

COMMUNICATION IN SOCIAL MEDIA FOR COMPANY'S IMAGE FORMATION

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Abstract

Recently the increasing number of companies uses the social media for creation of positive image. But if the nature of social media communication and the possible risk for company's image is not assessed appropriately, companies could lose the positive image very quickly and for a long time. Communication in social media is much more complicated than traditional communication, because consumer response and intercommunication limits the possibilities for company to control and manage the content of communication. The success of social media communication for image formation depends on the preparation to communicate in social media. Management of new technologies and communication channels, management of trust and relationship in social media requires new skills.

Participation of companies in social media and integration of social media to image formation only recently have got a particular attention in academic and practical field. There is still a lack of empirical evidences. The authors of the article present the study of the company's image formation within the context of communication in social media, which allows defining concrete requirements for effective communication in social media in developing the image of the company.

The type of the article: *Empirical study.*

Keywords: *communication, social media, company's image.*

JEL Classification: *M 30.*

1. Introduction

While the globalisation and competition in the market is growing very fast, company's image becomes an important tool not only for trying to survive in competitive environment, but also for ensuring successful company's performance. Situation in media market requires that public relations which are responsible for positive image development should incorporate the use of Internet Technologies. Companies that use new channels of communication could develop and sustain positive image which may foster customer trust, involvement and positive opinion towards the company. Social media opens opportunities for companies to use various means for positive image development and that's why companies allocate more resources for them.

More and more often social media is integrated into marketing strategies of companies and recently there were plenty of researches in the area of communication management and creation of customer relations in social media. Practice of integration of social media into marketing strategies of companies is new – the average experience of the company in social media is about 3 years (Owyang, Jones, Tran & Nguyen, 2011). Therefore companies' participation in social media was begun to explore in academic and practical fields only in the last few years. Studies in this field mainly are oriented to changes in communication process (Gonzalez-Herrero & Smith, 2008; Mikkelsen, 2008; Palmer & Koenig-Lewis, 2009; Kaplan & Haenlein, 2009; Mangold & Faulds, 2009; Hearn, Foth & Gray, 2009) and to the management of communication process in social media (Tuten, 2008; Dzierzak, 2008; Barone, 2009; Jansen, Zhang, Sobel & Chowdury, 2009; Lundin & Nilsson, 2010; Gilpin, 2010; Dunn & Anderson, 2010; Zailskaite-Jakste & Kuvykaite, 2010; Romero, 2011; Turner & Shah, 2011; Owyang *et al.*, 2011; Kerley, 2011; Skerik, 2011).

Social media gives the opportunity for companies to communicate directly without

intermediates and to create close relationships with audiences. Direct interaction between the company and its audiences is created while changing the communication model of one-to-many with the model of many-to-many. The later one allows for audiences of the company to express their opinion, and allows for company to integrate the feedback into tactics of public relations. Through the direct interaction with audiences a company shows that its performance is based on collaboration and seeking for common goals. Kaplan *et al.* (2009) noticed that earlier companies could control information with their press announcements, but today companies become just observers without possibility to change the public comments of customers. Company can only partly control messages in social media. Social networks and communities have influence on what is said about the company. Therefore, the company may stay away and observe, or it can enter the social space and participate and influence the communication and consumer perception. An area of social media is not controlled and therefore makes a lot of threats for company's image. Anyway, those threats could be reduced and they could even provide the new opportunities: to make relations, discuss, answer the critiques and rumours. The biggest challenge, according to Palmer *et al.* (2009), is the lack of opportunities for relation management in virtual environment. According to Dzierzak (2008), social media opens big opportunities for positive company's image development, but there are less possibilities to control communication then in traditional media. The author suggests that it is related with the large territory of communication. Barone (2009) suggests that even social media means do not cost, it does not mean that social media does not have entrance barriers. She claims that the biggest barrier is the knowledge about how to use social media.

Mikkelsen (2008) suggests that though new communication channels provide many opportunities for companies, the communication process itself becomes more complicated, because companies communicate both through traditional and new social media channels and have to plan their communication process very carefully. The results of the Digital Brand Expressions research in 2010 revealed that many companies participate in social media without explicit communication plan. Only part of companies, which had the strategic communication plan, had the clear tactics indicated for communication in social media. With reference to the research results we may conclude, that companies, which adapt social media, have to begin from the development of sustainable (cohesive) communication plan.

