

### 3.5.2 External validity

---

Yin (2003) defines external validity as whether the results of a study are generalizable or not. He argues that when it comes to case studies the focus is on whether it is possible to generalize the results to a broader theory (analytical generalization). According to Merriam (1994) the generalizability can be increased by giving a rich description of the case, to enhance the possibilities to execute similar studies. This is something that we have been trying to do in this study. Merriam also mentions the tactic to judge how typical the case is in terms of events and individuals, this will be discussed further on (Merriam, 1994).

### 3.5.3 Reliability

---

Reliability concerns the question if the results of the study can be reached again by doing the exact same case study, not a replica of the study that is (Yin, 2003). This can be problematic when it comes to qualitative research since human behavior is not static but changes over time (Merriam, 1994). To be able to do this, extensive documentation of the procedures of the case study is needed. This has been dealt with in the form of a case study protocol, adapted from Yin's version (Yin, 2003).

*Triangulation:* The use of multiple sources of evidence can enhance the reliability of the study. Due to the limited extent of this project, this is something that we have not been able to do. But we strongly recommend it for further research on the subject, for example by using psychological experiments to access the employees' mindsets or doing a quantitative survey (Merriam, 1994).

## 3.6 Critical review of methodology

---

The fact that this study only takes one organization into account is of course a limitation when it comes to the possibilities of generalizing the results. If possible it would have been

preferable to also investigate another political organization and then compare the results of the two. An additional limitation is the size of the sample compared to the total number of employees in SL and the operating organizations. To really get an accurate mapping of the mindsets in the organizations a much larger sample would be of great use. One could also use a quantitative approach to study this phenomenon. It would be preferable because it would facilitate the data collection process in the sense that it is easier to get a larger sample through surveys than it is with a qualitative study. But if that approach was chosen the reactions of the respondents would be lost, something that interviewing on the other hand captures. It might also be important to discuss the interview settings. At the same time as doing the interviews at the work locations of the interviewees can make them feel safe, it might also be difficult to be critical about things that the management does if they are sitting in the same building.

## 4.0 Results and Analysis

---

*In the following section the collected data are presented and followed by an analysis based on the Changing Mindset Model.*

### 4.1 Account of results

---

The following results from the qualitative study made on SL are divided in five relevant areas that were developed after seventeen interviews with employees within or linked to SL. The interviewees have positions within the SL headquarter, are employees in operating organizations or within Svensk Kollektivtrafik. The different areas that the account of results will be structured by are; a political organization, personal attitude to social media, general opinion of SL, experience and age and potential social media usage areas.

#### 4.1.1 Storstockholms Lokaltrafik – a political organization

---

The fact that SL is a large and complex organization, where long term, strategic goals as well as management in detail in certain projects are controlled by politicians, was stressed by the Head of Communication. Also, the Head of Traffic Planning felt that the organization is quite hierarchic, with many decisions from politicians to respond to, but that all the managers are very responsive to new ideas. Still, these prioritized questions from politicians, said the Head of Business Development, are part of what drives the work of SL. Having in mind that SL is very hierarchic and fairly governmental makes it quite comfortable since you always have given rules to adjust to. That this year is an election year was lifted by one of the Project Managers, she felt that it really differs from an average year. The Director of Communication

at Veolia expressed that the policies from SL that they have to adjust to are known to change as the leading politicians in Stockholm change. A Busslink employee commented that SL has such a large area to cover compared to the other public transportation organizations, which is why he thinks that SL is more complex and also is a more political organization than some of its counter parts around the country. In addition, some of their politicians are very active within social media, for example the chairman of SL has a blog which is a good way of understanding the background of certain decisions made and their underlying opinions.

A Project Manager in SL experienced that even if you have many ideas of your own, these will be down prioritized when a political decision lands on your desk that results in having no time to be proactive. Even if a rather great share of the interviewees that worked within SL felt that there is room for own initiatives, that point of view was more emphasized by those in higher positions in the organization. For example, one of the Project Managers at the Property Department felt that she can affect her daily work to quite a large extent, once higher institutions in the organization have decided within what work area the projects should be done. A Business Developer at Svensk Kollektivtrafik did not feel that working with social media was imposed on them but emphasized the underlying reasons for initiating a potential usage. "What is most important: the message or the channel itself?"

One of the Business Developers at Arriva said that Arriva as a company is very open, but that they are controlled by their contracts with SL. It does not always seem easy to explain to SL what Arriva wants to do. She, similarly to the employees at SL, stressed the fact that SL is a very large and complex organization, which makes it difficult for them as an operating organization to find efficient channels for communication. "It feels like you are in the same meetings but in different divisions." Similarly, a Veolia Driver, felt that SL is a large, bureaucratic and slow-moving organization which makes it difficult to execute the preferred changes.

Another perspective in the organization was put forward by the Press Department, in which one of the employees sees his own job as relatively open for initiatives of his own. He also stressed that politicians decide what SL should work with but that the political decisions more control the overall direction of SL. Independent of what direction the politicians chose to go, they are in general very afraid to make mistakes, an aspect lifted by an employee at Svensk Kollektivtrafik. This, she thought, can be because the politics sometimes takes over,

something that she finds very frustrating. Local politicians make the decisions and they actually have to make the choice between giving money to the public transportation or to the medical care in the community.

To summarize, something that basically every one of the interviewees, within SL or in the operating organizations, mentioned as the crucial part was SL being a political organization. This affects the entire business to a large extent. Even though many parts of SL are run like they would be in a company, all of a sudden a politician can go in and in detail decide what should be done next. These initiatives are prioritized and even if some of the employees explicitly mentioned that they are able to come with initiatives of their own, they are down prioritized in favor of political decisions.

#### 4.1.2 Personal attitude to social media

As many others, the Head of Traffic Planning at SL mostly associated social media with personal use. A Project Manager at SL said that she uses Facebook about every third day but only in her spare time and the Head of Communications felt that Facebook is a good way to stay in contact with friends. A Project Manager at SL believed that it would be difficult to use Facebook as a work tool since it would take time to administrate, like the mailbox already does today. She also felt that one loses the tune of the conversations if you only communicate through Facebook - it is better to talk directly to people. Another employee believed it is more relevant to use social media professionally in certain industries and that it maybe has not yet reached the technically oriented industries. The Business Area Director at Busslink was of the same opinion, seeing social media as something very new, especially for the public transportation industry.

The Head of Business Development at SL did not use Facebook himself but he did however see it as a platform where the society and SL could meet, where more of a dialogue could be created compared with traditional media. A Business Developer at Arriva saw social media as a channel where the user is involved in producing the information and pointed out that the Arriva garages have created Facebook groups. So far she has not joined since it was created by the bus drivers themselves and not initiated by Arriva. The Director of Communication at Veolia emphasized an aspect that was shared among some of the interviewees, the fact that social media is a very important tool for work, but that many are not capable of understanding that usage area yet.

Almost every single one of the interviewees mentioned the hype around social media in society and one of the Project Managers felt that it can be difficult to grasp when it is so over hyped, she said that it becomes distant and difficult to see how SL could actually use it in a meaningful way. The person in charge of social media within SL said that it is very difficult to define what social media actually is. “It’s as difficult to define as the Internet.” He also emphasized that each company has to make the definition from what specific needs that particular organization has.

