



EKE-Rakennus Oy Social Media Marketing Case Study

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ABSTRACT

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The objective of this thesis is to find cultural and usage behavioural aspects of the way Finns are implementing social media. The study will focus on social media marketing with the help of literature research, benchmarking and existing data analysis. Overall picture of strategies, activities, channels, tools and case-related best practices will improve writer's existing working knowledge of social media marketing. The objective is also to give practical information of social media marketing methods to reader who is either interested or working within social media field.

Through gained knowledge, benchmarking and data analyses, the goal of the study is to improve sales and company's social media visibility, and also raise the company's profile within the industry. The aim is to find new ways to improve and develop their current social media activities in Finland. As the final outcome of this research, suggestions on improving and developing company's social media marketing strategies and plan were presented to the company. It is recommended to the company that they to start developing current processes according to the findings from this study.

Key words: marketing, social media, social media marketing, social media channels

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1 INTRODUCTION

At my final thesis work, I focus on different social media marketing methods because I am interested in educating myself in that field and want to become familiar with all necessary information available. The personal impact of my thesis focus area is that I will be educated of the recent trends in social media marketing. For the company the impact would be that they will receive suggestions on how to improve and develop further their social media strategy. The significance of this thesis focus area is to improve sales and company's social media visibility and raise the company's profile in the Finnish housing industry. Also, it is important for them to find new ways to implement their current social media activities in Finland, ruling out some and focusing on only a few carefully selected social media channels.

Social media is one of my interests. In my career so far (12+ years) I have been able to leverage the different methods of marketing, and, in the recent years, mostly social media marketing methods in different companies and in different positions such as Product Manager, Sales Manager or Marketing Manager. I have a strong motivation to take the practical knowledge that I have to another level and combine my existing knowledge with the relevant studies and theories in the social media marketing field.

Practicality of the study is also a good starting point for the thesis. It is interesting to know that the thesis will be done for a real company and its purpose is to develop their existing methods with regards to social media marketing. Practicality of the study comes also through describing the actions, methods, tools and processes. The aim of the study is also to be an instructive information package for those who are keen to understand social media, or need to create a social media strategy for business purposes.

In the third chapter of the thesis, Social Media Marketing will be studied through phenomena affecting today's business world. The phenomena included are: change management, cultural management, strategic management, and risk management. Before focusing on those in chapter three, objectives, strategies and measuring social media marketing will be explained. In the fourth chapter, the different channels of social media are introduced and concluded to with the most recent data on both global and Finnish perspective.

In the fifth chapter of the thesis the empirical findings and competitors actions are presented. This involves competitor analysis and benchmarking of their social media activities in Finland. Also social media marketing campaign data first will be presented and analysed in chapter five. Conclusions that can be drawn from the empirical findings along with statistical information of Finnish social media environment will give new suggestions and ideas for EKE-Rakennus Oy social media marketing strategies in Finland.

In the following chapters, I will go through the justification of the chosen topic that are thesis objective, purpose and research questions. I will explain the theoretical framework of the study along with the working methods.

2 RESEARCH PLAN

My title of the Final thesis is **EKE-Rakennus Oy Social Media Case Study**. The scope of this thesis is to present with the help of literature research, social media channel research, benchmark and campaign data analysis a real life case study in social media environment. After analysing the results of the whole study, the improvements, action points and suggestions, of EKE's social media presence and visibility in Finland for the future can be made.

The topic's justification is that the thesis is done for working life and aim is to study and develop existing social media strategies of a company. Due to industry area of EKE (Housing) the social impact of the thesis can be analysed after the case study is completed. The significance of this study within the industry is for this one company EKE to receive suggestions and points for actions that are applicable for their purposes.

2.1 Thesis objective and purpose

The topic, which represents today's topic -social media marketing-, will be studied as a global phenomenon, then the perspectives will be narrowed into Finnish social media marketing. The purpose is to find cultural and usage behavioural aspects of the way Finns are implementing social media taken into consideration the industry area and aimed target audience. This knowledge gained from literature and qualitative study of Finnish social media marketing will be taken to the empirical part of this study. Industry-related competitive analysis is restricted only to social media marketing actions. Final part of the empirical findings is describing with the help of social media marketing methods actual results of social media marketing activities.

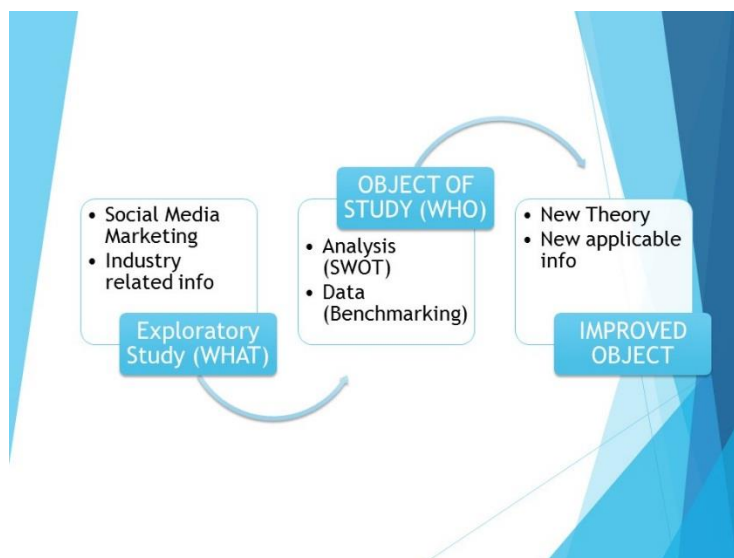
Research methods in this social media marketing case study are: benchmarking, literature research, social media channel research and competitive analysis along with social media campaign data analysis. Conclusions of company related most effective ways how to implement social media marketing campaigns, can be drawn.

Regarding objectivity: I have previous personal and working knowledge of using social media channels for marketing purposes. Therefore my opinions and knowhow derived

from past experiences (and current personal experience) should be malleable when needed throughout the process of working with this project.

The purpose of this study is exploratory. According to Pentti Routio (2007), exploratory study is relevant for studies where there is no pre-existing knowledge of the expected outcome. Pentti Routio (2007) also states that especially in the beginning of exploratory study the holistic look at the objects is common. First, for this study, as much information about the study objects are gathered and, at a later stage, it will be decided whether all gathered data will be implemented into the final study. The goal of the study is to describe first existing situation and gain new information through analysing all gathered data.

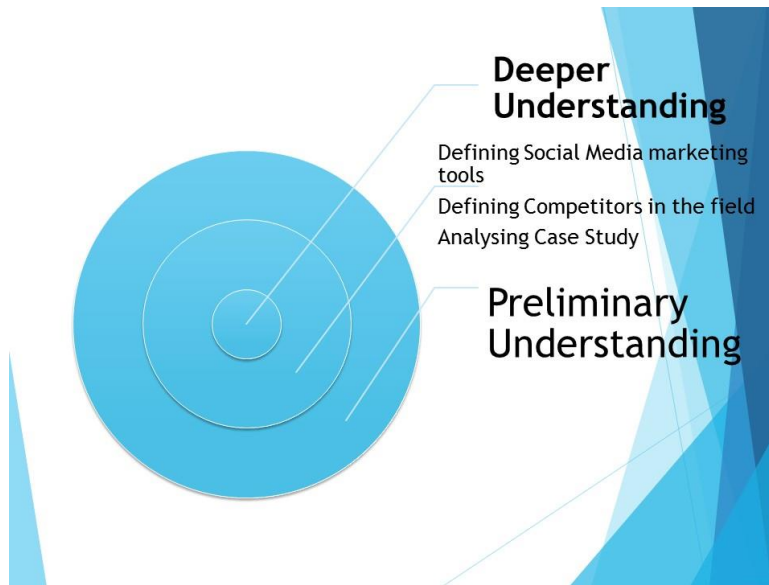
PICTURE 1. Exploratory Study (Routio 2007)



I need to explore and become familiar with the housing business. The goal for me and for EKE is to receive new insights and generate new ideas of how to operate EKE's business in Finland regarding social media marketing perspective. Strategy for this thesis is statistical case study.

Like Pentti Routio refers (2007), "Any object can be looked at from miscellaneous practical points of view". In the study, the study objects like social media marketing tools, different competitors in the business field are defined and explained in order to gain deeper level of understanding like described in the picture below.

PICTURE 2. Gaining new deeper knowledge



I will analyse some of the competitors' current online social media presence and do analysis based on current social media marketing actions of EKE. The approach option for this study is both qualitative and quantitative. Quantitative content comes from the company's current online social media statistics. Qualitative data will be mainly analysed from written and mixed available public online data of EKE and their competitors. Their activities in Finnish social media will be benchmarked and analysed.

2.2 Research Problem

The research problem arises from the company's needs and the goal is to leverage company's visibility in Finnish social media channels and attract new customers. How to improve company's visibility in Finnish Housing industry via social media channels? How to improve the company's sales in Finland? How to target new customers?

2.3 Concepts and theory – the theoretical framework

I will focus solely on theories behind social media marketing and the concept of social media along with reaching sales targets and visibility improvement within it. In my opinion, social media is online interaction with humans and it is a global phenomenon. I analysed the global concept throughout the study also with Finnish and industry-related perspective.

The theoretical framework rests on literature of social media marketing and as well as previous studies on social media marketing. The main concept is social media marketing. The sub-concept of the study is to improve business performance and visibility optimization in social media channels.

2.4 Research methods and data

Best applicable research for this study would be both basic and applied research. Through my study, I am going to gain new knowledge, hence, I will try to solve and improve current status of EKE's visibility in Finnish social media channels. Therefore, action-orientated research would be useful for my thesis. I need to understand and analyse competitors. I will also work closely together with EKE we will have cooperation during the whole process.

The emphasis is to learn, how EKE should implement their social media activities in Finland compared to their competitors. Hopefully the end result will give indications of changes that should be done in their social media marketing activities. Current social media marketing theories will be applied in order to create something new. Data is analysed together with the social media marketing theories. Working methods that I will use for my case study research are benchmarking, literature research, social media channel research, competitive analysis along with social media campaign data analysis.

In order to be able to answer to the research question, "How to improve company's visibility in Finnish Housing industry via social media channels", data is collected through existing (secondary) data, like statistics, social media pages and websites. The data will be analysed and benchmarked against each other. Due to its comparing nature, benchmarking method was chosen the best tool to analyse the social media presence of the key Housing industry players.

2.4.1 Reasoning behind choosing Case Study method

Case study is practical real-life example and description of the process or project that is being studied. The findings from this case study will finalize and give information of improving the current strategies of EKE's social media marketing processes. According to Kardos and Smith, already from 1979, to learn from a case study analysis you will be

“analysing, applying knowledge, reasoning and drawing conclusions”, they also state that a good case study is taken from real life and it consists of many parts. Good case study should include enough information for reader and case study should be believable, which means that it should contain timeframe, description of the settings and problems.

Case study can be real or hypothetical situation that is analysed. Also, a case study can be problem-orientated situation or historical situation case study (University of New South Wales, 2013). The purpose of this real social media marketing case study is to describe social media marketing phenomenon and draw conclusions of EKE’s current situation and make recommendations.

This whole final thesis is actually a case study, where first social media marketing concept is being clarified with the help of literature research. The next step is to analyse market situation with the help of competitor analysis and finally describe a real case where one of the social media marketing channels are analysed in more depth. The idea is to get overall picture of the today’s social media marketing environment, including the industry and targeted customer-related knowledge.

2.4.2 Benchmarking

In the hectic world of today, knowledge is a valuable asset and knowledge of your peer’s actions is a key to new findings. I agree with Schiuma and Jarrar that benchmarking could be the vital link between knowledge management and business performance. (Schiuma and Jarrar, 2004: 555) Through this benchmarking, a study plan is expected and that the business performance of EKE in Finnish social media environment will improve.

James G Patterson (1996: ix) describes in the introduction part of his book the very essence of benchmarking, it is “measuring, managing and satisfying customer requirements and expectations, assessing your strengths and weaknesses, finding and studying the best practices wherever you find them, and adapting what you learn to your circumstances”.

I agree with Patterson’s view. In this study, the expected outcome is to have information on the strengths and weaknesses of competitor’s best and worst practices in social

media environment. It is interesting to find out the best practices of EKE's competitors' social media strategies in Finland and, where possible, maybe even modify these best practices to work in favour of EKE.

Patterson also claims or simplifies that benchmarking is "copying what works" (Patterson, 1996: 3), which I totally disagree at least in regards to this study. Because the purpose is to find out what are the main elements that differ or are similar between the two or three comparable features. With this gained knowledge, a totally new idea or perspective can be developed and conclusions of the best practices can be done. The idea here is not copy competitor's best practices but to learn from them and create custom-made social media strategy.

2.4.3 SWOT analysis

Basic element that will be used in this study in benchmarking process for competitor analysis is SWOT analysis. According to Wang (2007: 2–3) "The SWOT analysis is concerned with the analysis of an organization's internal and external environment with the aim of identifying its internal strengths in order to take advantage of its external opportunities and avoid its external threats, while addressing its weaknesses."

I agree with Wang (2007) in that with the help of SWOT analysis the strengths, weaknesses, opportunities and threats, related actions can be named and found. The analysis can help companies to come up with decisions and evaluate the situation. Both internal and external marketing environments can be monitored with the help of SWOT analysis. The strengths and weaknesses are the internal factors whereas the opportunities and threats are the external factors.

In this study, SWOT analysis is a tool that is used in competitive analysis processes where industry-related companies' strengths, weaknesses opportunities and threats are first found, named and presented. The basic appearance of how SWOT analysis is presented is in form of a fourfold table. In one section of the fourfold "strengths" is placed, the other one "weaknesses", then "opportunities" and finally "threats".

2.4.4 Qualitative study combined with quantitative data

My study is mainly of qualitative nature combined with quantitative data, therefore content analysis with social media marketing theories will be applied for the study. The most traditional ways to complete qualitative study are doing interviews and make observations or use existing data (Eskola and Suoranta, 1998). In this study, both qualitative and quantitative data is gathered and analysed from existing information that is found online – in other words, companies' public internet or social media pages.