Theoretical background for development of conceptual model of company's image formation in social media. North Venture Partners (2009) distinguish those areas of performance where companies could use social media effectively: public relations, customer service, market research, brand marketing, promotion, consumer education, sales, product expansion, and customer relationship management. One of opportunities of social media use in business is public relations that help in creating positive image. Companies could use the benefit social media provides – the opportunity to create close relations with audiences through effective communication and develop a positive image.

Communication decisions are defined by communication goals. Some authors (Tuten, 2008; Romero, 2011) provide recommendations for using social media in business and creation of social media communication strategy. Still, there is a lack of empirical studies in the field of social media communication management in the context of image formation. Gilpin (2010) analysed the role of different social media channels for company's image formation. The results showed that organizations, which participate in high interactivity modules, such as micro blogs, should be ready to react quickly and flexible, because consumers have more power to manage communication here than they have in more controlled channels, such as news portals and blogs. However, more deep analysis of how to transfer the desirable company's image through social media channels, is still missing. The authors of this article try to make their input into this area presenting their research results.

The first stage of social media management should reflect the aims of communication. The aims of communication in social media management in the context of image formation should be related with positive company's image formation. As we know, image cannot be developed directly; it is formed through the company's identity (Gray & Balmer, 1998; Alessandri, 2001;

Omar, W. JR & Lingelbach, 2009). Therefore, before starting the communication in social media, the company should define the *desired image*, that will be conveyed through the elements of identity: *company's style, values and organizational behaviour*.

The way the identity will be presented for audiences depends on the company's *communication strategy in social media*. According to studies of Dunn *et al.* (2010), Turner *et al.* (2011), Romero (2011), Owyang *et al.* (2011), we can distinguish the following elements of the strategy of communication in social media:

- *Aims of communication*. Company has to define the short-term and long-term communication aims and to evaluate if they are really concrete, reachable, defined in time and assessable (Tuten, 2008). It is necessary also to evaluate if communication in social media is appropriate for the main goal – formation of positive company's image.
- *Target audience*. According to Tuten (2008), the company has to define the target audience that it aims to reach. Communication in social media might be oriented to groups important for company: consumers, society, government groups, suppliers, partners, employees and shareholders.
- *Message theme*. Gilpin (2010) suggests that the company's image in social media is formed by themes, which define company's values. Company has to send messages that express the main values of the company. According to Kaplan *et al.* (2009), before sending a message, the company has to listen to its consumers and explore what they want to hear, what they want to talk about, what is interesting and valuable for them, and to send the content that corresponds to consumer expectations.
- *Content form*. Company has to select the best content form that it is able to create and transfer. Halliburton & Ziegfeld (2009), Safko & Brake (2009), Hearn *et al.* (2009), Martinez - Torres *et al.* (2011) distinguish the following content forms in social media: text, hypertext, audio records, photographs, videos, pictures, games, and graphics.
- *Social media channel*. Studies of communication in social media (Tuten, 2008; Kerley, 2011; Skerik, 2011; Kaplan *et al.*, 2009) revealed that selection of communication channel depends on the audience that company wants to reach and on the content that company wants to send. Li & Bernoff (2011) proposed the classification of social media platforms, according to which, the communication in social media could be used through the following channels: blogs, social networks and virtual worlds, open sources, discussion forums, ratings, reviews, tagging content, and virtual games (really simple syndication (RSS) and widgets).

Social media changed the communication model of one-to-many into the model of many-to-many, therefore consumers could answer to company's messages (Mikkelsen, 2008; Solis & Breakenridge, 2009; Mangold *et al.*, 2009; Hearn *et al.*, 2009). Moreover, audience in social media interacts not only with company, but also among itself (Mangold *et al.*, 2009; Hearn *et al.*, 2009; Palmer *et al.*, 2009). Therefore, while planning communication in social media, it is important to answer the questions: how the *audience interaction with the content* will be ensured (that is expressed through the creation of the content, sharing it, exchanging it, commenting, publishing, controlling, critique and evaluation); and how the *audience will interplay*.

Company's image is an attitude of an audience to it, which can be determined by experience of an audience and its interaction with company. Image, taking into account the experience of the audience, can be defined as *positive, neutral or negative* (Williams & Moffitt, 1997; Astous & SeAguin, 1999; Kazoleas, Kim & Moffitt, 2001). The researchers agree that social media campaign should be measured (Tuten, 2008; Bergstrand & Finlaw, 2011; Turner *et al.*, 2011; Romero, 2011; Burke, 2011). With reference to Bergstrand *et al.* (2011), there are three main directions for social media measurement: *volume* – how many people talk, *influence* – who talks, and *sentiment* – what people talk. Usefulness of social media communication can be seen by users flow, evaluation and sharing of content, number of friends on company's profile. The company's image in social media is easily reflected by the tone of users comments: positive, neutral, negative. Based on measurement

results, the company should identify the areas that need improvement. According to measurement results, the company might do some corrections in identity elements and social media communication strategy.