To sum up, the extent to which the interviewees had personal experience of social media varied a lot, however, when referring to social media the majority associated it with Facebook and two-way communication. A consideration mentioned by quite a few was whether social media was to be seen as a work tool or not. Further the hype in society around social media was acknowledged by almost everyone.

#### 4.1.3 The general opinion on social media in SL

---

“In the Property Department we do not talk so much about social media at work, it is too far away from what we focus on” said one of the Project Managers. But she felt the awareness about social media has increased. One of the reasons that the attitudes towards social media among employees within SL differ, she believed is that the different positions within SL face social media to very varying extents. She on one hand gets in contact with it since she works with the customer environment, but others do not face it at all. The Head of Business Development at SL also recognized that the attitudes vary in the different divisions, mainly due to different competencies.

One Project Manager within the Communication Department said that she thinks that many of the employees that do not work in marketing see social media as mainly a fad. She felt that there is still some slowness in the organization and that few people really understand that social media can be used as a work tool and not just for having fun on your spare time. The Site Manager at Veolia, as well, stressed that today is social media strongly connected to spare time activities due to the fact that many youngsters use it, but he believed it would be seen as a work tool in the future. A Project Manager believed that it would be a waste of time to let the skeptics try and that many feel that it is tough to learn something new. “It is a very slow moving organization.” The Head of Traffic Planning was of a similar point of view, she



felt as there are parts of SL that are very responsive to trends, but others that are more difficult to change, that it all depends on the organizational structure. The fact that SL is a huge organization makes it unwieldy. She mentioned a go-ahead-feeling but for example, the budget processes are long where the resources available depend on the county council which distributes the money which in turn depends on how much tax money is collected.

The Press Secretary at SL thought that more and more people understand that they have to shape up when it comes to social media. He believed that this insight comes mainly from within the organization where people have started to feel old-fashioned using traditional channels, and not as a reaction to the development in the society. On the other hand, the person in charge of SL on the Internet, among others, indicated that the initiatives to use social media came from higher institutions and were based on the feeling of something big happening that you have to act on now not to miss out on it. But he emphasized that sometimes they rush over the rationales that are needed for strategic decisions. Further, he believed that the willingness to change is less eager on lower levels in the organization, since many employees might link change to a larger workload. Another reason for not being too willing to change mentioned, was whether an employee's competence is currently valuable but is reaching an expiration date with the change.

“The bus industry might not be the first to get involved in the latest developments”, said a Business Developer at Arriva. She has been working with change since she started and has had to face some muttering in the hallways when just trying to change some billboards. She felt that it takes some effort to make changes work in the organization. The Business Area Director at Busslink stated, “SL is such an integrated part of society that they consequently react to changes in it. They have many people working within the organization with lots of ideas, but my guess is that change takes time due to SL being such a large and political organization.” The Business Developer at Svensk Kollektivtrafik was of the opinion that SL is a very traditional organization and that they actually are generally positive to change but find change tiresome. She stressed that you have to present the usage of social media in such a way that make the employees see what is in it for them.

When visiting SL Center, they were not aware of SL working with social media. An employee in her twenties believed that the SL headquarter was covering what is said about SL in social media. She also mentioned that SL Center probably is a complement to the use of social

media, they are mainly working with the direct contact with the customer and felt that they were not affected by a potential usage of social media. They felt that the target group visiting SL Center is probably not those requesting information through social media.

A ticket collector in the subway, working for MTR, felt that he wants to separate work and spare time and mentioned that he was not too keen on finding SL on YouTube, the social media he used the most. Being in his fifties, his children usually helped him to plan his traveling on the Internet. A Customer Service Host at MTR in his twenties had previously worked for Connex where the employees had used Facebook for administrating the shift of working hours between each other, something that had worked very well. He thought it would be a good idea to be on Facebook since so many uses it. However, he emphasized the fact that SL is a quite slow moving organization and exemplified by telling about the process of getting the access cards in place and had little faith in the SL strips with stamps going away within the near future. He also said that it is very important to have people with a lot of knowledge working with social media to be able to run such an activity.

Tankesmedjan is a tour led by Svensk Kollektivtrafik where representatives from public transportation related organizations are participating. We visited the Stockholm conference where one of the main focuses was the phenomenon of social media and how to respond to it. When Robin Teigland, Associate Professor in the Marketing and Strategy Department at SSE, showed a presentation about the fast progress of social media in society and asked what the listeners had to comment on it, one man said: "I have gotten old." Another: "I have gotten old, but I see great opportunities." One female was of the opinion: "It is so much fun, so much is happening." Among the total of 50-60 participants, there was a great share of male, with a quite high average age. Most, but not all, looked interested in the subject. Few stood out, having used different types of social media. One of the participants raised the question of integrity with for example Facebook, saying there is something strange about it, there are pictures that will never go away.

After the Tankesmedjan conference, we had a short talk with the Managing Director at Svensk Kollektivtrafik. According to her, the message of the fast progress of social media and the need to respond to it has been received by the participants in a positive and open-minded way. She emphasized two additional views she had reflected on. "Most people in the organization don't know a lot about social media, they see their children using it - that is

pretty much it.” The other point of view was the transition to look at the use of social media as a professional tool, most still see it as something to use on your spare time.

The general opinion on social media in SL was stated by most to be affected by the hype around it in society, that politicians are picking up on it enhance the awareness of social media within the organization. Many also mentioned that the organization have started to feel old-fashioned as a reason for a positive attitude towards the new way of communicating. Another generally emphasized aspect was the varying degree of exposure of social media between different departments and whether it was seen as a work tool or not.

#### 4.1.4 Experience and age

One Project Manager said that the attitude is related to age, but she also pointed out that her father and his wife have Facebook - so it does not have to be. As much as it depends on different competencies, the Head of Business Development commented on the fact that the average age is higher in some divisions than in others and that you are used to using different communication channels depending on which generation you are in. “At Arriva the attitudes towards social media differ very much between different individuals”, mentioned a Business Developer. She believed that it depends on age and previous experience. “I tell the drivers that there is information on the intra-net and their response is: I don’t have a computer”. The Press Secretary felt that he belonged to the generation in between, he had Facebook but was not too interested in his friends’ blogging about their new born baby, which he said could be a bit offending to the personal integrity. The Managing Director at SL emphasized the generational aspect by admitting his social media ability being a bit underdeveloped. He mentioned, as a potential reason, that part of his generation value the personal integrity quite high. One senior employee at Busslink stressed, during the Tankesmedjan conference, the difference between generations: “When are you supposed to have time for using social media? We do everything we grew up doing. Those born in -77, have the time to do this as well. This is a journey we have to do.”

One of the employees at the Communications Department also pointed out that the average age at SL is quite high. He thought that most of the employees at SL would not welcome change with their arms wide open, something that might be partially an expression of the generally higher age. A Project Manager in the Communication Department mentioned that she believed in showing successful examples of implementation of social media in

organizations similar to SL, as a way of including the more skeptic, inexperienced employees in a positive attitude to social media. The Head of Traffic Planning said, “SL has traditionally been dominated by a great share of male employees and a high average age. Among my co-workers the average age has dropped, this generational shift may open up for the use of innovations such as social media.”