2.5 Thesis process

First, I will begin the study with introduction part, giving an overall picture of the goals and aims of this study, presenting the research plan with giving justifications of objectives and purposes of the study. Also, the relevant theories and scientists in the field of social media marketing are named and briefly presented. The second chapter includes also description of research and data collecting methods along with explaining the thesis process and project timetable. In the third chapter of the thesis, social media marketing is being introduced to the reader with its special features.

Second, marketing strategies and today's business phenomena in social media marketing are being discussed. Measuring methods and how to analyse the activities done in social media are also presented. Then the different channels of social media are introduced and concluded to both global and country perspective, Finland.

This knowledge gained from literature and qualitative study of Finnish social media marketing will be taken to fifth chapter of the thesis, which is the empirical part of this study. In Empirical findings chapter, the industry-related competitors' social media marketing actions are presented with the help of SWOT analysis. Information gathered from the SWOT analysis places the data into form that can be benchmarked against each other. Also in the empirical part the EKE's social media marketing campaigns results are analysed. The purpose of the empirical findings is to give new information on how to improve and modify EKE's current social media marketing strategies.

3 SOCIAL MEDIA MARKETING

3.1 Introduction

“The Internet, globalization, and hyper competition are dramatically reshaping markets and changing the way business is done. The problem, as written by Philip Kotler and his co-authors Dipak C. Jain and Suvit Maesincee (2002: preface) is that marketing has not kept pace with markets. In today’s world customers are “scarce- not products- and classic marketing needs to deconstructed, redefined, and broadened to reflect this new reality.” Therefore, it is essential to re-evaluate the current activities that EKE is taking with regards to their social media marketing actions. Have their proceedings have kept pace with markets? Are they present in right social media channels with right message for their target audience?

Alvin Toffler describes that human civilization can be divided into three waves of the economy first one being Agriculture Age, second Industrial Age following Industrial Revolution. Third era is the Information Age from which we are moving toward fourth wave that is all about creativity, culture, heritage, and the environment. Which I call creative information age. This new era of Marketing is named Marketing 3.0 (Kotler, Kartajaya, Setiawan, 2010: ix).

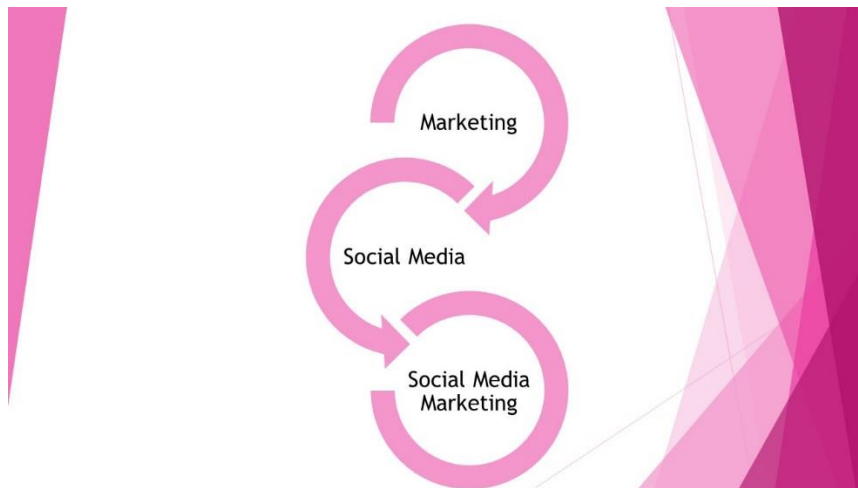
The development of marketing environment have (and should) always followed the development of human civilization. During the Information Age, information technology developers have brought new innovations, methods, tools and systems that all have evolved marketing environment needs. Social Media Marketing being one of those new evolved concepts. Companies like EKE, who are selling their products and services to consumers should always keep in line with the development of marketing methods.

Kotler, et al. state (2010: 21) that Marketing 3.0 is the consumer-centric era (or creative information age), where consumers are looking for collaborative, cultural and even spiritual marketing approaches. In my study, I found signs and clear results of collaborative needs, which is basically the essence of social media (being social and communicate with each other). I also found results of cultural needs; social media does not have borders like countries have, in a matter of seconds you can contact another

person or company from other side of the world. I could not find spiritual needs in my study. Therefore, the social media marketing approach in this study is focusing on collaboration between individuals or companies and cultural aspects.

In my opinion, marketing in its simplest form, is a set of activity where individuals or businesses communicate to consumers of their products or offerings – or where institutions share information to public, for example. When adding social media into the picture, it allows interaction and participation from the customer to the end businesses. Kotler, et al. (2002: preface) are putting marketing and social media together very nicely, by saying that “previously the company had been the hunter, searching for customers; now the consumer has become the hunter.”

PICTURE 3. Marketing + Social Media = Social Media Marketing



In this study, the traditional tools and ways of marketing are not being described, moreover, this study is focusing on tools and ways how to do social media marketing in this creative information age that we are currently living.

As a concept, social media is not that old; the internet revolution was the first step needed in the process and, like Qualman describes (2009:1), social media became the most popular activity on the web very quickly after it started to spread globally, in less than three years. Social media simply “offers marketers opportunities to reach consumers, where they work and live” (Tuten and Solomon, 2013:14). This is an opportunity that should not be overlooked by EKE, or any other company targeting to be present where their customers are.

Tuten and Solomon also suggest that into the marketing mix classic 4 Ps view: Product, Price, Promotion and Place, should be added also fifth P: Participation. It must be agreed with Tuten and Solomon that living a social life is about “culture of participation and freely interact with other people through sharing content from simple comments to reviews, ratings, photos or stories” (Tuten and Solomon, 2013:3). Therefore, the fifth P, Participation is to be added into the Marketing Mix Ps, is not far off.

3.2 Prior Studies in the field

Jaana Rantapelkonen Ahlberg (2010) did one recent study in Finland for Kemi–Tornio University of Applied Sciences. The general topic of this research is social media marketing – and the outcome of this research was for Company X and how they can utilize social media in their marketing. I couldn’t get my hands on the actual results of the study. However, I could find elements from the study that I wanted to include also in my own study’s structure. Since the online and global world moves ahead really fast I was trying to use more recent sources than Rantapelkonen Ahlberg (2010).

Similarly to my study’s goals, significance of this recent study in the field is for the Company. They will get new and practical info that is modified for their purposes, goals and strategies in their social media planning. The purpose of the study is to describe or illustrate the social media marketing methods, benchmark competitor’s actions and analyse current social media marketing campaigns.

There were also new findings or focus areas in the social media sector that were suggested to be studied further in Ahlberg’s study (2010), such as cultural differences, engagement or customer journey where “touching points” of customers are defined and where there is room for improvement. In my study, I will focus on the phenomenon of social media marketing. I will introduce few platforms and show the ways you can do or create marketing campaigns in social media. There will be one chapter in my study about cultural management in social media and regarding engagement that is part of the social media marketing and explained in the study, hence it is current trend in the social media business.

3.3 The Infrastructure of social media

After people took social media as part of their everyday actions, businesses started to get interested. I personally have experienced that for business purposes social media contributes new information from their customers. The actions though should be totally different and more "social". Companies that sell their product the way they sell the product in their website or online stores, simply will not succeed in social media environment.

Qualman talks (2009:44) about value of social media marketing, he says that "companies need to focus on giving content or a tool with utility and purpose to consumers, which is the opposite of traditional marketing". Content should answer to consumer's needs, marketers and companies in my opinion should focus on thinking why the consumer might be visiting, for example, your web, Facebook or YouTube sites. The content should fulfil the purpose consumer is looking for; marketing campaigns in social media should answer to the need of the consumer.

The message should find the consumer at the right time at the right place like in traditional marketing but, in social media, this is more important than ever. Let's say you are looking for new shoes. When a company that is offering shoes similar to your need is there where you are (in social media) and the shoe company's marketing campaign pops up to your laptop screen, isn't that best customer service there is? You don't have to search, the product is *offered* to you. This is fulfilling the purpose and that campaign has value to you as the consumer.

Marketers today should not only be aware of the generation called the "millennials" or the newer generations Y and Z, which are even more social – they are sharing and truly living a social life. For example, today, the differences between 40 to 20-somethings' working method is that 20-somethings are more used to work with instant messengers, texting or chatting within Facebook than emails, for example. This development and the ways younger versus older generation are implementing different social media marketing tools should be taken into account when creating new social media marketing methods. Also, when developing and improving existing social media marketing plans,

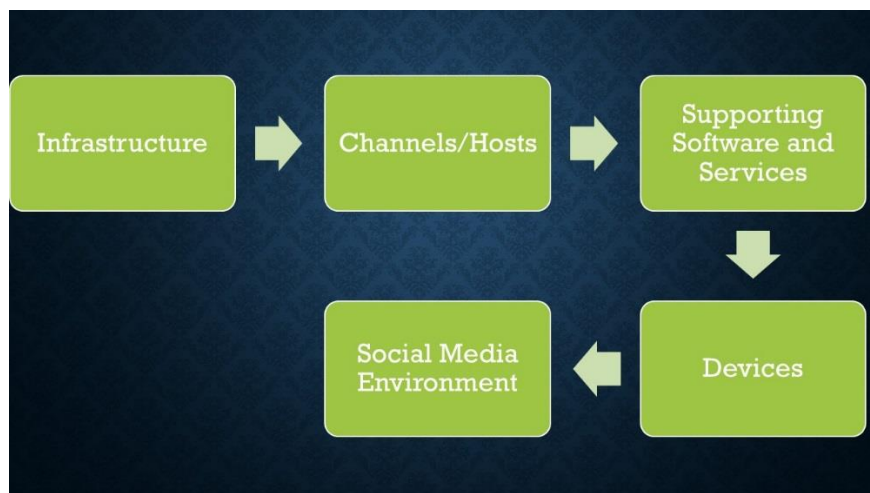
like it is the objective of this study, the existing strategies should be adjusted according to the current trends within the social media environment.

Marketers of today, should keep on track of all digital platforms make sure that they are leveraging all the marketing potential they offer. This study is focusing on finding the right digital social media platforms for EKE and improve the existence in the current social media platforms.

3.3.1 Social Media Value Chain

Social media environment and how marketers will learn the best approaches could be described through Social Media Value Chain.

PICTURE 4. Social Media Value Chain (Tuten and Solomon 2013:11)



The infrastructure of social media environment starts with the web. The host or channel online are social software applications, which are computer programs. In these applications users can communicate, share content and upload their own creations.

According to Tuten and Solomon, (2013), the supporting software and services help users to create content (taking actions) into social media environment, tools that are for video production or for producing podcasts and other sound files. Finally, devices that people or organisations can use in social media environment are laptops, desktops, tablet PCs, portable tablet devices or smartphones. Hence, engagement is one big part of social media marketing and companies should understand the need for engagement. In my study, I will, in the benchmarking chapter and social media campaign analysis part, show that without engagement the social media presence is underused.

Actions taken and the environment along with the need of engagement in social media can be described through famous Maslow's hierarchy of needs that has become a symbolic representation of human motivation (Sorokina 2015). Now that it is applied into social media it describes in this pyramid form the steps required in social media environment. Companies like EKE, already present in social media, should check that they are covering all these steps required in between social media presence and social media influence.

PICTURE 5. Maslows Hierarchy of Needs Applied to Social Media Engagement (Sorokina 2015)



The first step is to be present in social media, like EKE already is, but it is important to be present in the channels where your target users and customers are. The second step is to manage your own online profile and, ultimately, your reputation. Third, ideally there are “ambassadors” for your message, those who can share the posts and spread the word. The fourth step is to have users engaged into your social media channel, creating content that brings value they expect. Finally, in the fifth step everything previously described comes together and the result is **social media influence**.

In order for social media to work, it needs people to share and participate in the content creation process. Users in social media can publish blogs, podcasts, webinars, articles and e-books. Users can share videos, photos and images. Also, besides blogging, users can do micro-blogging or participate on discussion boards. Users can also give ratings

and reviews in social media and they can refer products or services. These actions are big part of the economy of social media and without content creation by users, nothing much will happen in social media.

Social media marketing campaigns goal could be that the message goes viral. This viral marketing concept in social media means that person, company, or institution writes a blog, downloads a video or picture, writes a Facebook update, write a Twitter message, or writes a LinkedIn post which starts to spread between social media users. First shares the post to second one and so on... The message or campaign spreads and lives on its own life, meaning, it goes “viral”.

Message going viral is a good target to have, especially when the company wants to increase their awareness and strengthen their brand image. When selling or marketing particular product or service better goal could be to reach the wanted target audience, it does not have to be audience of whole social media, like in EKE’s case.

3.3.2 The Word-of-Mouth Advertising

Social media marketing is the best form of word-of-mouth advertising and companies should leverage this potential. According to Tuten and Solomon (2013: 170), the Word of Mouth Marketing Association (WOMMA) have identified **five key components** how to manage online products or services opinions. First one being education – people need to be educated about your products and services. Second one is to identify opinion leaders – the ones who most likely shares their opinions in social media environment. Third, companies or institutions should provide tools that makes the information sharing easier, since the whole concept of social media environment is based on sharing, therefore this option is covered. Fourth, companies or institutions that want their message to be shared in social media should study how, where and when opinions are being shared. Finally, the fifth key component is to listen and response to supporters, “detactors and neutrals” comments (Tuten and Solomon, 2013: 171).

A bestselling author of Likeable Social Media, Dave Kerpen, says that “the secret to successful word of mouth marketing on the social web is easy:”be likeable’.” (Kerpen, 2011). Kerpen talks in his book of authentic, honest and transparent approach that

means that mistakes should be admitted and then leveraged. I agree that in social world there is nowhere to hide, when the message is out it is out.

Being “likeable” means that customers are getting the right information in the channels they are. However, the information should be in form that it does not feel like typical marketing jargon or a contrived message. In social world, the communication is more laid back, therefore, to me, being “likeable” also means that the potential consumers can relate to your message.