The process of company's image formation with communication in social media is presented in Figure 1.

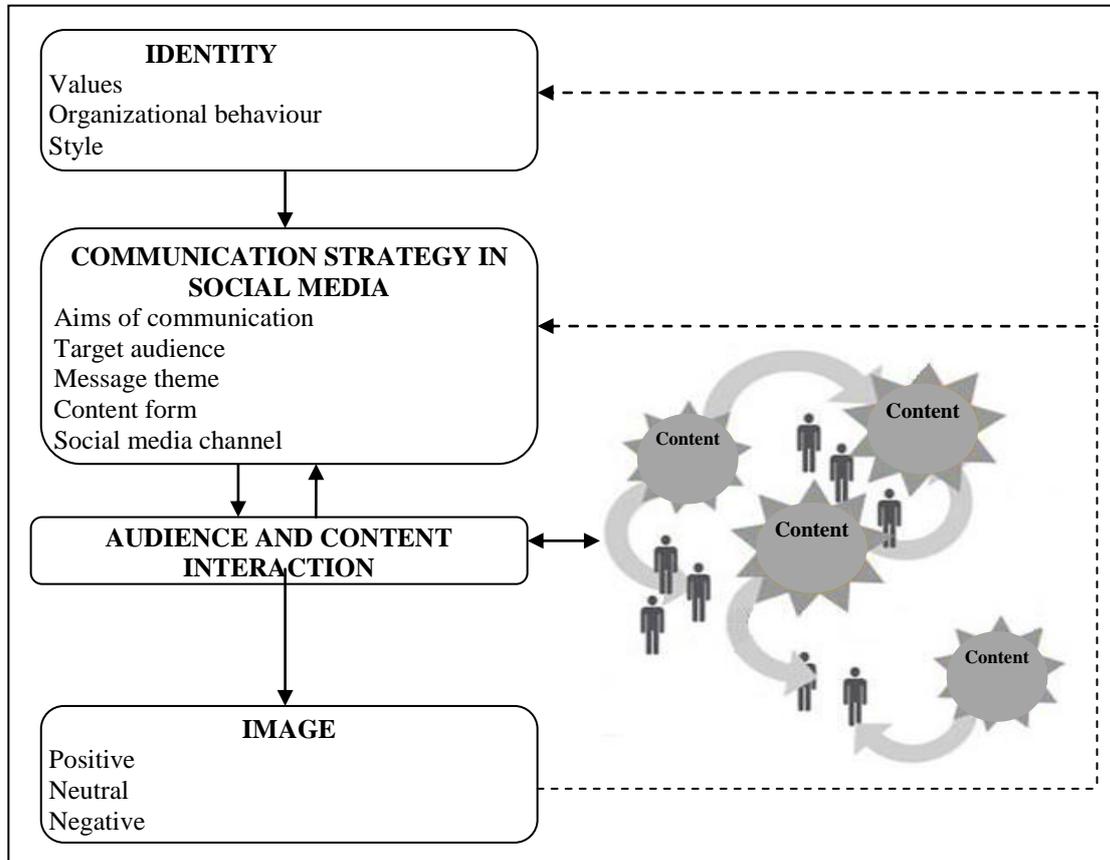


Figure 1. Conceptual model of company's image formation in social media

In summary, although more and more companies take the opportunity to develop the positive image in social media, if they do not evaluate the nature of communication in social media and possible risk for image, they could quickly and for long time damage their image. For that reason, communication in social media has to be planned taking into consideration not only the possibilities that social media offers, but also the possible risks. The main problem that companies performing communication in social media face is that there are no clear established rules and standards how to communicate while developing positive image. That is why it is very important to find out how companies should communicate in social media seeking to develop positive company's image. Therefore, *the purpose of this research is - to explore the possibilities of communication in social media management in the context of company's image formation.*

2. Method

Based on the model provided in the introduction part, an empirical research was performed trying to evaluate an impact of communication in social media on the image of banks in Lithuania. Concerning the novelty and complexity of the research object, an exploratory and qualitative research was performed, employing two different methods – content analysis and focus group discussion.

The first aim of the research was to evaluate the way the banks in Lithuania develop their image through communication in social media. For that purpose the *content analysis of profiles in*

social network „Facebook“ of two leading banks in Lithuania – AB „Swedbank“ and AB „DNB“ – was performed in February of 2012. Reasoning of the observation units in content analysis is provided in appendix 1.