Summing up, the majority of the interviewees communicated age and experience as reasons for the difference in attitude to social media, without a direct question being asked. A quite high average age has dominated the organization and the preferred ways of communicating were named to differ depending on which generation you belong to. To show successful cases of social media usage from similar organizations was proposed as a way of getting the skeptics on board with a potential implementation.

#### 4.1.5 Potential usage areas for social media

“It is an important measure to reach out to the younger generations”, said one of the Project Managers. “Social media is one of those things that you cannot choose to ignore but that you have to adapt to”. The Head of Business Development did not really think that the customers expect SL to work with social media, but he believed that the customers always will be interested in what is going on behind the scenes. The Head of Traffic Planning was of a similar opinion, she as well did not think that the customer expects SL to be an organization that uses social media, but she believed that they could be. They are trying to communicate that they are not as old-fashioned as many may think, for example by attending the Ung08 festivities in Stockholm. She also focused on the potentials of a two-way-communication, which enables those that are not comfortable to share their opinions by calling the customer service, but instead would find it easier to be heard by using social media. For the Director of Communications at Veolia it was all about external environment monitoring. She did not really know how SL sees this but she was willing to steer her entire operation towards this area, and saw social media as a means to reach the younger customers.

From a marketing point of view, one of the Project Managers saw social media as a means both to get input from customers and to open up for more communication on what SL is and how the public transportation in Stockholm actually works. Once again the main focus of social media usage, this time for the Head of Communication, was the dialogue with the customers, an area that he truly felt that SL could improve in. This, both to communicate the

work of SL to the customers, and to get an understanding of what the customers think of SL and what they ask for when it comes to public transportation. For one employee at Arriva, as well as for the Site Manager at Veolia, the main potential usage area of social media was to get information out to the customers, a large part of which should be real time information about the traffic.

As a journalist, the Press Secretary saw many opportunities to keep track of what is said about SL in society through social media. He thought it could give a heads start for what to come, but he also pointed out the issues with the enormous amount of information that you would have to go through to find the relevant one. He stressed the fact that it truly is a tool to be used at work. The person in charge of SL on the Internet, on the other hand saw a potential usage area for social media in the internal communication, to open up for new ideas and get input from all over the organization. He also mentioned that he did not believe in using social media in campaigns and twittering customer service due to a too narrow group of customers actually appreciating the effort. Overall, he was positive to social media but stressed the importance of using it in the right way.

All aspects are however not positive. For example, the risk of losing control by using social media was emphasized by the Head of Communication at SL, he saw a risk in using a communication means where the user is able to hide behind a computer screen, “I’ve seen these comment fields and sometimes it is like people have lost all respect for other human beings.” Also, at Facebook there are non-positive groups created about SL, it is easier to agree in discontent than the other way around, an observation made by the Head of Traffic Planning. Another consideration pointed out by her was the time aspect, there is people blogging as a full time job, and it takes time to do it well. One must be aware of the trade-off, what is the potentials of the usage and is it worth putting all that effort into it? Further, the Head of Communication and the Press Secretary both pointed out that some customers might question why SL is bothered with social media when the trains are not on time.

To summarize, the potential usage areas of social media within SL, they were quite differently formulated in the separate interviews. The main part did however focus on the possibilities of a two-way-communication-channel and its potentials. To understand the attitudes to social media, it was judged interesting to see to what extent and how the employees saw this channel

as a work tool. Some could, if not now then in the future, see social media as a potential work tool.

#### 4.1.7 Our own reflections on the interviews

The attitudes between the interviewees differ, most of them judge the potential in using social media by which department they are in. We have felt that many are influenced by the hype around social media in society. Especially those who are not that familiar with the phenomenon seem to have a tendency to say that they are quite positive, but when asked why, they do not really know. Generally, it seems that most are positive, or at least interested in what social media has to offer. Yet many still appear hesitant due to previously mentioned risks. Whether the interviewees see social media as a work tool or not differ a lot between the employees. The few ones that are really positive seem to be a bit frustrated by the way SL works as an organization, being quite unwieldy. When interviewing the ticket collector and customer service host and addressed the subject of SL using social media, they both seemed to think it was a good idea, but taking an initiative themselves using it appeared never to have occurred to them.

#### 4.2 Analysis, results and interpretation

In this section the analysis of the results are presented. We base our analysis on the Changing

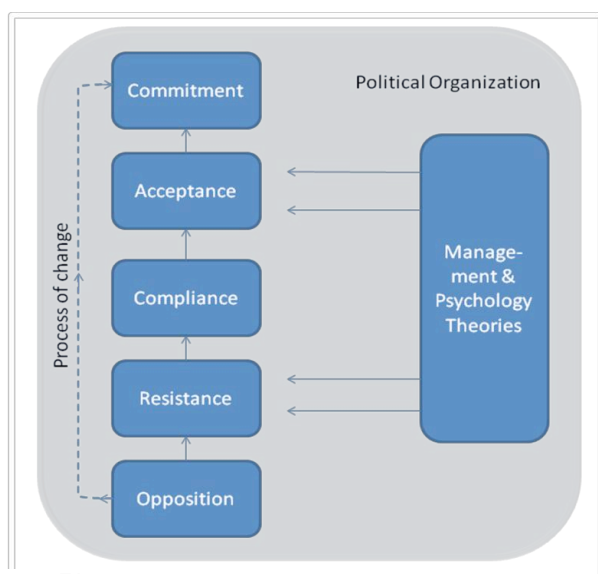


Figure 3

Mindset Model (figure 3), where the political organization is the setting and the Ladder of Support in combination with Lewin's Process of Change is the framework. Additionally two of the steps in the ladder will be evaluated according to the following theories, for the resistance step Jacobsen and Thorsvik's management theories about reasons for resistance to change will be used, for the acceptance step the psychological theory about cognitive fit is applied.

Firstly, we will discuss the underlying reasons identified through the case study to answer our research question in the political organization: What are the underlying reasons for any

differences in attitudes among employees? Further this is also discussed in the Process of Change and the Ladder of Support. Incorporated in this discussion, the spread of the different mindsets among employees within the SL organization are stated, to answer our question about mapping the different mindsets towards social media: What is the mindset toward social media by employees in well established, political organizations like SL and how willing are the employees to adapt a new form of communication at work?

#### 4.2.1 The Political Organization

---

##### 4.2.1.2 Allocation of resources – prioritizations

---

Much of the hesitation that we have met during the interviews have partly circled around the question of whether social media is something SL should be doing at all. The fact that social media is just starting to become established as an accepted channel for communication in companies and is not at all established in Swedish public transportation makes the outcome of such an investment questionable. To our knowledge, there is no satisfactory way of measuring the return on investment of social media today. For a public organization like SL that is competing with medical care for financial resources it is of course extremely important to be able to show the worth of potential large investments, both to the government and to the public.

