

## Facebook as a tool for targeted Employer Branding

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| <p>This thesis was commissioned in autumn 2016 by a knowledge intensive company as a part of their social media strategy renewal. The company was then using only LinkedIn besides their website, but was re-evaluating the need and suitability of other social media platforms as the competition over the top talent has intensified, communication culture and modern recruitment environment changed and most of their biggest competitors had already been actively utilizing various social media platforms.</p> <p>The objective set for the final product by the commissioning company was to receive a practical guide book, that compiles the latest tips and best practices for them and that would enable them to most easily and effectively harness Facebook as a tool for their targeted employer branding. The company had already defined university students as their target audience to be reached through the platform and provided me their employer branding messages to be utilized in creating the strategy, which forms the base for the final product.</p> <p>As the final product, a practical and highly visual guide book (“How to reach the future talents through Facebook”) was created to help the company to introduce Facebook as a tool for pursuing their already existing employer branding objectives. It guides the company step by step through the basics and strategical essentials such as specifying conversion and goals, defining the company voice and tone for their general presence in Facebook, forming the optimal content strategy (what, when and how often to post) and determining the metrics to be followed to be able to measure their success. Thus, the guide book is based on a strategy I created for the company and includes detailed and hands-on recommendations and instructions. It comes with a draft of an editorial calendar for the current year with ideas for posts and campaigns.</p> <p>Due to the highly specialized business field with only a few of same size operators, all the company information and other features that might result in identifying the company, are redacted and the company presented anonymous throughout the thesis.</p> |   |
| <b>Asiasanat</b><br>Guide, Employer Branding, Facebook, Social Media Marketing, Strategy, Engagement   |   |

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# **1 Introduction**

Competition over the top talent has changed as the whole communication culture and its operational environment have been revolutionized by the social media. The general atmosphere of transparency and openness created through individuals sharing their experiences, opinions and lives in social media is now taking over the organizational communication as well: a significant change of approach has occurred from what companies choose to do with social media, to what the social media does to the companies. (Isokangas & Kankkunen 2011, 3, 14)

This change has created new challenges for companies in reaching their audiences no matter what the message or objective of messaging is, forcing even the more traditional, knowledge intensive companies to re-evaluate their social media strategies. Yet, the social media cannot be harnessed effectively without deliberate, distinct strategies for all the social media platforms in use.

This thesis concentrates in researching the potential of Facebook as a tool for employer branding to find out the practical key elements to be considered in a strategy. The findings of the thesis are then compiled as a hands-on guide, that includes a strategy and an editorial calendar, for the commissioning company to provide them ideas and instructions to consider when introducing Facebook as a part of their marketing mix.

## **1.1 Background and objectives**

This thesis was commissioned by a knowledge intensive company as a part of their social media strategy renewal. The company (referred as “Company X” or “the Company” in the thesis) had a turnover of over 30 million euros in year 2015 and employs currently almost 200 employees. Company X was only using LinkedIn besides their website in autumn 2016, but were re-evaluating the need and suitability of other ancillary social media platforms as the competition over the top talent has intensified, communication culture changed and most of their competitors already active in various social media platforms.

The Company had discovered in interviews with candidates applying for openings, that their company brand was not entirely as well-known as their competitors, especially what came to their employer brand and company’s internal atmosphere. As most of their biggest competitors were already actively utilizing various social media platforms, the company decided to look for new channels to improve their employer brand and to reach their target audience. Even though the Company had not been active in Facebook, they had

created an account several years ago to reserve the URL and to prevent possible abuse of the company name and brand through it.

The two main objectives of this thesis are to define the key elements to be considered when harnessing Facebook as a tool for targeted employer branding and to create a practical guide book for Company X based on the findings to support them with the process once they begin to introduce it in practice. The Company had already defined the target audience for Facebook to be university students, who they see as the future top talents they want to attract and who they believe can be best reached through social media.

The objectives and expectations of the company were discussed with their HR representative, who is part of the social media strategy renewal workgroup founded in autumn 2016. Company X had already decided to introduce Facebook to their marketing mix and hoped to receive ideas, instructions and recommendations of how to effectively implement their employer branding messages through presence and operation in Facebook.

As the end product of this thesis, based on the findings, a practical Facebook guide (including a draft for an editorial calendar) for employer branding purposes was created for the Company X, though, due to the highly specialized business field with only a limited number of same size operators, the guide will be partially redacted and the company represented anonymous throughout the thesis.