The second aim was to evaluate an impact of communication in social media on the image of the banks. For that purpose the *focus group discussion* was performed. Regarding the structure of social networks audience according to age, the most active users of social networks have been chosen for the discussion – respondents of 19-31 years old. The details of focus groups are provided in appendix 2. At the beginning of the discussion, the participants were asked to answer a question, to what bank they give a priority, then to name the associations with banks under investigation and to evaluate their image on a 10 points scale. Because some of the participants have never seen the profiles of the banks in social network „Facebook“, they had an opportunity to do that during FGD (20 min.) and after that the discussion has been continued, trying to evaluate an impact of communication in „Facebook“ on banks (AB „Swedbank“ and AB „DNB“) image.

3. Results

Results of content analysis of Lithuanian banks profile on social network „Facebook“.

Content analysis revealed how Lithuanian banks develop their image in social networks presenting their identity for consumers.

The style of chosen banks was conveyed in social network „Facebook“ through logotype, symbol, colours and slogan. It was noticed that AB „Swedbank“ in its profile uses more various forms of style expression.

Exploring the ways the banks convey *values and organizational behaviour*, analysis of message themes and content forms was performed. During the research time, **AB „Swedbank“** conveyed such declared *values* by message themes as: attentiveness, simplicity, openness (see Figure 2). The bank did not convey any declared value by 4 messages. Most often declared values were conveyed by messages about bank services (attentiveness – 5 times; simplicity – 1 time) and by messages about bank awards (attentiveness – 3 times). Values were conveyed through text and hypertext.

AB „DNB“ conveyed such declared *values* in social network by message themes as: professionalism, helpfulness, and pro-activeness (see Figure 2). The bank did not convey any declared value by 10 messages. Most often declared values were conveyed by messages about bank services (professionalism – 5 times; helpfulness – 4 times; pro-activeness – 1 time) and by messages about consumer education (professionalism – 2 times; pro-activeness – 1 time). Values were conveyed through text and hypertext.

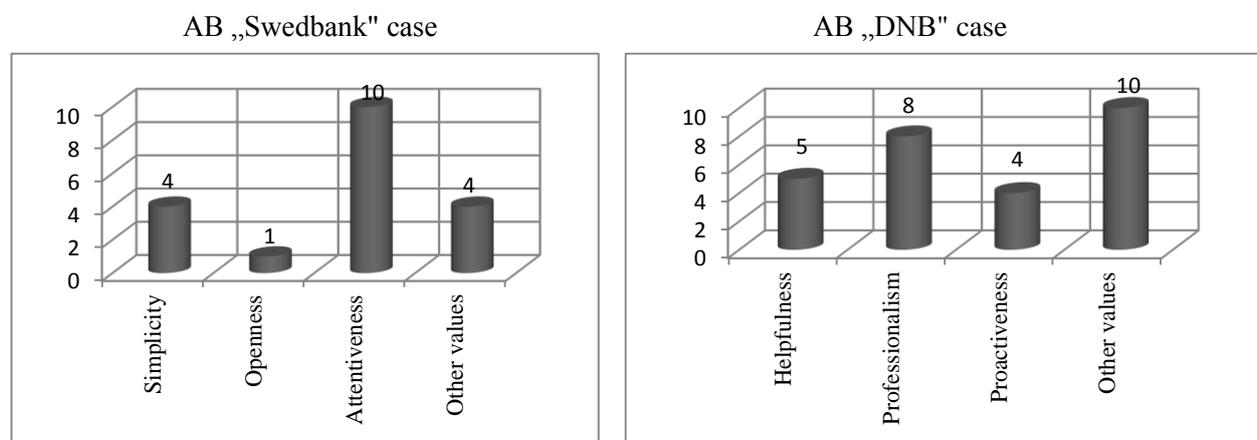


Figure 2. Declared values of banks in social network „Facebook“

Analysis of message themes of **AB „Swedbank“** showed that during the time period of analysis the bank conveyed the following *features of organizational behaviour*: orientation to

clients needs, not to products; creation of long-term value for clients, company and local community; close cooperation with clients and local community; active consulting and education of clients and society; creation of innovative and long-term financial decisions; being easily understandable, accessible and friendly (see Figure 3).

The bank conveyed its organizational behaviour through messages about bank services (orientation to clients needs, not to products – 5 times; easily understandable, accessible and friendly – 1 time) and through messages about bank awards (creates innovative and long-term financial decisions – 2 times; creates long-term value for clients, company and local community in social, ecological and economical aspects – 1 time). Organizational behaviour was conveyed through text and hypertext.