*“It is difficult to claim money for implementing social media in public transportation, when competing with medical care.”* (Business Developer, Svensk Kollektivtrafik, 2010)

One of the interviewees mentioned that the fear of making a mistake is large, something that is quite understandable seeing that SL is a public organization dealing with tax money from the population. The hesitancy we have felt has in many cases been explained by this fear of making a mistake, of making the wrong prioritizations. A fair deal of the interviewees are worried that the public will say that instead of placing time and effort on twittering, SL should make sure that the trains run on time. This doubt and fear of making mistakes largely affects the willingness to change in the employees. The disbelief that SL maybe should not be working with social media of course holds back the potential positivity in the mindset of many employees. If given directions from the management to start working with this new channel when you as an employee feel that you should be doing something else instead, the attitude to social media is going to be fairly negative. To be fully willing to change you must see the benefits of social media as a strategic tool for long term use.

#### 4.2.1.2 Run by politicians – short term planning?

---

In management theory one of the main important characteristics in political leaders is the ability to act. According to Brunsson this may influence the actions of the leaders in the direction of being the ideal things to do, and take away focus from being realistic and analytical. The usage of social media could be seen as one of these ideal actions. More and more people are using social media to communicate and the politicians want to keep up. An increasing number of politicians use blogs to communicate their message and the awareness of the impact of the interactive networks spreads across society. But is this merely a fad? Can the politicians actually see the use of describing their life on the web or is it only PR? In SL, being a political organization, this may have a great impact on the employees' attitudes towards social media.

*“The management can be very eager to try out new things but they don't see what it takes – time, knowledge and prioritizations.”* (Employee at the Communication Department, SL, 2010)

If not given any background and reasons for working with social media it might be difficult for the employees to understand the use of putting extra time and effort on working with it. They might feel that this is something that the politicians only do to look good and seem up to date in front of the voters. Some of the employees seem to think that this is the case when talking about SL potentially using social media in the near future.

*“I can really feel the difference this year compared to others, this year being an election year.”* (Project Manager at the Communication Department, SL, 2010)

This implicates that the work with social media is more important in terms of collecting votes, than it is for the strategic work of SL. Jacobsson and Thorsvik touch upon time being a resource for politicians in the sense of the ability to choose when to lift certain questions to steer the debate in society. This view on the work of the political management may shape the mindset of the employees. If the management only uses social media as a PR stunt, why should the employees see it as a strategic tool, as something worth putting effort in understanding and working with only to see something else get higher priority when the fad has passed or after the next election? This we believe affects the willingness to change in the organization drastically; it is hard to be positive to change if you know that a decision might



change to the direct opposite with the next election. The increased uncertainty can make the employees less engaged in new activities as well as new directions coming from the management.

The size and complexity of the organization are things that many of the interviewees commented on. This is also something that Jacobsson and Thorsvik point out as one of the things that characterize political leadership, having to deal with large and complex organizations. This is not easy, especially in terms of communication and to get the message out to all the different parts of the company. In SL the complexity is very prominent but at the same time the organization is very clearly hierarchical and the directions are given by the political management. Apparently the prioritized questions by the politicians steer the work and politics also decide the direction of SL. The entire organization is governed by political goals and the freedom that the employees have to come up with new ideas seems to be perceived fairly differently between the employees. A connection between the perceived freedom and the position in the organization can be seen, for example the Head of Business Development feels that he has much liberty in coming up with suggestions, but the operating organizations working with SL seem to feel very constrained and refer to the contracts that they have with SL. Another example is that one Project Manager in one department feels that she can affect her work to quite a large extent, while a Project Manager in another department feels that she always has rules to adjust to. This variation may not seem so strange but it is important in the sense that it affects the mindsets of the different employees and operating organizations.

If you see yourself as very controlled by the management of the organization and are used only to take directions, and not have time and freedom to do otherwise, it will be very difficult for you to drive change. For the employees that feel that they only have time to do exactly what the politicians have decided on most recently and do not have time or freedom to try out ideas of their own, commitment to social media as an interactive work tool is bound to take more time. Employees that are used only to take orders can probably view the initiative to work with social media as just another thing to add to the existing workload. At the same time the employees that perceive themselves as more in control of their work are probably more prone to take on new ways of communicating, since they might try to see how it could help them in improving their work. So there can be a difference in attitude depending on your view of your work situation: see social media as just another task that has to be done, or see it as a means to do the job you already do even better.

#### 4.2.1.3 Reactive vs Proactive

---

The same reasoning as seen above can be applied to the question of the actions of SL being reactive or proactive. If the action of choosing to work with social media would be proactive it should be a prioritized question that probably already would be well established in the entire organization considering how far parts of our society have reached in this new way of communicating. If the action instead should be reactive, then SL would more have an attitude towards social media as something in society that they have to respond to. The later statement is the one that has been confirmed in most of the interviews.

*“Even if you have many ideas of your own, these will be down prioritized when a political decision lands on your desk, there is no time to be proactive.”* (Project Manager at the Communication Department, SL, 2010)

A couple of the interviewees have even stated that SL is a reactive organization that is very intertwined with society and that has to react to the changes in society. Given that SL is a reactive organization, and that most of the interviews lifted that the use of social media probably is a reaction to the trends in society and not an initiative from within, many of the employees most likely see social media as just another thing to put on the pile of work they already have. This is something that we have experienced during the interviews, this not saying that they necessarily were negative to social media. One important thing to remark on is that the most reactive part of the organization is the political leadership; it is part of the management's role to react to and interact with society. The political organization as reactive is also confirmed by Jacobsson and Thorsvik. A few of the employees thought that the work with social media came mainly from that people in the organization are starting to feel old-fashioned using old channels for communication and now see new opportunities to improve their work. But this is indirect also a reaction to trends, many in the population are now using social media channels for their everyday communication and SL probably feels that it want to keep up.

#### 4.2.2 The Process of Change and the Ladder of Support

---

Where the employees at SL are in the process of change gives an indication as to what mindsets they currently have on social media. To understand the different mindsets it is important to look at the change around the employees both in society and in the organization and see what their attitudes to this change look like. In order to map both the dynamic change

and the current mindsets in SL two different approaches to change will be used together. To illustrate the more static steps of change the Ladder of Support is used, and to capture the more dynamic point of view, Lewin's Freeze Phases are merged in to the ladder.

#### *4.2.2.1 Opposition*

---

None of the interviewees have shown an entirely oppositional mindset during the interviews. This might be due to that there are strong trends in society implicating that you should use or at least see the large potential in social media, so it might be difficult to openly be entirely against it due perhaps to fear of being seen as very old-fashioned. But to a large extent we believe that the fact that not one of the interviewees are in this mindset is that the mindset change process has already started out in society. Many know at least what some of the social media platforms are and what they primarily are used for. The employees are getting to know the new channel outside work and some are by now very familiar with it. This initiates the change process already before the question is raised in SL. Some of them are against certain uses like internal communication or twittering disorder information but still see potential in other areas. This is probably due to that social media has many different possible usages.

#### *4.2.2.2 Resistance*

---

From Jacobsen and Thorsvik's established reasons for resistance to change, were the following four judged to be applicable to our study.