My personal objectives were to gain deeper understanding of employer branding and social media marketing and to obtain hands-on experience on creating a strategy. I strived to entail the highly visual spirit of social media in the thesis by creating and using a plenty of visual components such as infographics (see Figure 1 below for an example) and screen captions. I believe that the significance of social media as a communicational environment for organizations will yet be emphasized and that the knowledge over it will be a substantial expertise that companies will be increasingly competing over in the near future. I hope that this thesis demonstrates the comprehensive understanding of social media marketing I have accomplished through the process and provides a good sample of my writing and visualization skills).

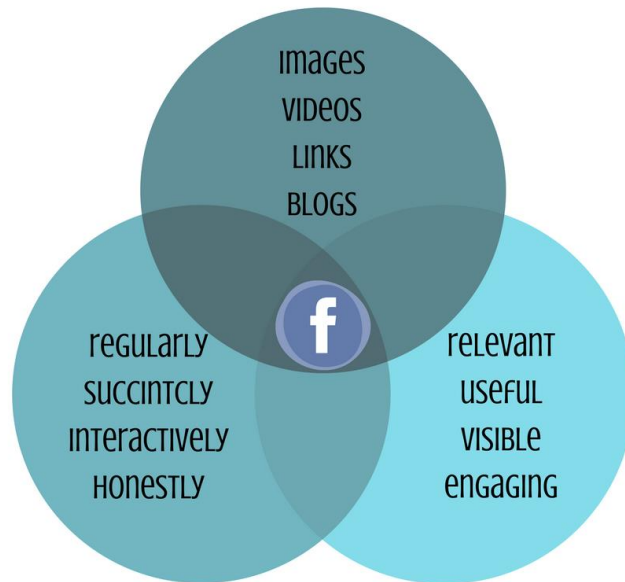


Figure 1. Example from the guide's Content Construct part: an infographic I used to summarize information from various sources.

## 1.2 The thesis process

The schedule and phases of this thesis process are explained in detail in Figure 2. The process took altogether 39 weeks from acceptance of the topic until the publication of the thesis, though the active creating of the product and writing the thesis was done between weeks 3 and 15 and the finalizing the thesis in week 19. The three logical phases of the thesis process were:

1. Defining the topic, limitations and the expectations of the commissioning company
2. Researching the topic, collecting data and creating the guide
3. Writing the thesis and creating the redacted version of the guide and editorial calendar

The thesis is based on versatile data collected during the end of the year 2016 and spring 2017, including mostly online sources (such as articles, blogs and guides), literature, conversations with the Company's HR representative (who is also part of the social media renewal team) and other material from Company X (including their communication guidelines and employer branding messages). I also created an example Business Page in Facebook in order to be able to provide screen captions as examples.

The process was not planned through a detailed schedule, instead it was naturally defined by the pivotal deadlines of the process: 28 February 2017 for the guide and editorial calendar to be returned to Company X and 18 April 2017 for the manuscript of the thesis to be returned to the thesis advisor. I did set intermediate targets along the way, usually dedicating one week per topic (e.g. week 43 employer brand and branding, week 44 social

media etc.), yet the plan was preliminary all the way, purely concentrating on the pivotal deadlines. A very detailed schedule simply does not fit my way of working, as I prefer to let the process advance on its own weight when talking about individual assignments or tasks.