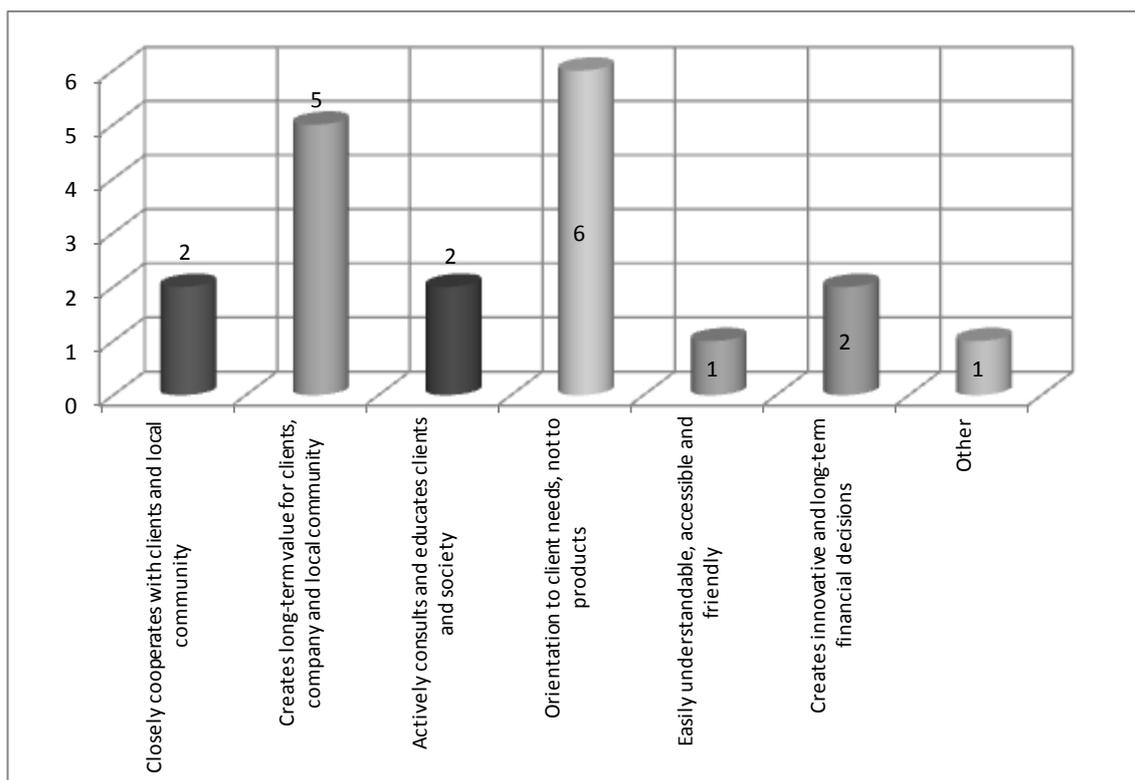


Figure 3. Features of organizational behaviour declared in social network „Facebook“: case of AB „Swedbank“

Analysis of message themes of *AB „DNB“* showed that during the time period of analysis the bank conveyed the following *features of organizational behaviour*: use of accumulative competence, helping for others to reach the result, friendly and benevolent, looking for new and better decisions, does not afraid to try and learns from mistakes (see Figure 4).

The bank conveyed its organizational behaviour through messages about bank services (uses accumulative competence – 5 times; friendly and benevolent – 2 times; helps for others to reach the result – 1 time; does not afraid to try and learns from its mistakes – 1 time; looks for new and better decisions – 1 time) and through messages about consumer education (uses accumulative competence – 2 times; helps for others to reach the result – 1 time). Organizational behaviour was conveyed through text and hypertext.