**Fear of the unknown** - Depending on experience and age, the preferable ways of communicating will differ. If one has not been exposed to social media previously, you will be more restrictive in embracing the change. As the Head of Business Development mentioned, the mindset towards social media depends on competencies as well as the preferable communication channels to use, which often is a question of generation. If one does not feel safe in expanding his/her knowledge it will result in a mindset of resistance to change.

**Requirement for new investments** - The requirement for new investments in knowledge is a rather obvious reason for a mindset of resistance. The more specific an employee's competence is to begin with, the more resistance to the change is expected. The willingness to change would probably decrease if having a competence that is reaching an expiration date with the coming change, which was emphasized by one of the employees at SL. One of the Project Managers was of the opinion that it would be a waste of time trying to convince the

skeptics of social media in the organization. Once again it is an important consideration that the generational issue brings resistance in words of a sense of difficulty in learning something new and unfamiliar. Especially since being in a political organization, the employees do not know whether it is a long term investment or something that will be useless after the next election.

**Extra workload** - The fact that many of the restrictions and initiatives are coming from the politicians in the top management, those new tasks have to be prioritized even though many of the employees may already have a workload that keep them busy. The pressure of having a too great workload with initiatives from the politicians which are added to the every-day-work, risks creating a resistance to change. This is according to the social media responsible, something that is extra risky at the lower levels in the organization. That the Customer Service Host from MTR felt that using social media was a good idea but taking an initiative himself to use it appeared never to have occurred to him, also strengthens the aspect.

**Breaking of a psychological contract** - The breaking of a psychological contract could in this case be seen as the transfer of looking at social media as a communication means to keep in touch with friends to being an important tool at work. In addition, the association to Facebook and social media as a violation of the personal integrity is probably something that will affect the mindset of the more inexperienced employees in direction of resistance.

To summarize, the mindset in words of resistance seem to be represented by a fairly large part of the interviewees. We have concluded that most of the mindsets of resistance can be found in the higher average aged employees, which have little experience in social media and do not yet see the usage of it as a possible work tool. Another important consideration is the fact that the initiative of social media is prioritized from the top management and therefore results in a possibly greater workload for many of the employees, especially at the lower levels in the organization.

#### *4.2.2.3 Compliance*

---

Many of the interviews have shown that there are many people in SL and in the operating organizations that see potential in social media, but they still do not know exactly how or why to use it (except for in very specific areas). In some cases they do not even know exactly what it is. If implemented in larger scale at this point, they would use social media because they get

directions to do it or because “everybody else does it”. The majority of the interviewed employees’ mindsets are located in compliance. They would work with social media if told to but without much enthusiasm since they feel that there are other things they should be doing instead.

#### *4.2.2.4 Unfreezing*

---

The three first steps of the ladder can also be seen as the dynamic process that Lewin would see as going from frozen to “change ready”, where compliance can be seen as the first actual step in beginning to change. In the SL organization, people feel more or less “change ready”, the degrees shift from having very much experience of using the Internet to initiating the interview with a reservation for having poor knowledge of social media and almost feeling a bit nervous about our questions. In the SL case, different pros and cons were lifted by the interviewees that could be translated into how ready to change the individuals actually are. For example, a Project Manager at SL was focusing on the potential usage and gain of social media within her position, when creating marketing campaigns. The Head of Communication at SL was positive towards the change, however, he was quite reserved taking the loss of control issue into account. The difference in attitude towards social media between ages was emphasized by a senior employee at Busslink, it differs in how safe you are experiencing an environment that includes these recent innovations that did not exist when growing up. A Customer Service Host in his twenties on the other hand used different kinds of social media on a daily basis and was definitely in a ready to change mood. The employees at SL Center felt that social media would be more of a complement to what they have to offer since they work with direct customer contact. This indicates that not all of the employees within SL feel they are affected by a decision to start using social media in a professional way and would therefore be more or less indifferent in terms of ready to change. The main considerations in the individual “change ready”-process is to feel secure, feel a sense of control and being able to attach ones identity to the environment they are in. We believe that SL as an organization still is in the unfreeze stage with individuals having reached different degrees of “change ready”.

Overall, a quite high average age is dominating the organization which from an outside perspective is influencing the degree of “change ready”. One could get the feeling that social media is not integrated enough into the everyday life for many of the older employees, but they have on the other hand seen their children use it, which further may add insecurity in the

usage in the sense that it can be perceived as belonging to another generation. This too, could complicate the view of social media as a work tool, both because it is a communication means that your children use and also due to the fact that it is something that you are not familiar enough with. However, due to the hype around social media in society, the awareness process of social media has already been initiated in society and the effort in the organization can focus mainly on getting the employees to feel comfortable with the thought of social media as a tool at work in order to get to the next step in the change process, moving.

In conclusion, the important factors of safety, control and identity are for some of the employees less fulfilled than for others, something that mainly is a question of age and generation. We do believe that the change is somewhat accepted by the majority but the first step towards change has not yet occurred for most of them. A turning point may be the upcoming generational shift in SL that, according to the Head of Traffic Planning at SL is around the corner and could possibly change the way new innovations, such as social media, are received.

#### *4.2.2.5 Acceptance*

---

In Jobber's next step, acceptance, the individuals understand why an action plan is a good solution to a certain problem, however the mindset is not wholehearted. To enhance the importance of a match between the view of a problem and a possible solution to that specific problem, we have chosen to link together the acceptance mindset with the psychological theory of cognitive fit. The Cognitive Fit Theory basically shows how the transformation process of an individual is eased if that person sees the gain with a certain problem solving task. In the acceptance mindset we have recognized some of the employees at SL, they see social media as a potential way of finding a solution to improve the communication, but the suggested usage areas differ between individuals. Some see it as a good communication means for internal use, others as an opportunity to have a dialogue with SL's customers.

*“One could experience that SL has quite far to go in collecting and utilizing customer feedback, social media could be one way of doing that.”* (Head of Communication, SL, 2010)

To take this reasoning further, there are in turn many different possibilities to use social media as a means to reach their customers. One of the Project Managers found it interesting to use for campaigns, while the Head of Traffic Planning saw great opportunity in not being seen as

quite as old-fashioned by the younger generation of customers as well as reaching a new target group in a two-way-communication, collecting opinions as well as getting information out there. The person in charge of the work around social media had faith in social media to use in a dialogue with customers but did not believe in it as a communication channel for twittering customer service or in campaigns. Almost every single one of the interviewees that saw social media as a solution in some way did also mention the hype around it, why we conclude that the mind is in it but they are also influenced by the hype around social media out in society and have therefore not yet a wholehearted acceptance mindset to change.

*“I don’t know really, what is social media actually? It is very broad. One has understood that it is important with social media, everyone says so anyways”.* (Press Secretary, SL, 2010)

Based on this reasoning we have identified that there is a difference between individuals’ cognitive fits, since they see social media as a solution, but to varying problems.