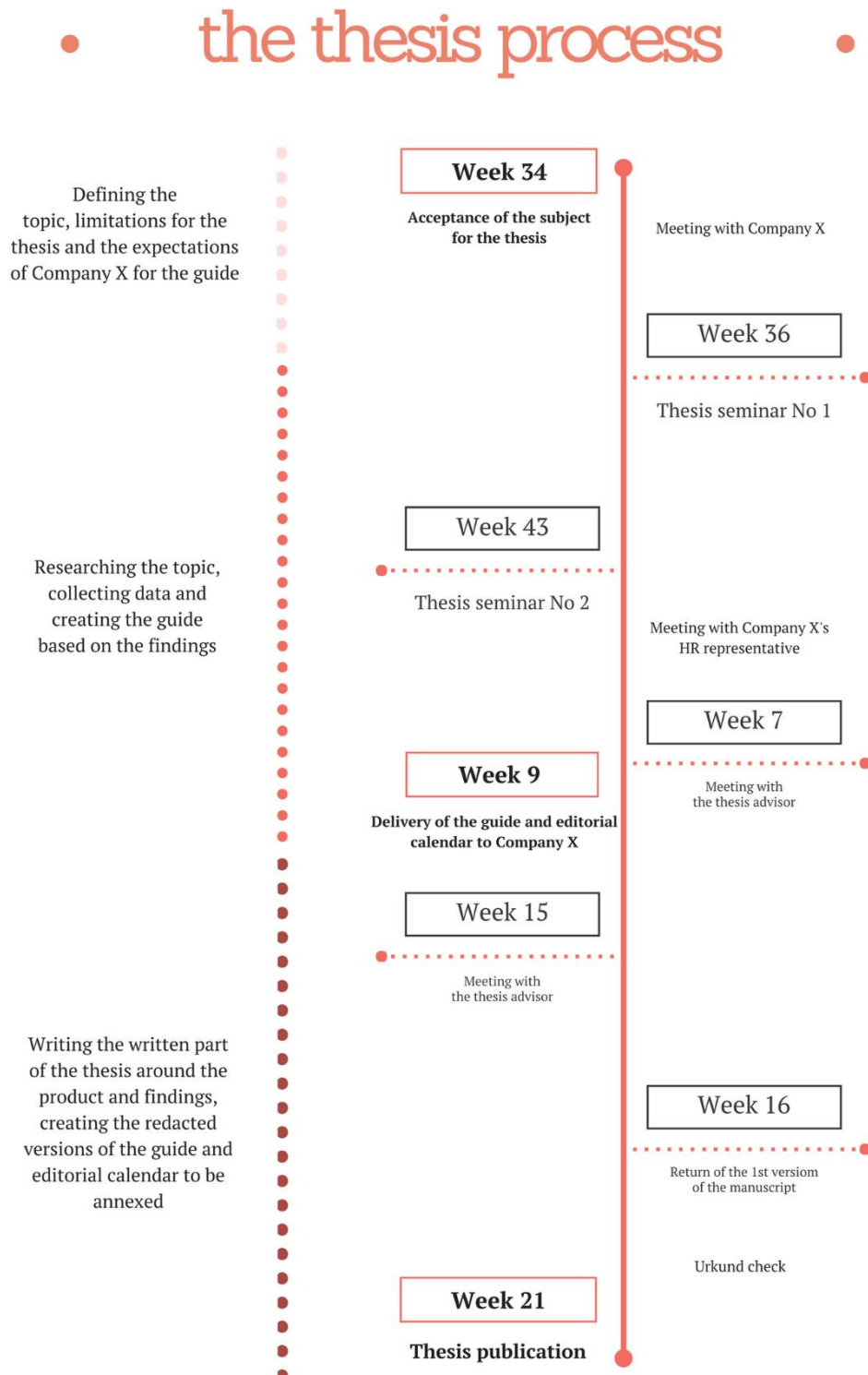


Figure 2. The schedule of the thesis process and the three main phases of it.

The content of the thesis was somewhat defined and planned from the start, yet the first meeting with the thesis advisor helped me to outline the topic more accurately and to perceive the big picture of the thesis. It also provided support in structuring the thesis as a logical ensemble and documenting the findings and process of creating the guide. The second meeting helped me to better understand the reader and their needs, after which I improved the structure and added some clarifications regarding the logic of my thesis in order to make it more easily understandable.

I created the guide, all the infographics and images, apart from the screen captions and Figure 35 on page 41 (the Social media cheat sheet with optimal Facebook photo sizes by Louise Myers (2016)), in this thesis by using Canva, which is an easy-to-use graphic design tool used in browser.

### 1.3 Structure and limitations

This thesis is comprised of four parts: Introduction, Theoretical framework, Product part and Assessment (see Figure 3 below). As a product thesis, the process of creating the “How to reach the future talents through Facebook” guide book for Company X is in a key role throughout the thesis.