The most important thing is to react on both positive and negative feedback and comments. Companies like EKE should take the ownership of their brand image, social media marketing offers a great opportunity for that. It is an opportunity that should not be overlooked. Social media can be described as a country or environment that has its own structure and rules. Those rules and regulations is a combination of user’s content creation and social media platforms structural bases and opportunities they give to users.

3.3.3 10 Marketing Credos for Social Media (Kotler, et al. 2010: 169–178)

Kotler, et al. explain the marketing belief system for 2015 as “10 credos of Marketing 3.0” that are to be remembered in today’s social and ever rapidly changing world. The writers suggest that the **first credo** is to win over your customer’s loyalty by offering true values. With the help of social media, the values of the company can be shown more easily than ever. This is an opportunity for any company marketing in social media environment. EKE, for example, can send out information of their actions that shows of their values. Their **second credo** is transformation and being sensitive to change is one of the key credos by Kotler et al. “When times change, change with them”. In my opinion this is definitely an asset to any company operating in social media marketing that can embrace the change instead of fighting against it.

Third credo by Kotler, et al., mentioned was “guard your name and be clear about who you are and make sure that you are following your brand reputation, position and differentiate yourself clearly in the market.” EKE could build up their brand image and reputation not to mention offering true information instead of allowing rumours to be spread around from another sources than their own in social media.

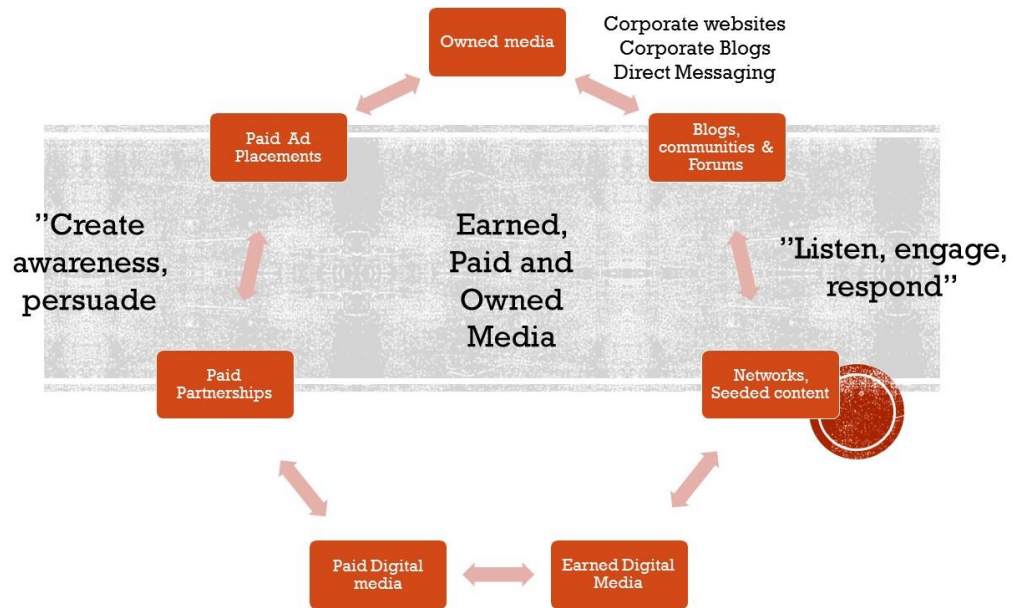
Finding the right segment for your products or offerings is the **fourth credo**; there is no need to address everyone. EKE has target audience that they should focus. **Fifth credo** is all about offering a good package at a fair price. In my opinion, this is self-evident that of course the price should match the quality. This should also be in sync with the third credo, with a right price at a right target group the product will meet the customer's criteria and that will strengthen the brand reputation and position of EKE's is social media environment. **Sixth credo** mentions that be available where your customers are, it is not smart to expect your customers to find you, the ones who focus on finding the right customer segment *for them* are better off with their marketing efforts. I have found out that it is relatively easy to find *the right* customers in social media than elsewhere. Customers are already communicating, commenting and sharing with each other if not yet with you and your company.

Seventh credo mentions that hold on to your found customer segment "look upon your customers as customers for life." I agree, and in social media environment this aspect is quickly arranged with the help of setting own groups for your clients. For example, on Facebook, you can create a secret group with invitation only for members that will have first-hand access to your latest offerings like EKE has already done. **Eight credo** mentions that no matter what your business is, "it is a service business", **ninth credo** explains that focus should be improving quality, cost and delivery. Finally, the **tenth credo** combines that relevant information should be gathered by learning from past experiences, also decision-making should not be focused solely on financial aspect, and every aspect should be taken into consideration.

3.4 Building brand awareness with the help of social media

When building brand awareness social media marketing efforts are essential. The term "being likeable", which I explained earlier, is one part of creating a positive image of your brand. In social media, you cannot control every post or action but you can, and should, manage your reputation and continue building your brand awareness. Within social media, companies like EKE can have own, earn and paid media exposure.

PICTURE 6. Description of Earned, Paid and Owned media (Tuten and Solomon 2013:113)



Paid digital media and earned digital media in social media marketing are linked to each other. When starting at the top of the above picture, paid media is divided to paid ad placements or owned media sites such as company blogs, websites or direct messaging. On the right hand side of the picture, in owned media side, companies are encouraged to listen, engage and respond in order to gain content from others in social media networks. With the help of earned digital media, companies can plan their paid digital media approaches (and vice versa).

From the left hand side, paid ad placements target is to create awareness and persuade – and together with paid partnerships, paid digital media is linking back to earned digital media. The circle is full circle and every action is connecting both ways to each other. This is truly a good example of how branding in social media environment works. The approach should be holistic and actions EKE takes in regards to own and earned media should all be in sync with each other.

3.5 Objectives and strategies for social media marketing

The core rule before setting any marketing plan is to identify the target audience, this rule applies also to social media marketing plans. Social media marketers can name and acknowledge their target group through – personas strategy. Barker et al. (2013:45) explain that personas simplify “the audience into groups so that it is easier to approach and understand them.” The definition strategy of a persona includes information of the demographics of the persona, constraints and needs and wants. Sub-chapters here present the methods how EKE can first find their target persona and then make sure that the identified personas are evolved together within the social media marketing plans.

3.5.1 Defining the Target Persona

When demographics of the persona has been set by marketer the matching information in social media marketing is relatively easy to find, for example, on Facebook, there is country and location data in each person’s personal details and there is also data of the user’s age. The level of internet expertise, which is mentioned to be one of the defining factor of personas demographics by Barker et al. (2013:45) can be assumed in social media marketing to be on a good level since social media is operating on the internet.

The ideal persona’s spending habits, can be found through analysing and finding the interest groups of personas. The ideal personas should be following or be part of groups that reflects information of their possible spending habits. Typical example would be that if we are looking to market horse equipment, we would look for persons that are following horse-related sites on social media channels.

Before finalising the definition of a persona, constraints like language barriers should be determined. If using the same horse equipment example, the first thing is to understand if the market for the equipment is local or global. Social media environment, the internet, is global, therefore social media marketers should focus on setting country-specific marketing campaign for marketing horse equipment or choose just one location and one language.

The last thing to understand when defining the target persona is to find out the possible challenges this persona might be facing and what solution social media marketers product or service will offer to this challenge. The challenges could be analysed with the help of psychographic information, which according to Barker et al. (2013:46) are person's activities, attitudes, beliefs, concept of self, interests, opinions, traits and values.

Following the horse equipment example, challenges for persons who are most likely interested to buy horse equipment could be that they have lack of time in between work, their personal life and their interest in horses. The solution could be to offer the horse equipment in that social media environment and channel where most likely this person would be spending online time. When taking ideal target person inner motivations into the account, the creation of persuasive social media marketing message becomes more effective.

3.5.2 Three-Step Persona Development Cycle

After the ideal person has been identified, the Three-Step Persona Development Cycle, created by Michelle Golden, makes sure that the identified personas are evolved together within the social media marketing plans. The steps that are part of the Persona Development Cycle are identification of different persona roles, listing needs and situational triggers that are considering concerns, symptoms and problems. The last step is to create objectives for the social media marketing messages which are matched to each persona's needs (Barker et al. 2013:47).

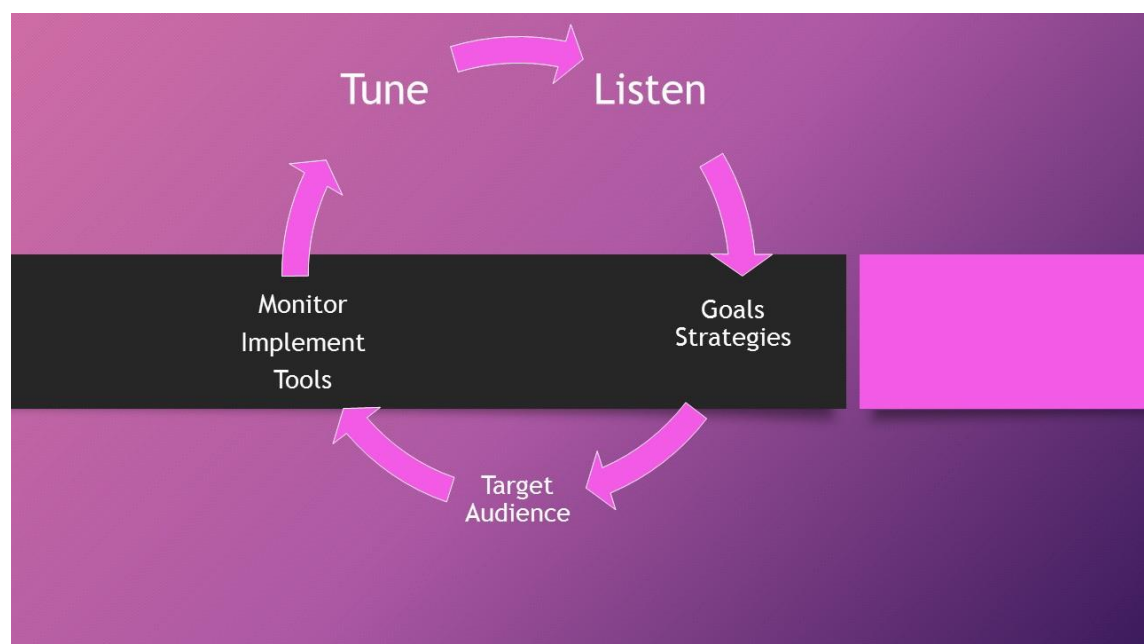
The different persona roles could be, for example, a buyer role – who, for example, makes the decision about which products or services to spend money on and which external stakeholders are affecting on the buying decision. Finding the buyer role's concerns and problems will become more clear when their needs are listed and the analysing out the ones that are the major reason (situational triggers) that makes a person to buy a product or service. Tailor-made message towards each different persona's, buyer roles or persona groups is the final step that will finalize the effective social media marketing strategy.

After having all this information of the target group, the social media marketer has more information of the targeted buyer. Therefore, social media marketing message can be targeted to provide most relevant information to buyer. When knowing who are your targeted buyers or group of buyers, setting up of a EKE's social media marketing plan could start.

3.5.3 Social media Marketing Planning Cycle

The overall social Media Marketing Planning Cycle is described by Barker et al. (2013: 26) to be continuous process. The development of the plan's basic core elements should be monitored carefully, alternative approaches should be tested and analysed (A/B testing) and the plan should be adjusted according by the achieved results.

PICTURE 7. Social Media Planning Cycle (Barker et al. 2013:26)



Listening is the most powerful tool when planning social media marketing, it certainly helps to determine the EKE's current social media presence outside of EKE's own social media sites. Listening gives valuable information of how the product or service is being perceived and goals can be set or adjust based on this received information. Listening also gives competitive edge towards other products or services in similar market segment.

Setting goals and strategies is a critical base for social media marketing plan. With the help of competitive analysis (SWOT analysis), company's strengths, weaknesses opportunities and threats can be named and found. Also, finding information of desired target group, target audience, with the help of above-mentioned Persona Development Cycle social media marketers can create a strategy that will help them to reach their goals. Those goals should, like Barker et al. (2013: 26–27) state, “satisfy the unmet needs of consumers, capitalize on the strengths of the company, seize opportunities, while minimizing organizational weaknesses and external threats, such as those from competitors, advances in technology, industry trends and general economic situation.”

The next step is to choose the right tool how EKE should reach the set goals. In social media, the right channel needs to be found – a channel where the target group/audience is, whether it is Facebook, Twitter or LinkedIn, for example. These social media channels/tools (along others) are being described more detailed in chapter four.

When target audience, goals and strategies, along with chosen tool (or channel), have been determined, implementing is the process that follows. In implementing process means and ways (tactics) are defined. Social media marketing messages can be implemented across several social media channels so that the wanted outcome is met. With the help of monitoring social media marketing plans, results can be evaluated. Monitoring in social media is tracking and analysing the key performance indicators that will be dealt later in section 3.6.

Finally, “tuning” is the key process in the lifecycle of social media marketing plan. The idea is to improve and fine-tune campaigns constantly. This Lean Approach system has its origins in Japanese management methods in Toyota production system. It is about maximizing the value of the product or services in order to improve quality, eliminate waste, reduce time and finally reduce total costs (Art Smalley 2015). In social media marketing, lean approach or lean thinking is about testing and optimizing the social media presence towards the best possible option. Therefore companies like EKE need to be ready to test, learn and optimise.

Social media environment is best utilized through lean approach methods; create trial campaigns, testing and adjusting according to changes in the market. Social media marketing is a constant process; it is not a single action in a single platform. Social

media marketing plan derives from the strategic plans set first by company's executives and members of board. When new goals or strategies are implemented into company's strategic plan, naturally social media marketing plan needs to be adjusted accordingly.

3.6 Measuring social media marketing activities/campaigns

Before company like EKE is able to follow the above-mentioned lean approach method they should make sure that all of their social media marketing paid or own actions are measurable. In the following chapters first the reasoning why monitoring is vital is being described, following guideline how EKE can set up a tracking plan. In the section 3.6.2 the key performance indicators that are to be measured are explained. This statistical information is used in chapter five, the empirical part of this study, where in the latter part the EKE's Facebook campaign performances are being analysed.