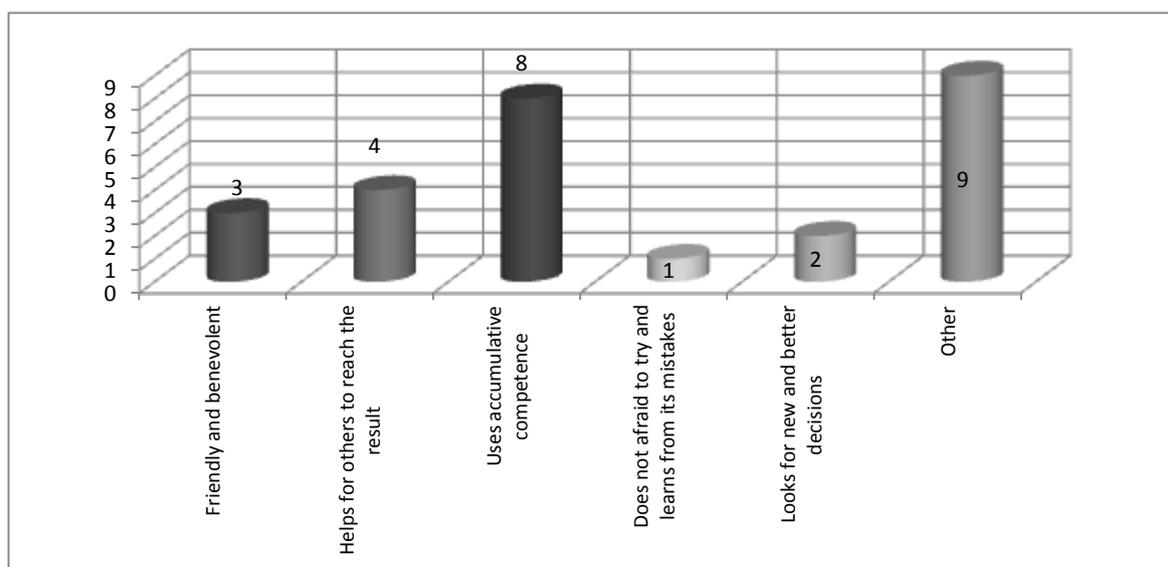


Figure 4. Features of organizational behaviour declared in social network „Facebook“: case of AB „DNB“

Content analysis revealed that *internal communication of banks* in social networks is not very intensive, because the banks do not involve their employees into participation in social networks.

Based on research results we may suggest that banks in Lithuania do not exploit the social networks for communication with consumers, as consumers have very weak involvement into content creation. Audience and content interaction, referring to research results, usually is expressed only by evaluation of the content that banks convey. In February of 2012, Consumers interacted with banks through clicking „like“ below bank messages, comments, wrote messages about bank services, and used text to convey their messages. During the analysed period of time, the majority of consumer's comments in the Facebook profile of bank AB „Swedbank“ were neutral, and only some were negative. Meanwhile, in the Facebook profile of bank AB „DNB“, the majority of consumer's comments were neutral comments and only some of them were positive. Comparing the intensiveness of consumers interaction with banks, we may notice that it was three times more intensive interaction in the profile of bank AB „Swedbank“ than in profile of AB „DNB“ bank. Consumer interaction with bank in AB „Swedbank“ profile was recorded 1207 times, meanwhile in AB „DNB“ profile – only 354 times.

Interaction within the audience in „Facebook“ profiles of banks were usually expressed by evaluation of the message content. Consumers interacted with each other mostly by clicking „Like“ below the comments of other consumers. Besides, consumer interaction in AB „Swedbank“ profile was more intensive than in AB „DNB“ profile (in AB „Swedbank“ profile recorded interaction between users was 59 times, and in AB „DNB“ profile – 15 times).

In summary, we may conclude, that banks in social network „Facebook“ convey their style through logotype, symbol, colours and slogan. Seeking to convey their values and organizational behaviour, the banks usually send messages about services provided, bank awards and consumer education, and use such forms for transferring the content, as text and hypertext. Internal communication of banks in social networks is not intensive, while banks do not involve their employees into active participation in social networks. Banks in Lithuania do not exploit social networks for communication with customers, while customers have only weak involvement into content creation.

Results of Focus group discussion. Seeking to explore the impact of banks communication in social media on their image, we tried to find out, how the respondents *evaluate the participation* of AB „Swedbank“ and AB „DNB“ in social network „Facebook“. According to the participants of focus group, the bank participation in social network does not have an influence on their attitude to

bank. However, part of respondents expressed their negative opinion about participation of banks in social network: „we may say, that banks humiliate themselves“, „Facebook is not the right place for banks to promote themselves“. Discussion revealed that participation of banks in social network „Facebook“ does not increase the trust in banks (participants noticed that if they need information, they would look for it in the bank internet page, „where information is more precise and concrete“) and does not foster to use bank services. Majority of respondents, that have got familiar with bank's profiles in Facebook during the discussion, did not change their opinion about banks and named the same bank as priority, as they did at the beginning of discussion.