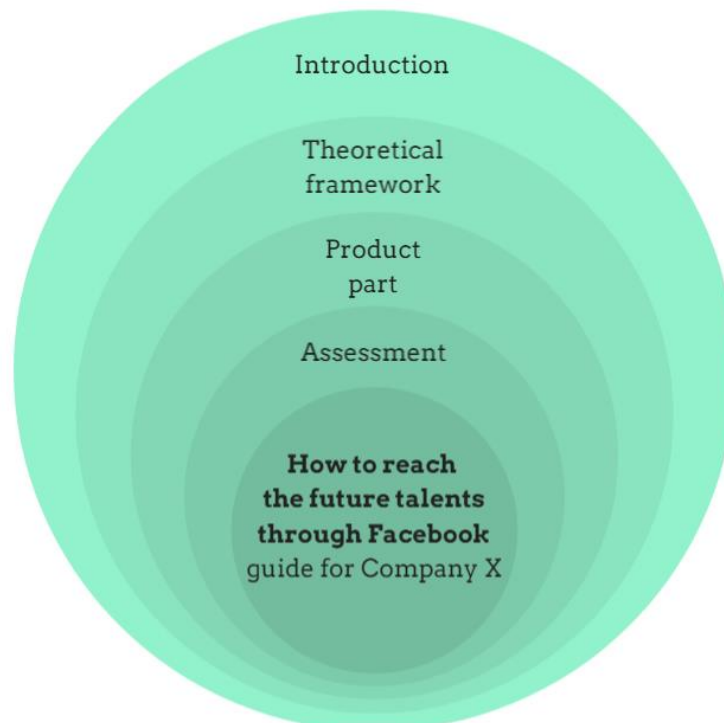


Figure 3. The structure of the thesis

In the Introduction part, the background, limitations and other technicalities of the thesis are explained. The Theoretical framework then provides a general overview of the topic through defining and explaining the meta level terms and concepts that are essential for the final product: Employer Brand and Branding, Social Media Marketing, Engagement and Strategy. The Product part covers the micro level information presenting the detailed findings and sources used in the final product and explains the reader the process of creating the guide book as well as what it consists of and how to read it. Finally, on the Assessment part, the success and functionality of the final product is evaluated through self-assessment and feedback received from the Company, and some further actions for improving the strategy included in the guide are suggested.

This thesis is subject to following limitations:

- The subject is approached from a knowledge intensive company's point of view
- The operational environment is Facebook
- The guide is built on Company X's existing communication guidelines and employer branding messages
- A clear target audience has been defined: "university students"

## 2 Theoretical framework

The purpose of this section is to provide a general overview of the topic through exploring the key essential theoretical concepts and terms used in this thesis: Employer Brand and Branding, Social Media Marketing, Engagement and Strategy (see Figure 4 below).



Figure 4. The key concepts (explained in the Theoretical Framework part) of this thesis in the operational environment frame.

Understanding these theoretical concepts on a higher meta level is crucial before concentrating in the more detailed and hands-on micro level information of the Product part, as it gives the reader a vision of the big picture and the factors on the background, that influenced my approach to the guide book as well as the solutions of what I found relevant to be included in the guide book.

## 2.1 Employer brand and branding

Employer brand is the identity of the company (real or perceived) as an employer. A positive employer brand helps companies to be seen as the employer of choice and attract new candidates, increase employee engagement, reduce recruitment costs and increase staff retention whilst a negative one will surely complicate and even disable reaching the right candidates in the fight for talent. (Headworth 2015, 126.)

To be beneficial for both parties, the company and the potential employee, it should correspond to the reality as accurately as possible. It helps prospects to better understand the company, its culture, values and talent and enables them to make more informed decisions. It also helps the company to attract the right talent that aligns with their organization and responds to their demand. (Schmidt 2016.)

According to studies, employer brand consists of five key values to the potential applicant:

1. **Interest value** (exciting work environment, interesting tasks, modern methods)
2. **Social value** (fun and happy work environment, inclusive and supportive team atmosphere)
3. **Economic value** (salary, compensations, job security, promotion opportunities)
4. **Development value** (recognition, self-worth, career-enhancing experiences, a base for future employability)
5. **Application value** (opportunity to apply the skills already learnt and develop others)

(Management Institute of Finland 2009, 69-73; Figurska & Matuska 2013, 39-40.)

In the discussions with Company X's HR representative, it emerged that in the knowledge intensive business field that the Company operates on, the salary and benefits of certain level are a well-established default value, making the economic value of lesser importance as a competitive advantage for the companies. Instead, the other four values are underlined, as careers in the business field are typically built very methodically and ambitiously since the beginning of studies, making the value base for the employer of choice in Company X's business field slightly different, as can be seen in Figure 5 below.