For businesses, social media offers monetization possibilities through creating ads inside the social media channels that will be showed to the desired target audience. This interruption–disruption business model for monetization strategy is similar to model which has been used decades by media providers in Finland (or globally, NBC or FOX) TV channels Nelonen or MTV* (*former TV channel MTV 3 in Finland).

Revenue stream is mentioned to be replacing this interruption–disruption model according to Tuten and Solomon (2013:13), which means that the users who do not want to see advertisements in their social media channels will start to pay monthly fee of platform that they have used for free, probably years already. Regular users need to understand that when using software program or application in social media environment would not exist without development or maintenance costs. Through advertising these costs can be covered or the other way is to require a monthly fee.

The trend seems to be that users do not want to see commercials and they are asking for other options from the platforms that are offering their services free of charge like Facebook or YouTube. In Helsingin Sanomat newspaper, on 23 October 2015, it was mentioned in an article that YouTube has actually launched new monthly fee option for those who do not want see commercials. The estimated cost for user is less than 10€ and the name of this pay service will be YouTube Red. The option will be available first in the United States and from 2016 elsewhere.

For marketing people moving from earlier print era towards digital era means different tools, ways and means to adapt. Measurability is the essential improvement in digital era compared to print ad era. Before marketers would or could not follow the actions taken when an advertisement had been seen by a target consumer in printed magazine. Nowadays, clicks of ads, links and contacts to sales departments can all be traced. The learning curve nowadays is different: marketers can learn through simple statistical analysis whether or not the campaign was successful. Of course, in print or digital, the final goal (customer making a purchase) is the final indicator of successful campaign, but with the help of digital information marketers can optimise, learn and adjust changes to digital campaigns according to the results they get.

Even though the print or digital or online era means different tools and places for ads, the goals or targets remains the same. The purpose is to reach the right audience at their “premises” or “hangouts”, and whether you are selling a service or a product final target is to get your customer to buy. Having said that, the aims and goals are the same but means should be different or at least combination of old ways and new ways. Marketers should be there where their customers are. And the customers today are also to be found in social media environment.

Social media monitoring is defined as tracking, measuring and evaluating process. In the beginning, marketers were present in social media in order to monitor and detect negative messaging. Since then, monitoring has evolved from listening into “active interaction” (Barker et al. 2013: 280–281). Many companies have adapted their services in a way that they can respond their customers’ feedback directly on social media sites. Nowadays, marketers can get very valuable feedback through analysing the results of marketing campaigns with the help of social media monitoring.

3.6.1 Five-Step Approach to setting up a Tracking Plan

Barker et al. (2013:282) present five-step approach to setting up a tracking plan. The first step is to choose the focus areas, which means the information needed in detail. Is it company’s brand name or competitor, or both? Second, it is important to select target-rich platforms – this means choosing social media platforms where the target audience is participating into the conversations. Third, the right keywords and phrases should be

identified. Google AdWords Keyword Tool is one way to find most commonly used words when describing a brand or product.

In Google AdWords, there is information available that how many monthly searches are made with certain keyword phrases. In my opinion and according to my user experience, it is a tool that is easy and handy to use when you want to gather information quickly. It is essential when searching for information on the right keywords that company jargon should be avoided. Marketers should think like a customer and think about which words customers would use when they are searching for information or products online. There are also other tools available, however, Google AdWords information is quite valid since Google search engine is kind of an internet inside the internet. People are using “to google it” as a verb instead of saying go and find it on the internet.

The fourth step by Barker et al. (2013: 282) is to restrict or widen the search. With the help of Boolean operators that are AND, OR, and NOT the search queries can be narrowed or broadened. Phrase searching is one way to narrow the search; it gives back information that only matches with the keywords that are inside the searched phrase.

Finally, the fifth step when setting up a tracking plan is to adjust searches accordingly. This means that when a company is, for example, a new start-up company (a company that is entering to market with a new innovation), and finding information of that brand is difficult, the information can be gathered from companies operating in similar industry or through observing potential target consumers. Also, one important note is to remember that companies marketing only to companies that are in the B2B (business-to-business) sales are most likely to be found on LinkedIn instead of the business-to-consumer (B2C) platforms such as Facebook.

3.6.2 Quantitative and Qualitative metrics are Key Performance Indicators

When social media tracking plan is ready, the social media focus measurement areas should be planned. Barker et al. (2013:283) present that “social media measurement is the determination of the volume of content and the sentiment toward a brand or topic on the social web. The volume of content is a quantitative measurement while judging sentiment is a qualitative measurement” Barker et al. continue stating that number of

comments to posts, likes, shares and follows are all part of quantitative metrics. While comments, feedback and conversations are examples of qualitative metrics.

Both of the quantitative and qualitative metrics are the key performance indicators (KPIs). Key performance indicator is the metric and value that states and shows whether or not marketer's strategies are meeting the set result criteria in social media marketing there could and should be different KPIs that marketers are following. By the number of your shared posts, for example (Qualman 2009: 53), or by the number of followers on a social media platform are some indicators on whether the brand is being liked or not. A strong number of followers compared to that of competitors give positive signal to new customers that this brand is interesting among all these similar brands.

So, therefore, one KPI that is measured on a weekly or monthly basis could be number of new followers gained compared to last week or month. Increase or decline gives feedback whether or not the social media actions on the social media site are taken positively or negatively. All in all, KPIs should be company adjusted mix of both quantitative and qualitative key performance indicators.

Trend with measurements is shifting from just looking at the achieved numbers and metrics to looking at the number of increased sales revenue, new sales contacts that are the results of social media marketing actions. Measuring campaign performance of paid advertising inside social media environment is actually the best part of social media marketing. It has never been easier for marketers to follow up the results of their marketing action.

When setting up a new social media marketing campaign, first you need to decide your goal, what are your "sweet spots" and what are the actions that take place during the process of reaching a new customer? Then, separate these actions and find the single action which means or tells you that your customer is willing to buy. This action could be filling out the contact form, also a phone call to sales person, or email. Technically you can measure the action by placing a code under the "send" button of contact formula. That code is linked to tools like Google Analytics, where click-through rate can be seen and information can be analysed if the campaign was successful or not.

3.7 Change management in social media marketing

Currently we are living in millennial era, world of start-ups and fast moving creative information era. Social media is at its best helping companies and individuals to keep up with the ever changing and fast moving world.

There are several ways how change management can be dealt with the help of social media. Finding information of your target groups or individuals is simple, information is out there and it just needs to be found. Marketing in social media is far easier than marketing in other media, ads can be adjusted right to the target audience wanted. Throughout the marketing period, ads can be adjusted or even changed according to the needs or reactions of receivers. Audience can comment and spread good word-of-mouth marketing in social media.

When times change or needs and wants of the customer changes, companies like EKE are forced to recheck their goals. Campaigns done in the online world and in social media environment can be adjusted according to these new goals; change management has never been easier with the help of social media.

3.8 Cultural management in social media marketing

In social media, different cultures are more likely to mix with each other than in elsewhere. For example, Facebook groups are formed from people living in certain area who come from different backgrounds or even different cultures. Groups themselves creates their own cultural code of act and agree on rules that group administrator will follow.

On more professional sites, like LinkedIn groups, people are physically and geographically from different cultures and countries sharing similar interest towards the company, industry, product, service or common theme. Companies involved in those groups can share their wanted image or information. Also, they can adjust their message according by the cultural aspects they are aware of.

When managing global social media campaigns, knowledge of the culture is essential. In EKE's case, when planning marketing activities the culture of the target audience

should be known so that messages can be adjusted according to different audience with different culture. In EKE's case, the language is Finnish and marketing area are people in Finnish social media channels, however, the culture of different areas of Finland should be taken into account.

When taking the global perspective of social media, it is easy to find information of different culture, their habits, needs or wants, not to mention the right social media channels in every country. Like in every other aspect of doing business with different cultures, common language is the key differentiator in social media campaigns. Therefore, global social media marketing campaigns should be localized where needed.

Social media plays an important role in being a source of information and problems can arise when wrong messages spreads as true stories. This can happen quickly and story can go global in a matter of seconds. EKE can control their reputation by being actively present in the channels where their target group is present.

Different countries should understand that countries themselves have brand image that needs to be taken care of. This year's (2015) crisis in Europe with refugees pleading for example from Iraq to different European countries proves the power of social media. First, the people who arrange the trips for refugees inform them about countries where to go on social media. Second, the people who come into the country share pictures and information of the proceedings. Last, countries are trying to correct the mistaken information given of their proceedings. Finnish Government, for example launched social media campaign in Facebook targeted to young men in Iraq and Turkey (Karjalainen 23.10.2015 www.karjalainen.fi).

It can be stated fairly that cultural management in social media is easier than ever, since information reaches the masses or targeted groups very fast.

3.9 Strategic Management in Social Media marketing

In this chapter 3.9, the proceedings, activities and processes that EKE should take when developing or improving their existing strategy for their social media marketing are presented.

Strategic management in social media marketing happens through following the activities and processes related to decisions that have been made by the company on social media marketing tactics. Strategic management has never been easier with help of information gained from social media. Strategies for managing the social media can be created based on activities. The activities depend on the goals decided.

If the goal is marketing related to the amount of traffic, leads and customers gained through social media, channels should be monitored with the help of different tools like Google Analytics. Google Analytics is a tool that provides statistical information from different sources. When the goal is to be opinion leader within your industry area, the statistical increased information of volume in blogs and news articles written should be monitored. Or increase in links shares, which indicate that published material is being used as a source of information (HubSpot 2015).

PICTURE 8. Social Media Strategy Template (HubSpot 2015)

STEPS	QUESTIONS TO ASK	YOUR ANSWERS
1. Set your social media goals/objectives	What do you want to achieve with social media? Do your social media objectives align with your overall company vision, mission and marketing strategy? Are your objectives S.M.A.R.T: specific, measurable, attainable, relevant, and time-bound?	
2. Audit your current social media status	What social profiles do you currently manage? Is control over the passwords centralized? Should any accounts be deleted? What is the mission statement of each of your social profiles?	
3. Create or improve your social media profiles	Are your profiles filled out properly and thoroughly? Are all of the accounts and profiles on brand? Would a new visitor follow me after seeing this profile?	
4. Develop your content strategy	What types of content do you want to post to each social network? Who is the target audience? How often will you post content and how will you promote it Do you have an editorial calendar and a social media content calendar?	
5. Use analytics to track progress and adjust your strategy as needed	Have you established the metrics by which you'll measure social media success? Do you have an analytics or measurement tool prepared to track these metrics? How often will you analyze your results? Are you prepared to quickly change your strategy in response to these results?	

The document above describes the steps that should be taken before creating social media strategy plan. “Make sure your goals are Specific, Measurable, Attainable, Realistic and Time-Bound (SMART)” (HubSpot 2015).

Specific goals are numbers that should be reached within certain period of time. Goals need to be measurable, make sure that analytics and codes are in place in order to track the needed information. If, for example, the goal is that customer fills out contact form on your website, place tracking code under the send button. Also, make sure that you can actually reach the set goal, making it attainable. Being realistic means honesty in capacity and sources and understand the possible problems that might occur on the way. Time-bound goal indicates that there should be given deadline when the set goals should be reached.

The follow-on steps after setting the goals are auditing, creating or improving current social media profiles, developing strategies and, the final step, is monitoring, tracking and adjusting to changes needed after results are analysed.

There are plenty of other tools to help strategical management within social media marketing, different templates that are for auditing, reporting or content creation purposes. Also ready-made templates that show how social media messages should be written, save time and improve the strategic management process.

Here is an example of auditing template that will help to keep on track on the changes done in social media environment.

PICTURE 9. Social Media Auditing Template (HubSpot 2015)

Site	URL	Profile Name	Followers	Last Activity
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“Site” means the actual social media site in question; “URL” means the website address; “Profile Name” means the name of the site; “Followers” means the number of followers and “Last Activity” means the latest activity on that site.

PICTURE 10. Social Media Auditing Template 2 (HubSpot 2015)

Posting Frequency	Referral traffic (monthly)	% change last year	% change last month	Clicks / post	Clicks / post (previous month)	Clicks change from previous month	Facebook reach	% change last week	Followers today	Followers last month	Followers change
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The latter part of the Social Media Auditing Template describes what kind of actions should be audited in order to gain valuable data for improving social media activities. “Followers change”, for example, indicates to the person analysing the data that actions taken on the site have increased or declined the number of audience to social media posts. The audience votes by not following when they dislike the actions in pages they follow, naturally the trend should be positive instead of negative. When there are dramatically changes, actions taken should be evaluated and adjusted.

Reporting template will be shown in latter part of this study, in chapter five where empirical findings are introduced. Here, below, is an example of a “day-to-day” content creation template.

PICTURE 11. Social Media Content Creation Template (HubSpot 2015)

MONDAY (DATE)				
Time	Title	Copy	Link	Clicks
TWITTER				
0:00				
2:00				
4:00				
6:00				
8:00				
10:00				
12:00				
14:00				
16:00				
18:00				
20:00				
22:00				
FACEBOOK				
6:00				
10:00				
2:00				
GOOGLE+				
6:00				
10:00				
2:00				
LINKEDIN				
8:00				
12:00				
4:00				
INSTAGRAM				
12:00				
18:00				
TUESDAY (DATE)				
Time	Title	Copy	Link	Clicks
TWITTER				
0:00				
2:00				
4:00				
6:00				
8:00				
10:00				
12:00				
14:00				
16:00				
18:00				
20:00				
22:00				
FACEBOOK				
6:00				
10:00				
2:00				
GOOGLE+				
6:00				
10:00				
2:00				
LINKEDIN				
8:00				
12:00				
4:00				
INSTAGRAM				
12:00				
18:00				

This scheduling of activities helps strategically monitor the content creation that is cohesive across all channels and that activities are happening at the same time with the same message.