Trying to evaluate how respondents perceive the identity of AB „Swedbank“ and AB „DNB“ conveyed in Facebook, it was determined that if at the beginning of the discussion the respondents had associations with banks based on their style and advertising, after acquaintance with bank's profiles in social network, the respondent's evaluation was more detailed, based on concrete values and features of organizational behaviour of banks. Participants of discussion perceived the style, values and features of organizational behaviour of AB „Swedbank“ more clearly than those of AB „DNB“ (according to the results of content analysis, these elements of identity were conveyed more precise at the profile of AB „Swedbank“). Associations connected with AB „Swedbank“ were as follows: „youthful“, „merry“, „relaxed“, „tree“, „squirrel and duck, tree“, „orange colour“, „good mood“, „bright colour“, „bright, youthful“. The main associations with the bank AB „DNB“ were: „I would go to DNB only with my suit“, „serious“, „strict“, „stable“, „green colour“, „DNB letters“.

The research results allow suggesting that *the character of communication in social media and bank interaction with customers are important for development of bank image*. Participants of the discussion agreed that bank has to renew the information often, that it is important for profile in social network „to be alive, not dead“. However, respondents also mentioned that it's not very good when the profile is renewed too often, because then it is hard to find the relevant news. Respondents indicated that information in bank's profile should be interesting and relevant, and the best time for renewing the profile is when the bank has some interesting news and information. Respondents suggested that bank should react to negative comments and show for other users in social network how it managed to solve the problems indicated. That would work for a creation of positive opinion towards a bank.

Analysis of the *impact of interaction within audience in social media on bank's image* revealed that concrete and reasoned comments about bank services of other customers are the most attractive for consumers. Consumers treated positive comments of other customers as less reliable: „the bank itself can write it“, „maybe they wrote it by themselves“, „they may write it“. According to respondents, when the concrete service is interesting for customer, the negative comment may foster to look for additional information. Respondents indicated that they don't care how often other customers write comments, evaluate and share messages in social network.

Though respondents said that bank participation in social media do not have influence on their opinion about the bank, after an acquaintance with bank's profiles in social network „Facebook“, their evaluations of bank's image increased (at the beginning of the discussion the image of AB „Swedbank“ was rated with 7,7 points in a 10 points scale, comparing with 8,2 at the end of the discussion; similarly, the image of bank AB „DNB“ was rated with 6,5 points at the beginning, and 6,9 at the end of the discussion). We may conclude, that higher evaluation results could be related with bank's participation in social network. According to the results, consumers give a priority and provide more positive evaluation of communication in social media for a bank, which clients they are. Therefore, the perception of bank image depends not only on its communication in social media, but also on the real interaction between the bank and the customer.

Focus group discussion confirmed that the more and more precise forms of style expression the banks convey in social network, the more easily consumers recognise the banks and more stronger associations with banks they have. Moreover, the more precise messages about bank values and organizational behaviour the bank conveys, the more precise perception of them consumers have. The image of bank in social networks depends on bank's reaction to consumers comments

and communication among consumers themselves. The quicker reaction of bank to consumer's comments is - the more positive consumer evaluation of bank is. Consumers intercommunication has the biggest impact on bank's image when the consumers share concrete, reasoned comments about bank services.

Evaluation of the conceptual model of company's image formation in social media. The results of an empirical research confirms the importance of forms of visual style expression, message themes, audience and company interaction, and interaction within audience in social media while developing company's image.

The results revealed that the strongest associations with the company are called out from the company's *style* – the representation of its visual forms (logotype, symbol, colours and slogan) in social media. It was determined that company's associations are related to both how many and what style expression forms the company conveys. The more and more precise style expression forms the company conveys, the more and stronger associations the consumers have.

Referring the values and features of organizational behaviour, conveyed through message themes, consumers attribute particular *values and features of organizational behaviour* to the company.

The research showed that the selection of content form depends on the message sent. Social media provides an opportunity for companies to send messages of various forms of content. The most important is the content that is relevant for customers; therefore the stage of content form selection is not very important in developing the strategy of social media communication.

The research also revealed that the company interacts with its customers in social media through sending the content to audience; meanwhile the audience interacts with company through evaluation of the content sent. The research allowed exploring that consumers are more likely to interact with the company when the content sent is interesting and relevant for them. Trying to reach the high involvement of target audiences into the development of content, it is necessary to introduce the company's employees to the company's politics of communication in social media and to involve in such communication all the departments of the company.

The company has to evaluate the budget, time and human resources it can allocate for image development campaign in social media. It is very important to appoint responsible persons for campaign in social media, who would ensure the quick reaction to consumer's response and purposeful management of the campaign. Therefore, it is advisable to add the stage of resource allocation to the process of communication in social media strategy development.