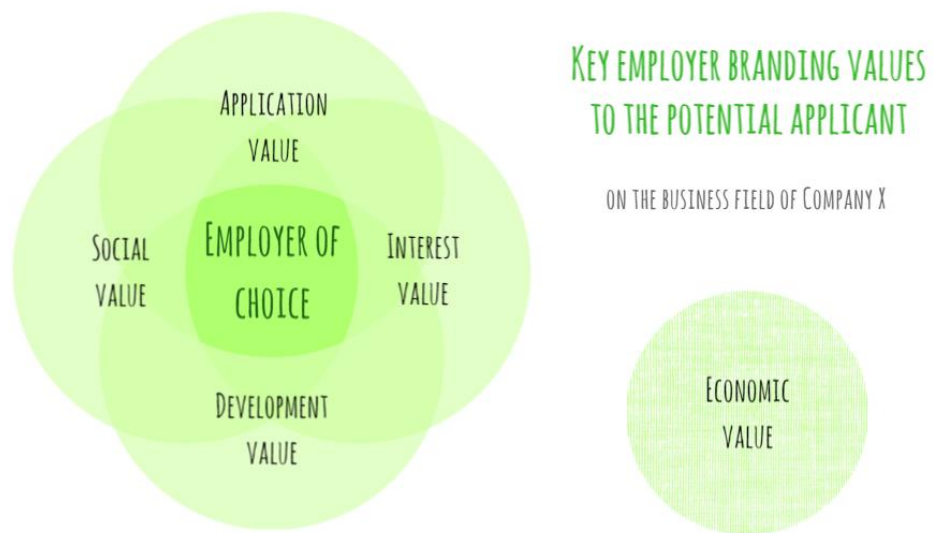


Figure 5. The key employer brand values effecting the applicant's pick for employer of choice in the knowledge intensive business field of Company X.

Employer branding has numerous definitions, but the essential elements in all of them are the same – it is intentional action taken by the company striving to differentiate itself from the competitors and to attract and retain the right kind of talent by developing its employer brand (see Figure 6 below). Theoretically it is formed from two disciplines, human resources management and marketing, but in practice it simply aspires to create a sense of “what it is like to work here with us” and answer the question “what makes us an exceptional employer?”. (Figurska & Matuska 2013, 35-37; Harquail 2009.)



Figure 6. General employer branding objectives and the questions to be answered through successful marketing actions.



Employer branding can be divided in two categories: internal and external. While internal employer branding is addressed to the current (existing and leaving) employees by building a well-defined corporate culture in general, the external employer branding is targeted to active professionals, students, graduates and other stakeholders outside the company. External employer branding is implemented through effective use of modern communication channels, co-operating with academic communities and opinion-leading media and for example image-enhancing recruiting campaigns. (Figurska & Matuska 2013, 36-37.)

The advantages of active employer branding are highlighted when a job opens: the candidates already know the company, its area of expertise and reputation through the insights and content shared by the company and its employees. This engagement probably has already created trust of some level, which improves the company's chances of success in comparison to a cold call to the same audience. (Headworth 2015, 136.)

## **2.2 Social media marketing**

Social media and mobile have taken over as the main "always on" operational environments in all areas of life and even though the concepts of employer brand and employer branding have been around for a while, has social media now radically changed the game, as it is where the potential employees spend their time increasingly. Along with the growing competition over the top talent, it means that the companies can no longer ignore social media forcing them to re-evaluate their social media strategies and platforms used if they want to be able to fully listen and participate the conversation in and around their brand. They need to integrate social media into their career sites and make them real-time, engaging, interactive, collaborative and mobile, while representing their brand. (Headworth 2015, 5, 15, 128.)

As a phenomenon social media is a typical, as its short-term impact on business often is overestimated while the long-term impact is underestimated. Adapting a more open course of communication requires resources and commitment and, in many cases, a profound change of attitude. The companies that have approached social media as a plain marketing channel often are disappointed, while those who approach it extensively as a service channel more commonly succeed. (Isokangas & Kankkunen 2011, 26-28.)

### **2.2.1 The new era of communication and marketing**

The breakthrough of social media has revolutionized the whole concept of modern communication: it has created a totally new culture of communicating based on the open flow of information. The generated atmosphere of transparency is forcing the corporate life to

change – openness in decision making and operation is demanded by customers, employees and stakeholders. The companies meeting that demand are seen more flexible and desirable and thus, are more likely to attract the top talent and best candidates. (Isokangas & Kankkunen 2011, 19-23.)