3.10 Risk Management in Social Media marketing

Erik Qualman said (2009:33) that “what happens Vegas, Stays on YouTube” which pretty much describes the highest risks involved in related to social media marketing. Negative comments, pictures, postings, videos, blogs all can spread widely and fast. In the online world there are several worst-case scenarios that have happen, I will not go through them in this study. Like in business overall, there are risks involved in social media marketing.

Target buyers, irregular users or even competitors can all post negative comments or feedback to company’s open social media site. Sometimes the negative commenting can spread, causing the company to lose their customers. Also, employees might reveal business secrets. All of these risks can be tackled with the help of clear social media strategy.

Company like EKE should understand the proceedings they need to take when something negative goes viral. Before digital marketing era the branding and PR departments were responding on negative news of the company. Similarly to those days the response on negative news also today is very important, however, in social world EKE and other companies should understand that the respond should happen as soon as possible and not tomorrow. Therefore it is essential that the social media channels are monitored regularly.

In chapter four, where some of the social media channels are described more thoroughly, their weaknesses and risks involved with that particular platform are discussed.

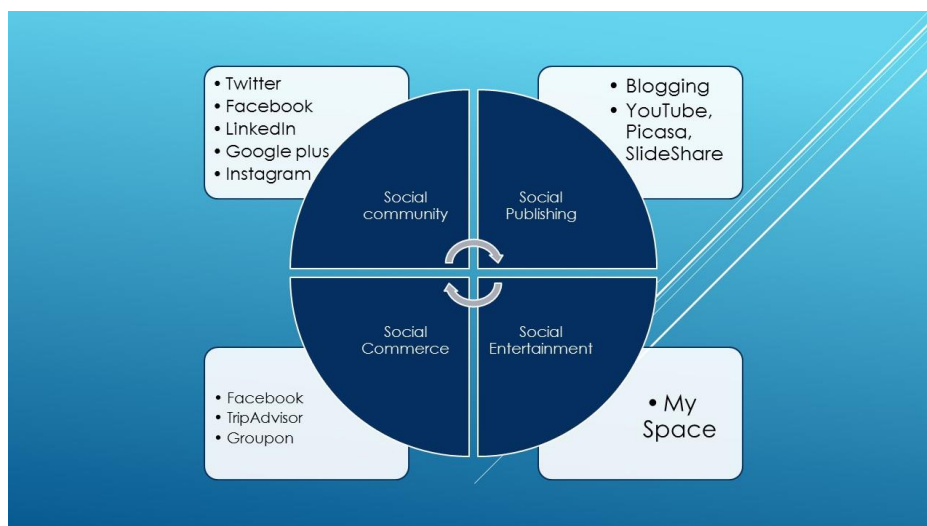
4 DIFFERENT CHANNELS OF SOCIAL MEDIA MARKETING

4.1 Introduction

In the following chapters the most common and widely used social media channels are shortly presented with their individual features. Statistical information of usage base will be included into description of Facebook, YouTube, Twitter and LinkedIn. Other social media channels such as Google+ or Instagram used worldwide will be mentioned in the latter part – both in global and Finnish perspective sections. In relation to EKE, all of the presented channels should be part of their social media strategy, however, based on findings from competitor analysis in chapter five and taking note of their aimed target audience, the recommended channels for EKE in Finland are Facebook, YouTube, LinkedIn and blogging for content creation. Later on, Instagram along with Twitter should follow.

Currently there are no problems for companies to find a social media channel where to market their products or services. The biggest issue is which channel to choose, where the right audience for your product is and if your product more B2C than B2B. For some companies, the usage of social media is not relevant if they are product manufacturers in industry in B2B, for example. Still, they can be involved in social media for the sake of brand awareness, and in case they want other companies to find them.

PICTURE 12. Social Media Zones and Channels (Tuten and Solomon 2013:7)



There are different platforms and tools for special social activities. For building a vivid and strong Social Community, good platforms are: Facebook, LinkedIn or Twitter. For Social Publishing, blogging or publishing videos on YouTube is one way. For Social Entertainment, Myspace is a good global platform for singer songwriters to publish their songs, for example. Facebook is nowadays a platform also for Social Commerce along with TripAdvisor or global Groupon that gives discount coupons of different products and services for their members.

Under the title “social media” lies many services and ways of interacting that differ from each other. In the following chapters, I will try underline along with statistical data strengths and weaknesses of each platform.

4.2 Facebook

If Facebook were a country it would be the third most populated country with their 800 million users stated by Tuten and Solomon (2013: 2). Tuten and Solomon continue that on a daily basis one billion pieces of content are being shared on Facebook. Facebook was established in 2004 by Mark Zuckerberg (Phillips: 2007), and from there Facebook spread first in United States and then globally. The usage of Facebook grew country by country, the original purpose of Facebook was very simple: connect with people around university campus area, kind of a friend book on the internet.

Nowadays, the registration and usage is still free of charge and many features have been implemented compared to its origins. When Facebook was launched, the user profile page contained, some basic information, a place for a photo, a list of the user's friends and a timeline, where the user could post on a daily basis. I state that Facebook was actually one of the tools that changed how people in the world communicate, or even find information.

Facebook managed to develop their software along with the users' needs and wants, they implemented another feature into individual timelines: your friends can also write their messages to your personal timeline. Another important development in the early days of Facebook was sharing pictures.

When looking at Facebook's social presence today, the biggest topics globally in 2014 were World Cup, Ebola virus outbreak and Elections in Brazil (Pönkä, 2015: 34). These topics go under sport, health, politics and general discussions, which are global issues of interest for a majority of people in the world. Interestingly, Facebook, due to its strong user database, has influence power similarly to Google – not to mention the database these two have on their users' habits, ways and means.

Based on my own user experience since signing up on Facebook in 2009, the platform was first only for person to person. Gradually, when user base grew, companies wanted to get into the conversations and they started also establishing their own Facebook pages and profiles. Facebook simultaneously developed their system so that the companies were no longer looked as a person on Facebook and they were given different rules of conduct than a person. This shows that company like Facebook grows together with their user base, offering possibilities or restrictions for both companies and persons.

Today, the number of mobile users on Facebook has increased steadily compared to number of total users, which has slightly declined (Pönkä, 2015:31). The decline in numbers of Facebook website users is only partly due to increase in mobile usage, the trend shows that overall user numbers on Facebook are declining.

One explanation could be that younger audience, the future users of Facebook, are present already in many channels and when they reach "Facebook Age", Facebook might not offer them anything new or exciting. Also, younger audience may not want to share their online lives with their parents. Therefore, they are staying in their own channels, or even better: creating new ones.

The usage of Facebook in Finland is strongest at 90 percent, among the 15–24-year-olds, gradually decreasing among the 25–34-year-old group at 82 percent, and being among 35–49-year-olds at 63 percent. With the age group 50–64-year-olds, Facebook usage is at 38 percent and with over 65s, it is at 21 percent.

Even though the study shows that younger Finns are the strongest group of users on Facebook, the results in expected behaviour indicated that the usage of Facebook among younger Finns is declining. They are moving towards platforms like WhatsApp,

Instagram, Ask.fm, SnapChat, Kik Messenger, Tumblr, Google+, Pinterest or Twitch.tv. (Pönkä, 2015)

4.2.1 The weaknesses of Facebook

When using Facebook for business purposes, one of the weaknesses of Facebook, among many others, is the risk of losing your reputation. Also companies like EKE should consider the regulatory risk, along with the operational risk. These risks are taking are explained in chapters below.

Reputational risk in social sharing site is a risk to be considered and the discussion should be monitored along that channel should be respected of being one of your sales representative. Regulatory risks can be information leakage and companies need to understand that Facebook Inc. owns all information that has been uploaded to the Facebook. When having content management strategy on place, the information uploaded into Facebook or any other social media is consistent and cohesive. Another regulatory risks is the frequent change of policy, users need to stay aware of them, be on top of the news. (Gary Gill, Social Media Risks, www.kpmg.com/au/en/beyond/new-thinking/pages/social-media-risks.aspx.)

When posting content on social media, person or company should understand privacy policies. Legal risks can involve copyrights and confidentially agreements. Operational risks could be such as decline in employee productivity and consumption of company assets for personal use.

Having said that, if not being part of social environment or community like Facebook, it is an enormous missed opportunity for a company like EKE. And which company can afford to miss out an opportunity to be close to their customers? And risk losing valuable information of their customers buying habits, needs and wants?

4.3 YouTube

YouTube is free (there is no cost when signing and creating YouTube site) video-sharing platform and its headquarters is in San Bruno, California. The founders of

YouTube were former PayPal employees who launched YouTube in 2005. YouTube has been a subsidiary of Google from 2006 (Gordon, 2012: 36). Users can upload, view and share videos. Content can be video clips, TV clips, music videos, video blogging (vlogging), short original videos or educational videos. The users who download information are individuals and media corporations such as CBS, BBC, and via YouTube partnership programs. Besides individual vloggers, companies also can share videos of their products to promote sales, advertisement videos or manuals, for example.

The first video ever uploaded on YouTube was "Me at the Zoo" by one of the founders, and it has been watched over 16 million times. Today, over 100 hours per minute is uploaded on YouTube and over a billion people visit YouTube monthly. YouTube is truly a business with over a million video makers from 30 countries who are making their living by YouTube videos and thousands of YouTube channels are making millions of dollars with their advertising contracts (Sippola, 2014).

One of the first commercial successes was Nike's video with Ronaldinho. It reached first one million viewers for an advertising video. In 2007, YouTube had as much traffic as the whole of internet in 2000 (Sippola, 2014).

Since Finland has two million YouTube users, the number of followers of the most popular vloggers are quite big, and those numbers can be compared to viewers of TV channels or series. YouTube has actually surpassed in popularity the Finnish Broadcasting Company (YLE) among younger audiences (Sippola, 2014).

The first production companies established on YouTube in Finland are Finnish language Töttöröö and Swedish language Splay. YouTube is the third biggest commercial TV channel in Finland (source TNC and Google) and YouTube reaches daily 50 percent of 15–29-year-old Finns, while YLE reaches 30 percent and commercial TV channels (Nelonen, etc.) reaches 51 percent (Sippola, 2014).

4.3.1 The weaknesses and worst-case scenarios of YouTube

Anyone can upload almost anything on YouTube. Competitors might reveal material that might be harmful for the company or poorly handled customer cases might end up

as YouTube video like it happened in United Airlines' case. A Canadian Country and Western singer was traveling with United Airlines when his acoustic guitar was damaged by baggage handlers.

Singer released a video on YouTube called United Breaks Guitars (<http://www.youtube.com/watch?v=5YGc4zOqozo#t=18>), which became a viral hit. When it reached almost four million views, United Airlines took notice and offered to pay the cost of repairing his guitar and flight vouchers worth \$1,200 (Zesty, 2012). While social media allows a company to interact directly with customers in real time, it also gives those same customers a public platform to voice dissatisfaction.

Also Domino's Pizzas had a rude awakening in this respect when two employees pranked the company in 2009 (<https://www.youtube.com/watch?v=xaNuE3DsJHM#t=21>). The video showed one of them preparing a new Domino's product while carrying out a number of unhygienic acts. Before the video was withdrawn, it had received over one million hits, putting it on the first page of YouTube featured videos. Unfortunately, the impact on Domino's reputation was devastating (Zesty 2012).

After FedEx YouTube video (<https://www.youtube.com/watch?v=PKUDTPbDhnA>) was released, FedEx came under major criticism. The video shows one of its employees chucking a Samsung computer monitor over a fence to deliver the package. The video reached over one million views in approximately 24 hours and it led to many others sharing their negative experiences with the company (Zesty 2012).

4.3.2 Strengths and successes of YouTube

YouTube is growing community and videos are effective way to market the product or service. Young audiences are used to watching YouTube videos and it is another TV channel for them. It can be like a TV in your pocket. Companies can leverage their visibility with the help of YouTube. Here are a few examples how Old Spice and Ford Fiesta managed to create positive awareness.

The Old Spice commercials were created to target both men and women to generate brand awareness and start a conversation about their product on social media. After a

very successful TV launch, the Old Spice campaign people realized that they need to capitalize quickly this achieved brand awareness.

The team created and filmed 180 videos immediately. They created videos and also responded directly to fans and celebrities in **near real time** to create a YouTube sensation, which eventually happened.

(<https://www.youtube.com/watch?v=owGykVbfgUE>)

This Old Spice viral phenomenon is a good example of real-time marketing approach. On day one the campaign received almost six million online views and, on day two, Old Spice had eight of the eleven most popular videos online. Simultaneously, interactions on Old Spice Facebook were up by 800 percent and Oldspice.com website traffic was up by 300 percent. Finally, the result was that The Old Spice YouTube channel became the all-time most viewed channel more than 26 million times (Harris, 2013).

Another example comes with Ford Fiesta in 2009 – 100 people were given a Ford Fiesta to drive around and post YouTube videos, tweets, Facebook updates and blog posts to raise attention. And it really increased the sales of Fiesta that time (Slideshare 2011: <http://www.slideshare.net/dmle/ford-fieta-movement-social-media-campaign-value>).

With a clear strategy on YouTube, and in cooperation with other social media channels, brands can increase their popularity and be part of social communication in the community. In order to react on negative feedback, the channel should be monitored and assumed to being one of your sales representation platforms.

4.4 Twitter

Twitter can be used for microblogging, it is being described “a cross between blogging and instant messaging” (Rasmussen Neal 2012: 107). Twitter users can share information on subject that they find interesting, or motivates them. In Twitter, you can send and read short 140-character messages which are called “tweets”. Twitter works both mobile and desktop, however, 40 percent of Twitter usage is from mobile devices (Tuten and Solomon, 2013:3). Opening an account in Twitter is free and you can connect with people, express yourself and discover more on the things you are interested in. On Twitter also photos, smiley faces or sad faces or other descriptive

small pictures called emoji's or emoticons can be shared. Also video links can be shared.