4. Discussion

Social media creates the new possibilities of interaction between the company and its customers, and changes the traditional communication model of one-to-many to the model many-to-many. Communication in social media allows for customers to response to the messages sent by the company, to express their opinion and to communicate with other customers. Communication in social media is more complicated than in traditional media, because the customer response and intercommunication limits the company's possibilities to control the message content and manage communication.

The success of company's communication in social media for image formation depends on preparation to communicate, because the management of new communication channels and relations with target audiences in social media requires new skills. Though different authors (Romero, 2011; Kerley, 2011; Tuten, 2008) provide recommendations how to use social media in business and how to create the strategy of social media communication, there is a lack of research, oriented to communication in social media management in the context of company's image formation. The research provided in this article confirms the importance of forms of visual style expression, message themes, audience and company interaction, interaction within the audience, and company's internal communication in social media while developing company's image.

The conceptual model of company's image formation in social media, provided in this article, reflects the process of company's communication in social media for image development. Image

development process begins with the determination of identity through its elements – style, values and organizational behaviour. The strategy of communication in social media, that compounds identification of communication aims, defining target audience, selection of message theme and content form, and selection of social media channel, defines the way the company's identity would be presented to the audience. Perception of company's image and its evaluation strongly depends on interaction between the audience and the company, and on interaction within the audience through the content the company and the customers are sending to each other. Considering the results of communication in social media, the elements of company's identity and the strategy of social media communication could be revised.

An empirical research of communication in social media of banks in Lithuania showed that the style of banks, conveyed through social media raises the strongest associations to customers. The more often the banks transfer their values and features of organizational behaviour through the messages sent, the more precise the perception of it the customers have. The internal communication of banks in social networks is not intensive. The banks do not exploit fully the social networks for communication with their customers. Customers have only weak involvement into communication content creation.

Based on the results of empirical research it was suggested to revise the conceptual model of company's image formation in social media, by adding the stage of resource allocation to the block of communication strategy formation and refusing the stage of content form selection.

This research is limited in testing the conceptual model only within the bank service sector. Further research should involve other business sectors. Another limitation is an age of participants in FGD, which allowed to get the opinion only of relatively young people (19-31 years old), though this age group reflects the major users of social networks. Opinion of respondents of different age groups might provide some new and interesting insights in this area.

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Appendix 1. Reasoning of observation units in content analysis

Reasoning of observation units	Observation units
Record themes and content forms, that bank and its employees use for conveying bank values	<ul style="list-style-type: none"> • Bank record themes • Content forms used by bank • Values conveyed by bank • Record themes of bank employees • Content forms used by bank employees • Values conveyed by bank employees
Record themes and content forms, that bank and its employees uses for conveying organizational behaviour	<ul style="list-style-type: none"> • Bank record themes • Content forms used by bank • Features of organizational behaviour conveyed by bank • Record themes of bank employees • Content forms used by bank employees • Features of organizational behaviour conveyed by bank employees
Bank style in social media	<ul style="list-style-type: none"> • Logo • Symbol • Slogan • Colours
Bank interaction with customers in social media	<ul style="list-style-type: none"> • Number of bank records • Number of bank comments to customers records • Number of clicks „Like“ the bank does reacting to customers records and comments • Number of clicks „Share“ the bank does reacting to customers records
Bank internal communication in social media	<ul style="list-style-type: none"> • Number of records made by bank employees • Number of comments made by bank employees responding to bank records • Number of clicks „Like“ made by bank employees responding to bank records and comments • Number of clicks „Share“ made by bank employees responding to bank records • Number of answers of bank employees to surveys the bank performs
Interaction among bank employees and customers in social media	<ul style="list-style-type: none"> • Number of comments made by bank employees responding the consumers records • Number of clicks „Like“ made by bank employees responding to consumers records and comments • Number of clicks „Share“ made by bank employees responding to consumers records

Reasoning of observation units	Observation units
Interaction between customers and bank in social media	<ul style="list-style-type: none"> • Number of consumers records • Theme of consumers records • Content forms used by consumers • Number of consumer comments responding to bank records • Number of clicks „Like“ made by consumers responding to bank records and comments • Number of clicks „Share“ made by consumers responding to bank records • Number of answers of customers to surveys performed by the bank
Interaction between customers in social media	<ul style="list-style-type: none"> • Number of comments made by consumers responding to records of other customers • Number of clicks „Like“ made by consumers responding to records and comments made by other customers • Number of clicks „Share“ made by customers responding to records and comments made by other customers

Appendix 2. Information about focus group discussion

Number of groups	2
Number of participant in each group	6
Date	21st of April, 2012
Duration of 1 FGD	1h 50 min
Place	Private apartment
Data record	Dictaphone