#### 4.2.2.6 Moving

The change process is according to Lewin more of a journey than separate steps and requires time. The moving as a whole is for the individual often hard to get through but an even harder part is often to get started. A common trap in the transition stage is for the leader to have a clear vision and not having the whole organization equally informed. In the SL case, initiatives to implement social media are coming from politicians in the top management where the chairman even has a blog. They clearly see the benefits with using social media, both to be up to date and as a possibly pure strategic move as a politician. A key point is for the employees to be informed about why and how to change, to get them more comfortable with it. Another important consideration specific for a political organization, such as SL, is the allocation of tax money, investing money in social media usage has to be weighed against money to the health care and hospitals. As one of the interviewees pointed out, it is a good thing that the speed of the change is slow, and not over-hasted.

On one hand, the politicians are ready for change, on the other hand many employees do not yet see the potential of it. As the Head of Traffic Planning at SL mentioned, the social media usage has not reached the technically orientated industries yet. Other industries that are more dependent of networking naturally embrace the social media phenomenon, but for SL, which is a monopoly organization, the potential usage is not as obvious. To sum up, the first actual

step towards change is not yet realized by SL as a whole, even though the pre-work has started, and the moving is therefore not initiated.

#### 4.2.2.7 Commitment

The final step of the ladder is commitment. There is not one of the interviewees that is entirely in the commitment mindset according to us. As said earlier, there are many that are positive to social media and see that there might be potential there for SL but they are only committed to part of social media as a channel for communication. For example, one employee see the potential of a long term strategic platform, while others see social media as something that is great on your spare time but not at work. Some of them see it as a tool for the communications division but never as an instrument for internal communication. This is probably also because some of them have never seen other usages than what they for example have seen their kids doing on Facebook. But a few of the interviewees have been very positive to some parts of social media, however they are also having doubts about how justified the hype is. So none of the interviews showed true commitment in the mindset towards social media.

#### 4.2.2.8 Freezing

The freeze stage is not currently in sight, neither in the SL organization nor in the society even if the awareness is widely spread. As the partner at Pronto Communication emphasized, in 2003 when they started to work with social media they had to work hard to get anyone wanting to use it, today everyone wants to use it but do not know how. One potential issue that we have identified when looking into the general mindset in SL towards social media, is whether it is seen as a serious work tool. This is an adjustment in mindset that needs to be done to get the change in place and to freeze it.

### 5.0 Discussion & Implications

*In the following section the conclusions are presented and discussed along with recommendations for future research.*

#### 5.1 Discussion and criticism of the results

Before heading into the presentation of conclusions of our study, the relevance and the possible flaws will be discussed. When it comes to the relevance of the results it is important in our case to divide them into relevance for theory and relevance for practice, namely SL. In terms of generalizability our study, being a case study of one organization, is not sufficient to



draw any general conclusions for a broader set of organizations. However, it is relevant to discuss the generalizability in terms of theory.

#### 5.1.1 Implications for theory

---

The specific subject that has been studied has merely been touched upon by other adjacent research areas so this study may be seen as linking together several different aspects of organizational change, thus filling a void in the field of research. In terms of cognitive fit we have found that it is important to see social media as a solution to a communication problem in order to have a positive mindset to social media as a work tool. The changing attitudes to social media can be compared to the adaptation to technical change in general, this since similar reasons seem to exist behind the resistance to change (fear of the unknown and extra workload) as well as the mechanisms that might ease the change process (experience and knowledge). The aspect of looking at the static mindsets of employees in combination with the more dynamic change process, which we expressed through the *Changing Mindset Model*, is something that could be used to generally determine mindsets in an organization before an initiated implementation. The main contribution to this field of research that we see in this study is the conclusions on political organization and change. This is a fairly unexplored area since it treats a very specific type of organization and it is not possible to directly apply theories on organizational change in general due to very specific characteristics such as employees following directives of current politicians, a direction that might shift within a four-year period of time with the next election. It is first and foremost this that contributes to the research field of organizational change, that when implementing change in a political organization there are important aspects, such as the employees' view on the strategic goals of the organization and to what extent they feel they can affect their own work, which must be taken into account.

#### 5.1.2 Implications for practitioners

---

The conclusions of this study could be important for organizations such as SL in two ways. In a direct sense, the mapping of the mindsets in the organization and the analysis of the underlying reasons can be of great help in an implementation of social media as a communication tool. By understanding the potential problematic areas as well as belief in certain usage areas among the employees, SL has a great starting point for planning implementation strategies. In a broader sense, the findings on mindset and attitudes to change as well as the view of the organization might help SL in understanding how the employees see

their organization and the strategic decisions made by the management. This can help SL in making their change processes more efficient through highlighting potential problem areas.

For SL, we suggest that they take hold of the many ideas that exist in their organization. These ideas build on the employees' own experiences and it should, according to this and previous research, be easier to implement social media in a way that makes it possible for the employees to use their previous knowledge. We have also seen quite large variation when it comes to previous usage, one idea is for SL to have the more experienced users educate the employees that are not accustomed to social media. If implementing social media in larger scale, it is very important for SL to make sure that the employees see the benefits of using social media to facilitate the process of change. If the employees see the decision to use this channel as one that will ease their workload and not increase it, they will naturally be more positive and prone to learn more about it. The results of this study are not generalizable to a large extent but they might be an interesting starting point for organizations similar to SL, in terms of structure and employees, who are planning to implement new ways of communicating. For the political management it is crucial to communicate the rationale behind using social media, and make sure that the employees see it as a long term, strategic decision.

### 5.1.3 Generalizability of findings

As mentioned earlier, a generalization to other organizations in terms of what the mindset in them would look like, is not something we claim to be able to do with this study since SL is quite a special case. The focus has been to analyze the specific case of SL. But it is still important to discuss the generalizability to the different departments and levels within the organization. We are well aware of the fact that the limited selection means that the data might not show the real situation in SL and that assumptions have to be made. Another selection might reflect other personal preferences among the employees. However, we have been thorough in trying to get a picture of the state in the entire organization, but this image is based on the accounts and perceptions of the interviewees, and might therefore be biased. The selection of persons to interview was made through our main contacts in and around the organization. This could bias the results if the contacts have chosen persons they know will answer in a certain way. But we have been very clear about which interviews we would like to have as well as having used contact persons at different levels of the organization.

The chosen theories might be substituted with similar theories related to change processes, but we believe that it would not have affected the outcome of the analysis to a large extent.

A final important topic is whether the interviewees actually have said what they really think about social media, if not, that would of course bias the result of the study. Some of the reasons for not giving completely truthful answers could be image, wanting to be perceived as up to date and loyalty to SL in the sense of claiming to be more positive to the organization than you actually are.

## 5.2 Conclusions

The purpose of this study was to investigate and map the mindset towards social media in the public transportation organization in Stockholm, SL. It has also aimed to get an understanding of the underlying reasons for the mindsets.