Social media in general still causes contradictory feelings in companies as others see it as an insignificant and even slightly irritating channel of gossiping, while others see it as an effective tool for modern communication. According to social media specialist and Pulitzer prize winner Erik Qualman, companies don't actually even have a choice anymore whether to do social media or not – the choice left is how well to do it (Rouhiainen 2016).

Companies that aren't engaged in social media usually fear an uncontrollable data seepage and loss of control. Nonetheless, the general atmosphere of transparency and openness created through individuals sharing their experiences, opinions and lives in social media is now ineluctably taking over the organizational communication culture as candidates expect richer content, easy-to-find information, easy-to-navigate social sites and all this available in mobile. (Isokangas & Kankkunen 2011, 12-14; Headworth 2015, 128.)

Now that social media has become a linchpin channel for not only social networking, but searching for information and sharing referrals and reviews, it is causing most companies and their brands to very likely be exposed 24/7 across the social media channels. Therefore, a significant change of approach has occurred from what companies choose to do with social media to what the social media does to the companies. As the companies are not able to stop the conversation online, they can join it by following the social media in order to identify what, where and who is talking about them and then build content or react in the optimal way in return. (Isokangas & Kankkunen 2011, 3, 14; Management Institute of Finland 2012, 73-74, 127.)

Social media is a great way for companies to gain overall visibility and build loyalty through direct interaction with individuals. People engage in social media to express themselves and socialize with their friends and networks – companies that insert themselves into those conversations are seen easy-to-approach and more personal, concurrently allowing people to get to know their brand, learn more about them and share their interests and opinions. (Shih 2009, 89-92.)

According to an experiment by the Harvard Business Review, Facebook Pages can truly be an effective tool for creating stronger “emotional attachments” between businesses and customers (Awl 2011) while recent studies show that people tend to trust more on brands

that are active on Facebook and other social media sites compared to inactive brands (Cook 2015).

### **2.2.2 How to succeed in social media marketing**

Optimizing presence in social media however requires careful planning similar to any other pivotal marketing or communication strategy, starting off with specifying objectives and resources, choosing the suitable channels for each purpose, defining the message according to the target audience, creating content of value and measuring success in order to revise the process. As all social media platforms have their own characteristics, strengths and audiences, a separate strategy should be created for each channel used to effectively communicate the right message to the right targeted audience. This thesis is restricted in finding the essential elements needed when striving for optimizing and managing presence in Facebook with objectives of targeted employer branding. The process is explained more closely in The Product part. (Focardi 2016.)

Differentiating from the traditional one-way marketing of broadcast and print advertising, the two-way communication and social interaction are the cornerstones of social media marketing making it precise, personal and social. Nowadays marketing is concentrating in putting the right message in front of the right target group at the right time, instead of striving to generate general awareness like the traditional marketing. Digital marketing has enabled near real-time consumer response measurement, thus allowing the marketers to influence the target audience's behaviour with a higher degree of accountability and more sophistication. (Young 2014, 7, 22.)

New approaches to marketing have also emerged along with social media, benefiting from all the data in reach. Through real-time marketing companies adapt every part of their marketing mix and even the product itself to make them more relevant and to connect more consumers with the brand. Audiences can be targeted with highly relevant messages based on their behaviour and personalization is highly embraced even to the extent that companies are including their customers in product development through social media. (Young 2014, 29, 206.)

Since the marketing activity is designed to merely take place in the channels of social media and the content is built to fit the context of the chosen platform, the messages created typically are succinct, reactive and relevant. The brands even tend to model their behaviour after that of the individuals using the social networks in order to reach the same

“level”, present the human voice behind the brand and appear more approachable and personal. (Pulizzi 2014, 7-9.)

Though it can be used for multiple purposes like driving traffic for the website, customer service and growing revenue (see Figure 7 below), social media marketing tends to have two main objectives: increasing brand awareness and engaging with customers or other target audience. It enables generating activities and discussion around the brand as well as opens a forum for direct dialogues with the target audience. (Pulizzi 2014, 7-9.)



Figure 7. Goals for Social Media marketing.