Using and finding information with the help of "hashtags" is a key element in Twitter messaging. Hashtag is a function that hashtag sign (#) is used along with certain keywords and it is placed to the start, or in between or after sentences. Hashtags are used on social media in order to describe a subject, place, or a phenomenon the tweet is talking about. For example, the elections in every country is a subject that is talked about, therefore in Finland the hashtags for one placing him or herself part of the election conversation, was #vaalit2015 or in United States #Voted.

Besides subject, hashtags can also describe feeling, or naming the place or country where you are. The hashtags are widely used in all social media channels, but they are especially used in Twitter messaging. Nowadays, when doing social media marketing, whether you are in Twitter, YouTube or Facebook, the use of hashtags can make a difference with regards to linking your message across all channels and creating a brand image.

All actions, postings and messages that are from the same topic should be tagged under same hashtag. The good thing is that the hashtags can be place afterwards into postings on Facebook or YouTube. Unfortunately, on Twitter, it is not an option yet. With the help of hashtags people can find information related to that hashtag on social media channels, they can tag themselves into the conversations or marketers can give visibility to their product with the help of hashtag.

For example, when placing #vaalit2015 into the search section of Finnish Twitter, all election related subjects will appear. The most-used hashtags globally on Twitter in 2014 where #UmbrellaRevolution, #Ferguson, #Voted, #MH17, #HeForShe, MH370, #RIPRobinWilliams among others (Pönkä, 2015: 35).

I have been on Twitter since 2013. First, I started following others and thinking about what would be the core idea behind my messages. In that time, I handled a company's Twitter account, so my posts where merely retweets from company's Twitter account. Only after I properly introduced myself on Twitter and decided that social media would

be my topic of interest which I want to tweet about, I gradually started gaining more followers.

At the beginning of 2015, I had less than 50 followers and by the end of the same year, my follower account is getting closer to 150. The numbers are very low compared to other more-active tweeters than me, who may have over 1000 or even 1000 000 or more followers. But, from personal perspective and experience, this gives indication that setting a target audience for your tweets is the first step. The next one is to create proper and 140 short description of yourself that would interest others. The third step is to start following industry leaders in your topic area. This means that creating a strategy based on your goals is the key element when starting a Twitter account.

4.4.1 The strengths of Twitter

There is no better way to stay up to date on your topic of interest. Of course, you can get all sorts of marketing messages and irrelevant messages among the true information you are looking for. Another strength for Twitter is that you can get information very quickly compared to what you would search for yourself. It is a very convenient to get the information you did not even know you were looking for right on your mobile device – content which you can read and repost it with or without comments.

As Rasmussen Neal (2012: 107) says, “common theme is the ability of Twitter to quickly push information to large groups of people”. This ability means that organizations, businesses, celebrities, marketers, teachers and whoever wants to get their message spread to wide audience are using Twitter on a daily basis.

Twitter’s biggest strength and reason for it being so widely spread all over the world is that the platform is free, and it doesn’t require any downloading or installation. You can use it on your computer or on your mobile device. Twitter offers its users its mobile app for a better user experience.

4.4.2 The weaknesses of Twitter

Twitter’s posts can be deleted but the posts cannot be modified, so if you have placed a wrong hashtag or link to your post, you would need to remove the post and send another

one. However, if the original posting has been shared before its deleted the wrong tweet continues its journey.

When posting on behalf of a company the material you upload might damage a company's image or material could be confidential. Twitter mistakes could spread widely and fast. Also, it is a matter of the user to validate which Twitter users are real content providers and which are not, or are they even real people.

Creating a simple Twitter guidelines helps the companies to avoid risks of being misunderstood. It is essential to have a good company policy on Twitter with an active governance plan in order to mitigate the risks associated with Twitter communications.

4.5 LinkedIn

Globally there are 347 million registered users and 186 active users per month on LinkedIn (Pönkä, 2015:35) and therefore it is the world's largest professional network online. Signing, creating and updating account is free, however, if you wish to have access to more data and get more features implemented to your account, you need to pay a monthly fee. 80 percent of companies use LinkedIn as their primary recruiting tool (Tuten and Solomon, 2013: 3).

LinkedIn was founded in 2003 for people who wanted to build their professional brand and network. Within LinkedIn you can follow companies, be present in groups of your interest and look for a job. Headhunters and recruiting companies are searching employees via LinkedIn. According to my observations, companies in Finland are looking for new employees through LinkedIn and sometimes it is their only channel for recruitment. This depends of course on the type of work and industry, but especially in the information technology industry LinkedIn is commonly used.

4.5.1 The Weaknesses of LinkedIn

Risks involved in LinkedIn, as in any other social media, lie in the fact that people could create fake profiles, fake jobs and experience. When companies do not have a clear policy or strategy on social media, their personal and sensitive information could leak out. Or even worse, bitter former employees that are linked to a company might

effect on company's brand image. When strategy of actions are not in place, wrong information could be shared at the wrong time.

One weakness also is that anyone can publish articles in LinkedIn and that could cause misunderstanding or misinterpretation of information if it is not correct. Hackers might get into users' personal data and history, spamming also from irrelevant sources might happen.

4.5.2 The strengths of LinkedIn

LinkedIn is a valuable tool for companies or persons for creating a brand image. Via LinkedIn online discussion or reputation can be monitored. The channel is a great tool for marketing purposes, in professional environment. Companies can gain reputation as an opinion leader within their industry or persons can show their expertise, awards and honours. Companies can attract right kind skill full employees. With a clear strategy and regular postings, LinkedIn can be a valuable tool.

4.6 Blogs

Both Lähdevuori (2014:3 check) and Pönkä (2015:20) mention that blogs are making a new entry after its highest peak, 41 percent, in 2009. In 2014 climbed up to 48 percent (Pönkä 2015:[www.stat.fi.2014](http://www.stat.fi/2014)). For social media marketing this means that blogging should be taken into account when planning a marketing strategy. The decision of starting a blog means that there should be something to write about on a weekly basis. The best option would be to organise the writing in turns between each department in order to get as much wide perspective as possible. Most of the companies that are offering products or services to consumers have information they could share, such like: new personnel hired, new product launch or industry related information. Blogging requires commitment and when it has been started, it should go on.

According to TNS metrics (21.10. 2015 <http://tnsmetrix.tns-gallup.fi/public/>) Indie days blog portal reaches weekly 279 000 readers compared to traditional Finnish newspaper Keski-suomalainen that reaches 249 000 readers. However, Indie days is still far behind daily tabloid newspaper Iltasanomat 2 138 000 or daily newspaper Helsingin Sanomat 1

626 000. In 2014 there were over 60 000 blogs in Finland – the conclusion is that blogs are truly part of the Finnish social communication behaviour.

When looking at Indie day blog portal, there are several blogs under different topics like food, travelling, beauty, fashion, interior design, and so on. When reading some of the content on the blogs, it is clear that companies would gain valuable customer feedback when following blogs under their industry area – and, even better, to start their own company blog.

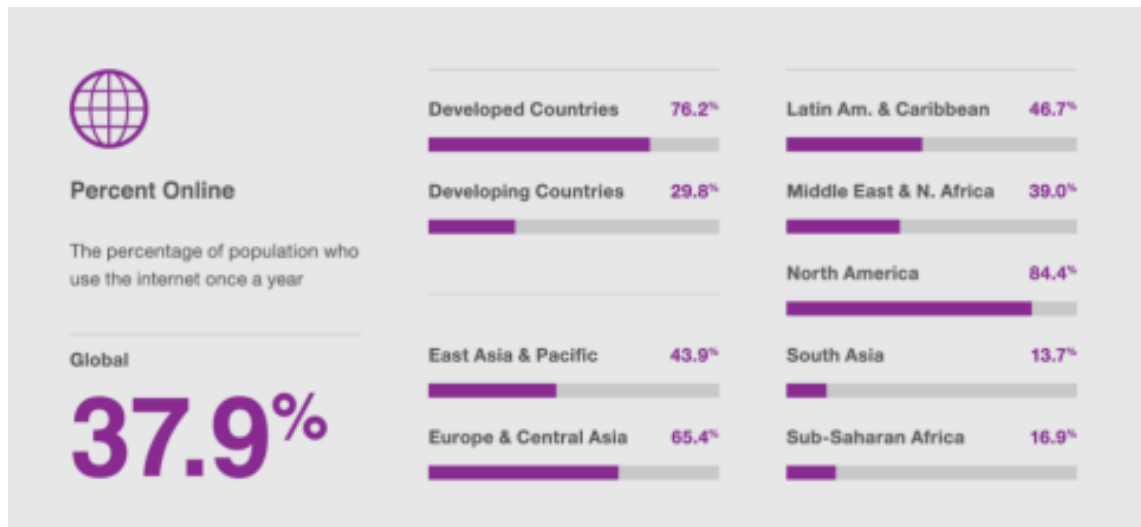
4.7 Social media marketing channels and Global Perspective 2015

A survey published by Social Media Examiner representing social media marketing Industry Report 2014 written by Michael A. Stelzner describes the primary findings from 2800 social media marketers. According to the survey in 2014 92 percent compared to 2013 86 percent, of social media marketers, emphasizes the importance of social media to their business. Tactics and engagement (89 percent) were the most mentioned areas, were marketers wanted improve their skills, in order find best possible social tactic for their purpose and also learn how to engage with their readers, customers or audience within their social media channels.

The survey indicated that 68 percent of marketers were planning to increase their use of blogging along with 61 percent wanting to increase their Google+ activities, according to Stelzner, in 2014. Podcasting was also mentioned to be increased by 21 percent of marketers while only 6 percent of them were currently actively using podcasting as part of their social media marketing.

Facebook and LinkedIn were mentioned to be the two most important social networks for marketers. When they had to choose either one of them, Facebook was strongest with 54 percent while LinkedIn was 17 percent. Even though 66 percent of marketers were not sure whether or not their Facebook marketing was effective. I think that this could mean that analysing, optimizing and testing is not done on a regular basis in order to get referral results of the Facebook marketing. Finally, 58 percent of marketers said that original written content along with original visual (19 percent) assets are the important “form of content” in social media marketing 2014 (Stelzner, 2014:5).

PICTURE 13. (Pönkä, 2015:25) original source: The State of Global Connectivity, 24.2.2015, <https://newsroom.fb.com/news/2015/02/the-state-of-global-connectivity/>



In order to be present in social media, you need to be able to have access to internet and have online connection, globally this means that in developed countries 76.2 percent are online and in developing countries the number is 29.8 percent. The challenge is to get people online in areas where it is such an expense that they cannot afford to have internet access. However, 90 percent have infrastructural possibility to online access globally (The State of Global Connectivity, 24.2.2015, <https://newsroom.fb.com/news/2015/02/the-state-of-global-connectivity/>).

PICTURE 14. (Pönkä, 2015:26) original source: The State of Global Connectivity, 24.2.2015, <https://newsroom.fb.com/news/2015/02/the-state-of-global-connectivity/>



The same study, revealed by Pönkä (2015:26), states that mobile is the primary driver in bringing people online. The number of mobile subscriptions have increased steadily since 2006 projecting that by early 2015, 3 billion people will be online. However, still only 40 percent of the world's population has ever connected to the internet.

4.7.1 Biggest Global Social Media Channels

The most popular global social media channel is Facebook with monthly 1,39 billion active users, followed by YouTube with 1 billion then WhatsApp with 700 million. The rest are in order Google +, Blogger (Blogspot.com), WordPress.com, Wikipedia, Instagram, Dropbox, Skype and Twitter (Pönkä, 2015:27). The competition between social media users tends to focus on keeping the interest of users, therefore, the platforms are constantly updated with new features. Also, commercial opportunities for using social media for business purposes have evolved.

4.8 Social media marketing Channels and Finnish Perspective 2015

According to 27 social media industry experts from Finland, the trend in Finnish social media in 2015 will be the shift from social doing and thinking towards social business. This means that every function is related to communication and all members within the company are social ambassadors. These industry speakers are presenting the term employee advocacy that simply states that all employees should and can participate on creating the content into social media channels – essentially, content marketing (Lähdevuori, 2014: 3).

I agree with social media industry experts that targeting the right customers is very important, measuring content and taking actions after analysis is what takes companies' social media marketing towards the desired lean approach method.

According to Harto Pönkä's Finnish social media study (#somekatsaus) published 02/2015, the three most popular social media platforms in Finland, similarly to global order of social media platforms, are Facebook with 2,4 million users, YouTube with 2 million users and WhatsApp with 1,6 million users.

Half of the Finnish people were using social media on a daily basis in the three-month period of the study, conducted by Statistic of Finland (November 2014). Interestingly, 65- 74-year-olds have the biggest 50 percent share of that daily-basis usage follow. Being elderly citizens and out of work life explains this feature? 25-34-year-olds are next biggest group with their 48 percent.

Pönkä has based his analysis of the Finnish social media platform usage onto survey completed by Finnish Broadcasting Company (YLE) and Taloustutkimus Oy. The survey is incomplete since it does not cover all of the mostly used platforms in Finland except YouTube. Google+ however is part of survey – I would assume that some of the YouTube users might have named it even though they are only using YouTube and not all features of Google+.

Pönkä has included another survey source into his study which tells that among 15–18-year-olds YouTube usage is almost the same as Facebook, as is WhatsApp, Instagram followed by Kik and SnapChat. In under-15s YouTube was clearly the strongest at 92 percent, followed by WhatsApp at 78 percent.

According to the Taloustutkimus survey, Instagram is following after Facebook in age groups under-25s and 25–34-year-olds. In the group 35–49-year-olds LinkedIn and Twitter come before Instagram, therefore it can be concluded that in Finland Instagram is for younger audiences, whereas Finns over 35 tend to focus (after Facebook) on more work-related official platforms such as LinkedIn and Twitter. Geographically, the order is Facebook, Instagram, LinkedIn and Twitter in the metropolitan area in south of Finland. In other parts of Finland Twitter comes before LinkedIn.

The biggest social media channels in Finland are Facebook with its 2, 4 million daily users and YouTube with 2 million daily users out of 5, 4 million people in the whole of Finland. Both these channels are free of charge, which is a huge opportunity to gain new users. Paid advertising on Facebook means that the people are receiving into their Facebook newsfeed advertisements that they can click, comment or share. With the help of statistics the success of a campaign can be analysed very carefully.