*What is the mindset toward social media by employees in well established, political organizations like SL and how willing are the employees to adapt to a new form of communication at work? What are the underlying reasons for any differences in attitudes among employees?*

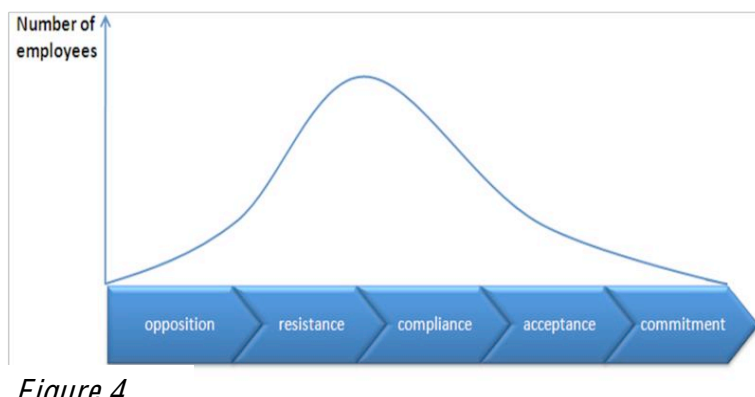


Figure 4

The findings of our study were identified to be a spread of mindsets in SL across mainly three of the steps in the Ladder of Support, resistance, compliance and acceptance. Based on the interviews the main part of the employees are in

compliance but biased towards resistance (figure 4). The overall impression that we have got from our data collection is a curious but hesitant attitude to the use of social media as a work tool. This restrains the willingness to change. Many understand that there are opportunities but they need to be shown successful and relevant previous cases of implementation in similar organizations in order to become fully “change ready” and arrive at a cognitive fit.

Several different underlying reasons for the mindsets have been identified. In this study we found that the setting played an important role when it comes to change processes. Given that a political organization like SL often is large and complex makes it unwieldy and slows the process of change. But also the fact that many of the respondents had a view of SL as very large and political might inhibit their belief in their own ability to affect change. With politicians in control, employees might see change as something short term, lasting at most until the next election. The initiative to use social media in communication can possibly also be seen as an attempt by the politicians simply to keep up with trends in society. Another interesting aspect is that everything that SL does is funded by tax money, which leads to a much more cautious approach to new investments.

Experience and knowledge have been found to affect the attitude towards social media. A better understanding of what it is and how it can be used pushes willingness to change in a positive direction. On the other hand a lack of experience on the subject can enhance resistance due to a perceived increase in workload, fear of the unknown, breaking of psychological contracts and the need for investments in new knowledge.

### 5.3 Future research

For further research on the subject we think that it would be interesting to expand the study, within SL, but also to other similar organizations. This to reach more generalizable results about political organizations, change and mindset on social media. One approach could be to compare SL to a company to see the differences between a profit driven organization and a political organization. It would also be interesting to continue the observation of SL, to see the potential shift of mindsets as social media develops further.

## References

---

### Literature

- Alvesson M., Sköldberg K. (2008) *Tolkning och reflektion: vetenskapsfilosofi och kvalitativ metod*. Lund: Studentlitteratur
- Brunsson, N., (2000), *The irrational organization: irrationality as a basis for organizational action and change*, 2<sup>nd</sup> edition, Bergen: Fagbokforl
- Brunsson, N., (2002), *The organization of hypocrisy: talk, decisions and actions in organization*, 2<sup>nd</sup> edition, Malmö: Liber ekonomi
- Jacobsen, D. I., Thorsvik J., (2008), *Hur moderna organisationer fungerar*, 3<sup>rd</sup> edition, Lund: Studentlitteratur
- Jacobsson, B. (editors Jönsson, S.A., Strannegård, L.), (2009), *Ledarskapsboken*, Malmö: Liber
- Jobber, D. (2007), *Principles and Practice of Marketing*, 5<sup>th</sup> edition, Berkshire: McGraw-Hill Education
- Kidder, L., Judd, C.M., (1986), *Research Methods in Social Relations*, 5<sup>th</sup> edition, New York: Holt, Reinhart & Winston
- Lewin, K., (1952), *Field theory in social science*, 1<sup>st</sup> edition, London: Tavistock Publications Limited
- Merriam, S. B. (1994), *Fallstudien som forskningsmetod*, Lund: Studentlitteratur
- Nationalencyklopedin band 17, (1995) Höganäs: Bokförlaget Bra Böcker AB
- Schein, E.H. (1980), *Organizational Psychology*, 3<sup>rd</sup> edition, Englewood Cliffs: Prentice-Hall

Trost, J., (1997), *Kvalitativa intervjuer*, 2<sup>nd</sup> edition, Lund: Studentlitteratur

Qualman, E, (2009), *Socialnomics – how social media transforms the way we live and do business*, Hoboken, N.J.: Wiley

Yin, R. K. (1994), *Case study research – design and methods*, 2<sup>nd</sup> edition, Thousand Oaks, CA : Sage

### Articles/Investigations

Cohen, W.M., Levinthal, D.A., (1990) Absorptive Capacity: a New Perspective on Learning and Innovation, *Administrative Science Quarterly*, Vol. 25, No. 1, pp 128 - 152

Handelns Utredningsinstitut, *E-barometern Q2 2009*, Stockholm, Handelns Utredningsinstitut, E-barometern, 2009.

Kaplan Andreas M., Haenlein Michael, (2010)., Users of the world, unite! The challenges and opportunities of social media, *Business Horizons*, Vol. 53, Issue 1, p. 59-68.

Kaplan, S., (2008), Cognition, Capabilities and Incentives: Assessing Firm Response to the Fiber-optic Revolution, *Academy of Management Journal*, Vol. 51, No. 4, pp 672-695

Kets de Vries, M.F.R., Balazs, K., (1999) Transforming the Mindset of the Organization, *Administration & Society*, Vol. 30, No. 6, pp 640-675

King, A.A., Tucci, C.L., (2002) Incumbent Entry into New Market Niches: The Role of Experience and Managerial Choices in the Creation of Dynamic Capabilities, *Management Science*, Vol. 48, No. 2, pp 171-186

Nelson, H.J., Armstrong, D.J., Nelson, K.M., (2009), Patterns of Transition: The Shift from Traditional to Object-Oriented Development, *Journal of Management Information Systems*, Vol. 25, No. 4, pp 271-297

Statistiska centralbyrån, *Internetanvändning bland privatpersoner 16-74 år (andel) (2009)*, Stockholm, Statistiska centralbyrån, the IT unit, 2009.