What comes to employer branding in Facebook, even more efficient than being present and reachable is to generate an atmosphere that encourages employees to voluntarily spread their personal experience of working for the company amongst their own networks. Social media is also a great channel to reach the passive candidates, those who aren't actively seeking for a new job, but might still be ready to change it. (Isokangas & Kankkunen 2011, 53-55.)

To achieve the optimal outcome, social media for employer branding purposes should be implemented extensively through both employer branding channels mentioned earlier: internal and external. Doing it requires commitment of the company as a whole: marketing and communication, CR, sales, IT and HR departments all need to be involved in the development work and execution in order to make the strategy sustainable and effective. (Isokangas & Kankkunen 2011, 26-28.)

### **2.2.3 Challenges of social media marketing**

An overload of information caused by the enhanced, constant distribution is making it difficult for companies to differentiate their messages as well as the regular people to encounter what they are looking for in social media. To reach effective social media marketing, the companies need to be able to engage the right people in the right conversation at the right time. (Shih 2009, 81-82.)

As the number of social media marketing channels has increased and added complexity to the marketing opportunities, the need for detailed channel planning and selection as well as consistent and uniform message integration across all the marketing channels are becoming key requirements for companies and brands. Without profound understanding of the multichannel and message integration, companies risk blurring their core message and brand identity on the way. (Young 2014, 36.)

Social media marketing is also a time and resource demanding process that requires patience and commitment, as results aren't achieved overnight. Providing fresh content of value and interest to the target audience requires constant refining and tuning, but when done right, it also generates many indirect benefits besides reaching the set objectives. (Brown 2016; Rouhiainen 2016.)

### **2.3 Strategies in social media marketing**

Strategy in general is striving for a desired outcome, such as achievement of a goal or solution to a problem by using a chosen, specified method or plan. It bridges the gap between point A "where we are" and point B "where we want to be" through producing fundamental decisions and actions that shape and guide its object with a focus on the future; who it serves, what and why it does, but also how it will know if it is successful. So, in brief, it defines the overall mission, vision and direction of operation. (Bucknell 2013; Balanced Scorecard Institute.)

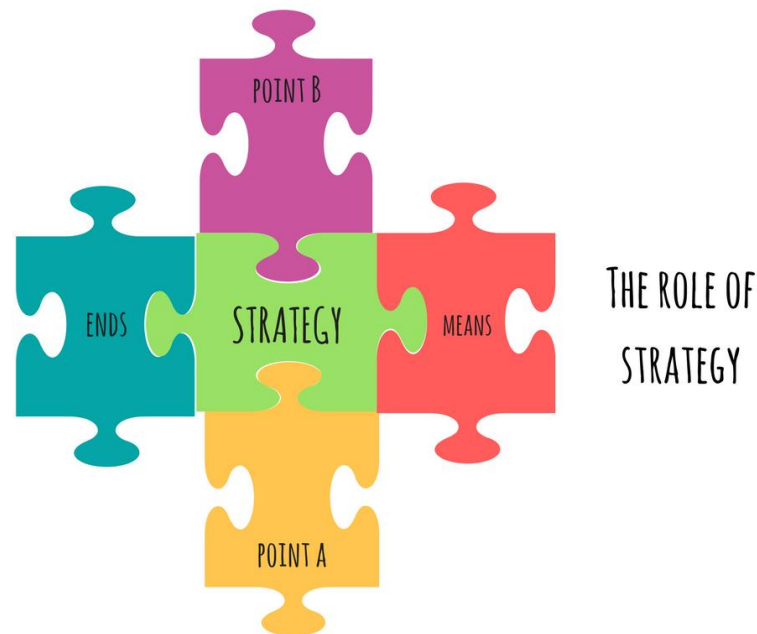


Figure 8. The general role of strategy.

Strategies are used to define the measures needed to reach the vision in respect of the given means (direct or indirect resources) as explained in Figure 8 above. Thus, strategy forms a framework and sets the limits to the action. The actual operational actions might include, for example, prioritization, focusing energy and resources, strengthening operations, establishing agreements around the intended outcomes and assessing and adjusting the organization's direction in response to a changing environment. (Balanced Scorecard Institute.)