5 EMPIRICAL FINDINGS

The knowledge gained from literature and qualitative study of both global and Finnish social media marketing is implemented into this empirical part of this study. So far, we know that Facebook and YouTube are for reaching mass audience and other social media channels, which are used in Finland, tend to focus on a specific target audience. Therefore, it is interesting to see whether or not these companies are leveraging the potential of best applicable industry-related social media marketing channels.

The qualitative and quantitative data of competitors is gathered from the existing information which has been researched in an online environment. Those are, for example, companies' public internet or social media pages. Information gathered from the SWOT analysis places the data into a form that can be benchmarked against each other.

Like described earlier in Research Plan, (chapter two) the basic element of SWOT analysis is that both internal and external marketing environments can be monitored with the help of SWOT analysis. The strengths and weaknesses are the internal factors whereas the opportunities and threats are the external factors (Wang, 2007). The basic appearance of how SWOT analysis is presented is now here in competitive analysis in form of a fourfold table. In one section of the fourfold "strengths" is placed, the other one "weaknesses", then "opportunities" and finally "threats".

Also in Research Plan, (chapter two) the research question was introduced: "How to improve company's visibility in Finnish Housing industry via social media channels". And now, in this chapter, data is collected through existing (secondary) data, like statistics, social media pages and websites. Also the data will be analysed and benchmarked against each other.

5.1 Competitor Analysis

In order to gain perspective and analyse EKE's actions against its competitors, they need to be identified and named. The ones that are to be analysed are Lemminkäinen, Hartela, and Westpro Oy. These three companies differ from EKE in many ways. Similarity is, of course, the same industry and the same target audience. This study will

not focus on these competitors' websites or analyse them, the study will compare the competitors' social media sites against each other with the help of SWOT analysis.

Websites will be analysed only from the perspective of social media – do these companies have social media links on their websites and are their websites responsive (mobile friendly) or static? Responsive basically means that the internet sites are mobile friendly or user friendly. It is easy for a user to navigate with a touch screen phone or touch screen tablet.

Before the social media era, houses were mainly and still partly sold through printed ads, but online search through Etuovi or Oikotie websites, for example, are one of the major sources of information for house buyers nowadays. Online presence along with appropriate social media sites such as biggest social media sites in Finland; YouTube along with Facebook are the next generation's place where houses are sold.

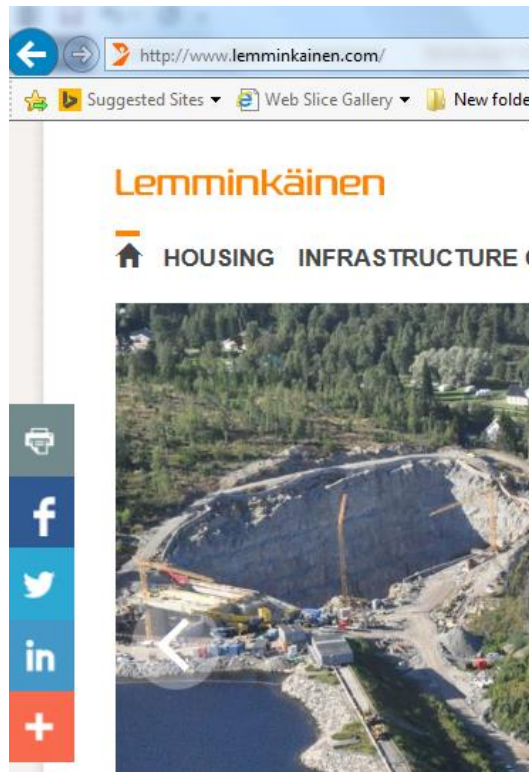
In the following sections I will present these companies social media statistics (as of October 2015) focusing on YouTube and Facebook. According to a recent study, explained earlier in chapter four, the number of Finnish people that are using social media is 2 million and the companies are trying to sell houses to these people. Therefore, non-existent Facebook or other social media pages means that the company is not there where your customer is. With the help of Facebook or other social media sites, the target audience can be reached while they are online looking for new apartments. Finally, I will conclude the findings with the help of SWOT analysis.

5.1.1 Lemminkäinen

Lemminkäinen has 5000–10 000 employees. The idea of comparing Lemminkäinen's activities on social media is to get perspective how company that is so much bigger than EKE are handling their social media activities.

Lemminkäinen's website is responsive, which means that it is mobile friendly. It is easy for a user to navigate with a touch screen phone or touch screen tablet and their social media links to Facebook, Twitter, LinkedIn and Google+, as they are appearing as pop-up windows on the left-hand side of the site. (Source: www.lemminkainen.com Accessed: October 2015).

PICTURE 15. Lemminkäinen website social media links (Source: www.lemminkainen.com 12.10. 2015)



However, when pressing on the Facebook link you would need to sign up to your personal Facebook account, after signing, a shared window of Lemminkäinen's website appears. Similar actions are required when pressing the Twitter, Google+ or LinkedIn logos. Whether or not you are a regular or heavy user of social media, this feature in my opinion is not customer friendly – in the social world it is dangerous to anticipate the motives, wants and actions of customers.

For example, in my case my motive is not to share the information of Lemminkäinen on my personal Facebook timeline – my motive was to go and get more information of Lemminkäinen and its products from their Facebook page. Even though sharing on social media is the key to get your message spread, this is not the most ideal approach. While this might mean new followers in each social media platform, it is not the best option.

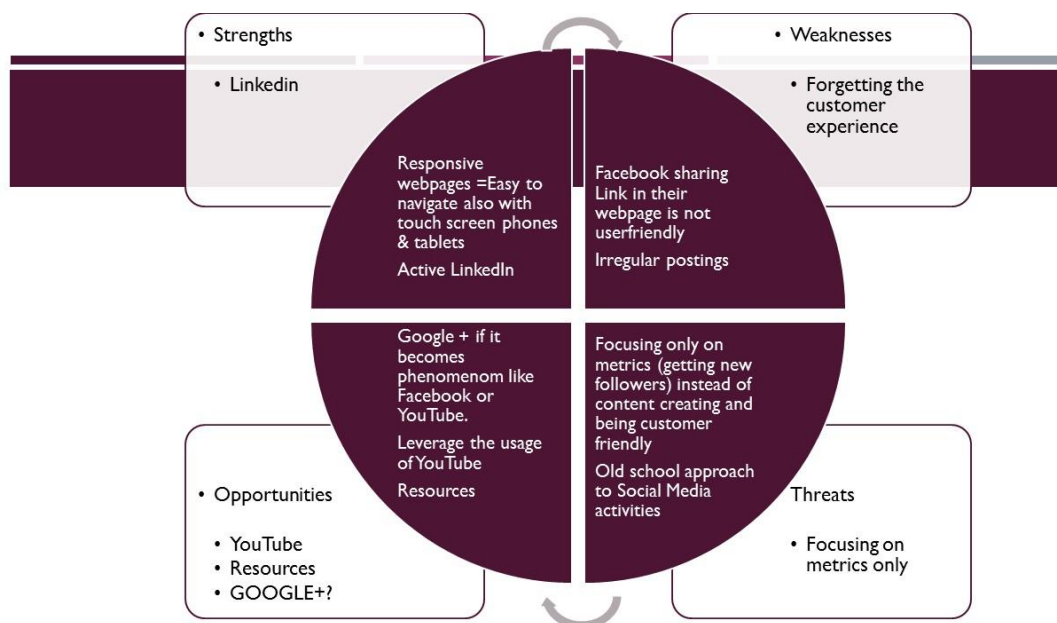
Lemminkäinen's Facebook and LinkedIn links and logos was both very small and placed to the bottom of their website. So, as a new customer, you would really need to

want to look for the Facebook link and scroll down to the very bottom of Lemminkäinen web page. It is also interesting that they do not have links to their YouTube site even though they have one.

By October 2015, Lemminkäinen had 1952 Facebook followers (Lemminkäinen Facebook timeline 14.10.2015). Their Twitter account was a closed account and only confirmed followers can see the account. Lemminkäinen has 58 361 and 39 724 views for their most-viewed videos in their YouTube account. However, there is significant drop to the next one with 3 252 views. Their YouTube account is not active discussion-wise, also new videos have been uploaded irregularly from one month to four months. The good thing is that they have a link to their website on their YouTube cover image along with Facebook logo link.

Lemminkäinen Group is the most active and successful on the social media site LinkedIn with their 2700 followers, they share updates in between 7 days to 1 month, so, irregularly, which indicates lack of strategy from their part also on this platform.

PICTURE 16. Lemminkäinen Social Media SWOT analysis



The strengths for Lemminkäinen are their good presence on LinkedIn and a good website which is easy to navigate with touch screen phones or other portable devices. The strongest weakness in Lemminkäinen social media experience is that they are

forcing users to share their site. They are forgetting the customer experience and their strongest threat is that they are focusing on metrics only. Opportunities Lemminkäinen have with Google + if it increases in its usage base and becomes as strong as Facebook or YouTube. Since they are a bigger company, it means they should have more resources to organise their social media strategy.

5.1.2 Hartela

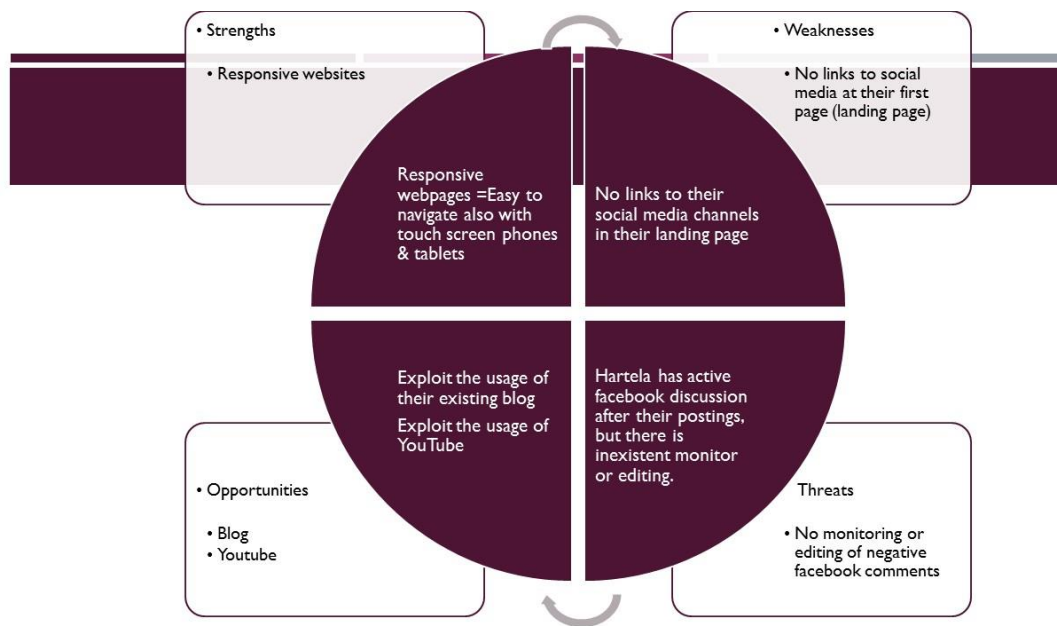
Hartela is similar to EKE, a family-owned construction company with over 70 years of experience. According to the information from their own website October 2015 (<http://www.hartela.fi/fi/hartela/historia>) they operate mainly in southern Finland, Pirkanmaa and Oulu, along with Päijät-Häme and Lounais-Suomi. They have approximately 1000 workers and their turnover was nearly 300 million euros in 2014.

Hartela has just recently renewed their website and they have mobile-friendly and responsive site but no links on their first page to their social media sites. In their housing section they have blog postings under the title “inspirations”, however, the posting frequency is slow, and the latest posting is from 2014.

They have links to Facebook on the pages following the first page, where Hartela has little less than 600 followers. Going through their Facebook tells that Hartela is actively posting content to their Facebook site, however, posting frequency is uneven and there could be months in between different postings. They answer to the comments on their site, but they do not direct negative discussion away from their timeline, also they do not seem to edit, or remove irrelevant comments (Source: Hartela’s Facebook timeline 14.10.2015).

Hartela has opened their YouTube site just recently, 4 September 2015, and they have uploaded one video which has attracted over 500 views. They do not have a link on their website to YouTube.

PICTURE 17. Hartela Social Media SWOT analysis



Hartela's strength is the same with Lemminkäinen: a responsive website which is easy to navigate. However, there are no links to social media on their landing page (which is the first page of their website). This is definitely a weakness since more and more people are searching information and using internet with portable devices. This means that when items are two or three clicks away, they might not be found at all. Hartela has an opportunity to continue writing to their existing blog which is underused at the moment. Also, they could exploit more the usage of their YouTube site. Hartela's biggest threat is that they have inexistent monitor or editing in their active Facebook site.