Storstockholms Lokaltrafik, Annual Report, 2009

Vessey, I., (1991), Cognitive Fit: A Theory Based Analysis of Graphs versus Tables Literature, *Decision Sciences*, Vol. 22, No. 2, pp 219-240

#### Internet based references

Internetworld, Springtime

<http://internetworld.idg.se/2.1006/1.282311> 2010-04-21

Spårvägmuseets webpage

<http://sl.se/templates/Page.aspx?id=3403> 2010-04-30

Webpage of SL

<http://sl.se/templates/Page.aspx?id=1529> 2010-05-08

Dagens Nyheter webpage

<http://www.dn.se/fordjupning/europa2009/svenska-partier-harmar-obamas-webbkampanj-1.850428> (Published: 2009-04-23), 2010-05-08

WordNet webpage

<http://wordnetweb.princeton.edu/perl/webwn?s=mindset> 2010-05-12

Changing minds webpage

[http://changingminds.org/disciplines/change\\_management/lewin\\_change/lewin\\_change.htm](http://changingminds.org/disciplines/change_management/lewin_change/lewin_change.htm)  
2010-04-28

## Oral references

### Interviews

*Managing Director*, SL, Interview, Stockholm, 2010-05-12  
*Head of Business Development*, SL, Interview, Stockholm, 2010-04-12  
*Head of Communication*, SL, Interview, Stockholm, 2010-04-12  
*In charge of Social Media*, SL, Interview, Stockholm, 2010-04-12  
*Head of Traffic Planning*, SL, Telephone interview, Stockholm, 2010-04-14  
*Project Manager Communication Department*, SL, Interview, Stockholm, 2010-04-12  
*Project Manager Property Department*, SL, Telephone interview, Stockholm, 2010-04-20  
*Press Secretary and Editor*, SL, Interview, Stockholm, 2010-04-12  
*Managing Director*, Svensk Kollektivtrafik, Interview, Stockholm, 2010-04-19  
*Business Developer*, Svensk Kollektivtrafik, Interview, Stockholm, 2010-04-12  
*Business Developer*, Arriva, Interview, Stockholm, 2010-04-09  
*Business Area Director*, Busslink, Telephone interview, Stockholm, 2010-04-27  
*Customer Service Host*, MTR, Interview, Stockholm, 2010-04-25  
*Ticket Collector*, MTR, Interview, Stockholm, 2010-04-25  
*Site Manager*, Veolia, Telephone interview, Stockholm, 2010-04-26  
*Director of Communication*, Veolia, Interview, Stockholm, 2010-04-16  
*Driver*, Veolia, Telephone interview, Stockholm, 2010-05-11

### Other references

Tankesmedja, Stockholm – Conference, Stockholm, 2010-04-19  
<http://www.svenskkollektivtrafik.se/fordubbling/Kunskapslyftet/Regionala-Tankesmedjor/Stockholm-mandag-19-april/>

von Heijne, Nils, *Partner*, Pronto Communications, Personal communications, New York, 2010-04-30



## Appendices

---

### Appendix 1: Case Study Protocol

#### *Introduction to the case study and purpose of protocol*

Questions, hypotheses and propositions - What is the mind set on social media in SL? How willing are the employees to adapt to a new form of information technology? What implications for the implementation of the new technology can be identified?

Theoretical framework – willingness to change, mind set in organizations, political organizations

Role of protocol in guiding the case study investigator – to clarify the process of our study, and to make it as see-through as possible.

#### Interviews held

Position	Organization
Head of Communication	Storstockholms Lokaltrafik
Head of Business Development	Storstockholms Lokaltrafik
Head of Traffic Planning	Storstockholms Lokaltrafik
In charge of Social Media	Storstockholms Lokaltrafik
Managing Director	Storstockholms Lokaltrafik
Press Secretary and Editor	Storstockholms Lokaltrafik
Project Manager Communication Department	Storstockholms Lokaltrafik
Project Manager Property Department	Storstockholms Lokaltrafik
Business Development	Svensk Kollektivtrafik
Managing Director	Svensk Kollektivtrafik
Business Development	Arriva
Business Area Director	Busslink
Customer Service Host	MTR
Ticket Collector	MTR

Director of Communication	Veolia
Driver	Veolia
Site Manager	Veolia

The interviews have mainly taken place in the headquarters of the different organizations. A few have been made over the phone.

Data collection plan – in-depth, semi-structured interviews in person with as many as possible, the rest of the interviews by phone, during April and May 2010.

Expected preparation prior to site visits – learning about the organization structure of SL, the collaboration with the entrepreneurs and the function of the person to be interviewed.

#### *Outline of case study report*

Innovativeness of the practice – has been a good idea in the sense that you can get an idea for yourself about how the person feels about social media, something that might not be reflected by answers in a questionnaire. Could possibly be more innovative with an experiment testing the mind set, but it might be very difficult to account for all the other variables that can bias the result.

Outcome of the practice, to date – the interviews have been great in helping us understand the mindset towards social media in SL, and what issues the employees have with using it as a work tool.

#### *Case study questions*

Describe the practice in operation and its innovativeness – the questions worked well. We feel that they have allowed us to understand the mindset on different levels, both what the interviewee says directly about it and what we have been able to interpret about it in less specific questions.

Evaluation (who is going to do it?). Most of the interviews have been made by both of us, this to get 2 different perspectives on the answers and how to interpret them in the context.

## Appendix 2: Interview questions

### *Interview questions in Swedish*

#### Personligt

Position i organisationen?

Tidigare erfarenhet (karriär inom SL och innan dess)?

Ålder?

Internetvanor?

Kön?

#### SL som organisation

Association till SL som varumärke och organisation?

Hur länge har du varit i företaget, vad har du gjort tidigare inom SL?

Hur ser beslutsvägarna ut? Fattas beslut i SL eller i branschorganisationen?

Hur skulle du beskriva beslutsprocessen? Hur påverkar politik beslut?

#### Inställning till Sociala Medier

Hur definierar du sociala medier?

Tidigare erfarenhet av sociala medier (både privat och på arbetet)?

Hur ser det ut gällande sociala medier inom SL idag?

Har du fått utbildning inom användning av sociala medier? Hur har du lärt dig? Har du fått direktiv kring användning?

Vad ser man för användningsområde för sociala medier inom SL?

Vad associerar man med sociala medier - fritid/nöje eller verktyg i arbetet?

I vad grundar sig initiativen kring användandet av sociala medier, kommer det inifrån eller utifrån?

Hur ser inställningen till sociala medier ut inom SL? Känns det som den har ändrats med utveckling?

Hur ser inställningen ut i hela organisationen, finns det skillnader mellan olika grupper?

Skulle utbildning/kunskap ändra uppfattning om sociala medier?

Hur är organisationen inställd till förändring i stort?

Vill man ligga i framkant eller nöjer man sig med det minsta som krävs för att ”hänga med”?

Hur tror du att SL's kunder uppfattar användningen av sociala medier? Varför?

Tror du att SL's kunder förväntar sig att SL ska använda sig av sociala medier?

## *Translated version of interview questions*

### Personal

Position in the organization?

Previous experience (career in SL, and before that)?

Age?

Internet habits?

Gender?

### The SL organization

Association of SL as a brand and organization?

How long have you been in the company, what have you done previously in SL?

What is the decision process like? Decisions taken in SL or by Svensk Kollektivtrafik?

How would you describe the decision-making? How does this affect policy decisions?

### Attitude towards social media

How do you define social media?

Previous experience of social media (both privately and at work)?

How does it look like regarding social media in SL today?

Have you been trained in the use of social media? How did you learn? Have you received any directives on use?

What do you associate with social media – spare time/entertainment or as a tool at work?

What are the initiatives to use social media based on, from inside the organization or outside?

What is the attitude to social media out in SL? Do you feel like it has developed?

What is the attitude in the organization, are there differences between groups? Would training/ knowledge change their mind about social media?

How is the general attitude in the organization to change?

Does the organization want to be at the forefront or simply do just enough to "keep up"?

How do you think SL's customers perceive the use of social media? Why?

Do you think that SL's customers expect SL to use social media?