5.1.3 Westpro

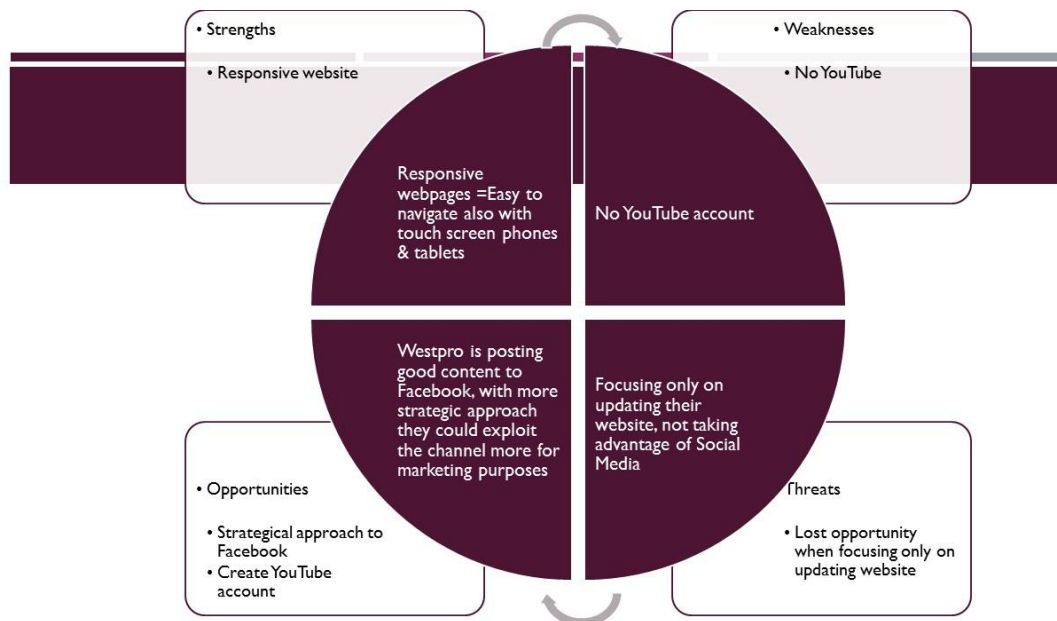
Westpro Oy has a mobile-friendly responsive website. Their social media follower numbers on Facebook is the lowest of all the compared companies at 283. However, they do have a Facebook logo link in the middle of their upper navigator of their website, see picture below.

PICTURE 18. Westpro website social media link (Source www.westpro.fi, 14.10.2015)



They are active in their Facebook postings according to the information from their Facebook timeline (14.10.2015). The postings happen at irregular times, there can be four postings in one day and then a two-week break in between. The conclusion is that Westpro do not have a strategic approach to their social media marketing activities. Westpro do not have a YouTube account at the time of writing (checked 15 October 2015).

PICTURE 19. Westpro social media SWOT analysis



Westpro, similarly to others, has a responsive website, which means that the navigation with portable devices is easy. The biggest weakness Westpro has that they do not have a YouTube site – they are missing an opportunity. Westpro's opportunity is to have a more strategic approach to Facebook; they already have good content creation on that channel but they could leverage it more by being more strategic. Westpro seem to be focusing merely on updating their website, which is a lost opportunity and threat to them, if they do not take social media marketing efforts into account.

5.1.4 Conclusions and Benchmarking Social Media Activities

How should EKE-Rakennus Oy implement their social media activities in comparison to their competitors?

EKE already has a vivid and strong Facebook site compared to its competitors. The number of followers as of in March 2015 is at 2056. On YouTube, EKE does not have followers but videos have reached good numbers of views – still, it is less than Lemminkäinen but more than Hartela. EKE also has a LinkedIn site with followers and the channel should be taken to another level along with YouTube.

EKE groups site is not responsive which gives huge advantage to their rivals, however, EKE's housing website is responsive and easy to navigate, and it currently links both to YouTube and Facebook. Compared to its rivals, EKE's approach and content creation on their social media is more active and postings are happening on a regular basis. However, EKE would gain a stronger advantage if they would organise their social media marketing messages more strategically. They could start creating and delivering social media marketing messages with the help of strategical templates presented earlier in chapter 3.9.

Each of the members benchmarked had their own strengths and weaknesses, EKE could improve their methods similarly to Hartela and start a blog, and those postings could be shared on their social media sites on a regular basis. EKE also should focus on improving the group website to be responsive, also all social media logos should be added to the landing page (YouTube).

All in all, all of the construction companies studied including EKE are in the early days of leveraging social media marketing methods. This means good opportunity to the company to be the first that creates a strong, likeable and active social media presence.

5.2 Analysing EKE's Social Media Marketing Campaign

In this part social media marketing campaigns results are analysed. The purpose of this parts empirical findings is to give new information on how to improve and modify EKE's current social media marketing strategies. This part of the case study is analysis

of EKE's social media marketing channel, Facebook's paid marketing campaigns from January 2015 to October 2015.

This real-life presentation of Facebook's paid marketing campaigns concludes this study. It links social media marketing concepts literature research with information gathered from social media channel analysis (with country specific conclusions) and competitor analysis. Therefore, the whole study can be looked now as being a complete case study.

5.2.1 Chosen social media Channel (reasoning)

The proposed social media strategy and chosen social media channels for EKE are: YouTube, Facebook (due its mass reach) and LinkedIn (due reaching the right target groups). Also, EKE should create content by blogging. At a later stage, Twitter and Instagram should be considered for improving overall social media shares and visual appearance. YouTube for videos from apartments and areas, Facebook for communicating and marketing campaigns, LinkedIn to strengthen brand image towards the right target audience and blogging for content creation in all of the mentioned channels.

Like mentioned earlier, based on Pönkä's marketing survey findings (2014) in Finland, Instagram is for younger audiences, whereas Finns over 35 tend to focus (after Facebook) on more work-related official platforms such as LinkedIn and Twitter. Therefore, LinkedIn should be taken into consideration when creating content for EKE's social media channels.

In the following chapter 5.5. EKE's social media marketing campaigns on Facebook since January 2015 to 25 October 2015 will be analysed, in order to give insights on optimal campaign performance and what kind of actions should be considered in the future.

5.2.2 Analysing campaign results

"It is important to listen and respond to customer needs" or "often our customers will market the product better than we can" (Qualman, 2009: 129). In section 3.5 in the

social media marketing part of this EKE social media marketing case study, I am presenting the objectives and strategies for social media marketing. First, recognising the target persona. Then, analysing the target persona's different roles along with listing their needs and finding out their problems and concerns. The objectives of the marketing messages should be created accordingly. Once a target persona is being analysed, only then social media marketing plan and actions can start.

In section 3.6 the monetization possibilities of social media marketing actions are being described with the help of the five-step approach to setting up a tracking plan along with key performance indicators. (Barker et al. 2013: 282–283). Below, EKE's key performance indicators of a Facebook marketing campaigns are being analysed and described along with target audience information.

The aim of EKE's Facebook marketing campaign analysis is to look for a parallel results and the final aim of the actions taken whatever the campaign is. Star key performance indicator (conversion data) will be followed through following the number of outside link clicks (rakennus.eke.fi) made through that campaign. This tells that the viewer of the campaign ad is a potential buyer and interested in learning more about the product. Also, in rakennus.eke.fi there is contact information of the sales department and contact form on which the potential customer can send an enquiry to the sales department.

The other key performance indicators that are analysed are number of results. "Results" account how many times the campaign ad had instigated an action that can be counted as a result. The "number of impressions" is one KPI that indicates that how many people on Facebook have seen the campaign. One KPI that was important to analyse was the "used euros", as it will give some indications on what kind of campaign budget is optimal.

"Number of times campaign" is one KPI that correlates strongly on campaign budget. More budget means more showings but it does not necessarily mean best results, which is the best part of social media marketing, as targeted and optimised campaigns can reach even better results than campaigns with big budgets.

“Number of clicks and click through rate” is very important indicator whether or not the campaign message has been efficient and if it has reached the wanted target audience. “Cost per Click” KPI tells that how much it has cost that one person has clicked on the campaign compared to CPM (Cost per many) which is the cost per 1000 views.

Total number of campaigns analysed were 19 and here are the median results of the campaigns done in period January 2015 to October 2015.

PICTURE 20. Median results of Facebook campaigns 2015

Medium Results	Medium Impressions	Medium Budget	Medium Clicks	Medium CTR %	Medium CPC	Medium number of campaign being showed	Medium CPM (per 1000)	Medium Link clicks	Medium CPC (Link)
1237,79	13368,11	96,45	406,95	2,60	0,25	16278,26	5,71	223,06	1,19

In the analysis, I will look for data that is above medium results indicating that a campaign has performed better than average. Hence, there are many KPIs, the results per campaign varies in between KPIs. For example, some of the campaigns have better impressions but lower number of clicks or overall result should indicate better conversion KPI than there is. Therefore, in the analysis the star key performance indicator which tells whether or not the campaign has caused the *right* action that was sought, is link clicks. Median link clicks was 223 and there were six campaigns altogether which were above the average number of clicks.

The best performed campaign with total number of over 1000 clicks was campaign that informed that pre-booking of new apartments has started, campaign had a clear call-to-action message with a picture along the message targeted to audience in Finland's greater Helsinki area with the right interests.

PICTURE 21. The Best performing FB campaign 2015 (EKE Facebook data 1.11.2015)



The second one that reached almost 600 clicks was a YouTube campaign video with a call-to-action message along with information on apartment showing times. The campaign message targeted to audience in the capital area with the right interests.

PICTURE 22. The second best performing Facebook campaign 2015 (EKE Facebook data 1.11.2015)



When looking deeper in both of these campaigns, there is valuable information to be gained from the right target group of these above-mentioned marketing campaigns.

PICTURE 23. Analysing target group behaviour (EKE Facebook data 1.11. 2015)



Data shows that campaign has performed best among the age group 35–44, the correlation between the coverage and people is best in that age group. Conclusions can be made that campaigns should be targeted and focused specifically on that age group.

All in all, next four campaigns which had better performance than the median result, had a very specific call-to-action message. The campaigns were informing of public showings, or one of the campaign was a competition where people could win tickets to Vantaa Housing Fair 2015. Also, these campaigns resulted in EKE gaining new followers to their Facebook site, which gives indication of strong commitment from the customer side.

6 CONCLUSIONS

Based on the literature and channel research of the social media marketing along with the industry related empirical findings, the proposed social media strategy plan for EKE is to continue with building the community on Facebook, improving YouTube presence and take strategic actions on LinkedIn. These channels were selected as the best due to their reach among the target audience and the masses in general. At a later stage, blogging would help to gain competitive edge against competitors and Instagram for showing visual content to followers and instigate shares.

Social media marketing on YouTube for videos from apartments and areas, Facebook for communicating and LinkedIn for building brand awareness and reaching the right target audience. This study could have talked more about implementing social media “Code of Conduct” at EKE, which would be the rules and regulations, and ways for personnel to “do” social media.

For the future, the social media marketing campaigns suggestion is that #ekerakennus and #ekeloft campaign hashtags – benefits of using hashtags are described in chapter 4.4. EKE’s social media “base” would be on Facebook and YouTube.

When promoting videos of EKE’s apartments, their locations would be filmed, edited and placed on YouTube. From YouTube, campaign messages would be spread and shared on to Facebook, along with other channels like LinkedIn. When promoting apartment showings, Facebook campaign aimed to right target audience is the best option. Also blogging is something that can be used and shared especially in LinkedIn.

When EKE Instagram account is ready, Instagram pictures with hashtags can be shared on Facebook audiences and ever increase the customer base with new followers among younger audiences. As those younger audiences will be (if they are not already) buying homes built by EKE – whether it is Loft by Eke apartment, a plot of land or an apartment with a back garden that is ideal for a family.

Social media campaigns should have clear messaging towards the right target audience. Also straight messaging with action point (who to contact, where to go and why), etc. should be inside the marketing message. Messages should be enticing with a picture or

video. Podcasting, which was being mentioned being one of social marketers increased interests in Stelzner study, could be something that could be tried in order to renew the messages and try something new for a change. The idea is not to create static social media plan, aim should be to embrace the lean approach method, adjust and optimise social media marketing plans according to the results.

Before starting social media campaigns, strategy of social media actions should be written in a clear format with schedules and responsible employers. Strategy is recommended to be renewed once a year and reviewed quarterly or monthly depending on business goals and objectives. The justification of this EKE social media marketing case study was to develop existing social media strategies for a company. Also, the significance of the study was to find suggestions and points of action modified for EKE's purposes. Both of these objectives were achieved.

7 DISCUSSION

Facebook and YouTube are so gigantic nowadays that unbiased information of their strengths and weakness could be hard to find. Searches are made online and since Google is the biggest search engine tool, most of the searches are done on their platform. YouTube is owned by Google, so it may affect the information found on the internet. The list of books, articles and surveys, all those are behind Google's own algorithm. How can an individual be sure of the search objectivity when looking for information on Google-owned YouTube via Google search engine?

The aim is to get the viewers to stay or connect to their own software, an unwanted reaction would be to lose the contact to some other software like Facebook. Facebook on the other hand has introduced their own video streaming platform that is inside the Facebook, competing directly with YouTube. Facebook does not want people to leave Facebook to YouTube; their goal is to keep the customers inside Facebook. Therefore in their suggestions for marketers, the best option of showing video for example is not through sharing a link via YouTube, it is by downloading the video directly into Facebook.

Digital era and social media marketing opportunities mean that in overall perspective new jobs, new celebrities or influencers have emerged through free social media channels. Persons that do not have the capital to marketing their business can create content, start blog within either one of these free platforms. They just set up account and start marketing themselves, products or services in order to attract followers and customers.

However, for companies doing marketing in only in social media is not enough. It is the whole online experience that counts. No single actions can reach the target audience, all online activities should align with each other. Social media marketing activities should be linked with optimizing websites to be responsive, search engine optimizing should be implemented in all areas, whether you write press release, update website or do social media postings.

Qualman on the other hand states an interesting view (2009:48) that companies still believe that they need to get users into their own databases (website) in order to market them. Qualman continues by arguing that what is the purpose of companies having links on social media sites that send the user outside the social network? Why not market to user's right there at "someone else's database (Facebook, YouTube, Twitter, etc.)" For future action points this is an interesting approach – companies should focus on arranging their social media sites in such a way that all necessary information needed is available in that platform and links to company websites are no longer needed.

"Products and services will find us in the near future" (Qualman 2009:89). Today, 2015, we do not need to even "search", we just need to be present, communicate, stay connected and be connected. To me, social media marketing is a way of customer service from businesses to consumers. Companies' social media presence is one of their key sellers.

When starting the process of finding the sources for this topic in 2014 the mobile world looked different than it is in 2015. The challenge is to keep up with the changes. My solution was connecting to Twitter, in order to keep myself on up to date on recent industry trends in social media. Through Twitter, I also found many articles, writers and industry influencers.

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Appendix 14: PICTURE 14. (Pönkä, 2015:26) original source: The State of Global Connectivity, 24.2.2015, <https://newsroom.fb.com/news/2015/02/the-state-of-global-connectivity/>

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