No matter for what purpose or objective the strategies are created for, they typically share the following characteristics (Balanced Scorecard Institute; Bucknell 2013):

- Designed to provide long-term frames for action
- Deal with uncertainty by taking into account the possibility of opposing forces
- Aim in allocation of resources to deliver the greatest return
- Evaluated and adjusted on the way
- Comprehensive of nature
- Use of structured, disciplined and systematic way of making decisions

Figure 9 below shows the four steps of strategic planning in general, but as strategies are used in for example business, marketing, communication, sports and war, the factors effecting the strategy, such as objectives and means, can vary greatly. Thereby, there are numerous theories and approaches to strategy, but due to the subject and set limitations, the emphasis in this thesis is on social media marketing strategies. (Young 2014, 34-35.)



Figure 9. The four steps of strategic planning in general. (Balanced Scorecard Institute)

Working without a plan is not only stressful, but most often inefficient and ineffective, so a well-built strategy may make all the difference in achieving the goals and making the efforts worth it. Facebook marketing strategy, as strategies in general, is the summary of everything that needs to be done and is hoped to be achieved by it. It comprises an audit where the account is today, defining the goals where it is wanted to be in the near future and defining the tools and resources available for use to get there. The more specific the plan, the more effective the implementation. (LePage 2016; Sailer 2016.)

Yet what differentiates social media strategies from the more traditional marketing strategies, is the platform itself – Facebook as a social platform requires two-way communication and interaction, thus companies, in order to be successful, need to include those elements into their strategies as well. There are numerous instructions and recommendations what comes to strategical use of Facebook, so the I decided to introduce four very different approaches (from detailed to general) to Facebook strategy: the five W's (Figure 10), the S.M.A.R.T. approach (Figure 11), the BSQ goal-setting strategy (Figure 12) and recent instructions by Ben Sailer, the Blog Manager at CoSchedule. (Condrón 2014; Lee K. 2017; Sailer 2016.)

The five W's (Figure 10 below) is a straightforward and simple approach, used commonly in research, marketing, planning and journalism, thus fitting social media marketing well. It

uses an established series of questions to be answered factually to cover all the main fields of the strategy comprehensively:

- Why – what is the objective of the strategy and action
- What – what are the means used in striving to achieve the objectives
- When – when should these actions take place to be effective
- Who – who is the target audience, but also who is responsible for the execution of the strategy
- Where – where can you find your target audience, meaning what is the suitable channel

(Webolutions 2012.)

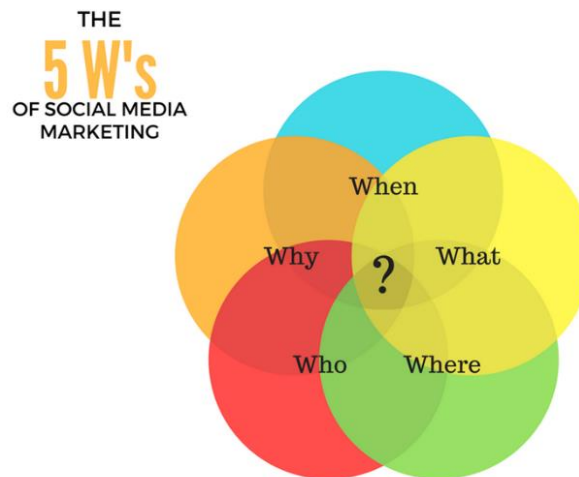


Figure 10. The five W's of social media marketing. (Condrón 2014)

The S.M.A.R.T. approach uses the five W's introduced above, but gives the strategy more detailed frames as explained in Figure 11. It is one of the most popular and long-lasting approaches to creating strategies used in business which partially is because it is simple enough making it easy to understand, to act on and to measure, thus making it very applicable for social media strategies as well. (Lee K. 2017.)



Figure 11. The S.M.A.R.T. approach to strategy. (Lee K. 2017)



A more general approach is provided by the BSQ goal-setting approach, which sums the whole process up into three simple, yet essential steps presented in Figure 12 below: think big through defining the ultimate goal, act small through identifying the steps for achieving those goals and move quick by coming up with a timeline for achieving the set milestones. Naturally more detailed planning is required between the steps, but the BSQ is a straight forwarded approach to begin with.



Figure 12. The BSQ approach to strategy. (Lee K. 2017)

Ben Sailer's approach is fundamentally all about answering the 5W's, but his instructions are designed merely for creating a strategy for Facebook, thus acknowledging the possibilities and requirements set by the chosen channel. In his approach, the strategy is built through 6 simple, yet comprehensive steps that form a functional big picture that is then easy to follow on the implementation phase:

- Step 1. Defining the marketing goals and objectives
- Step 2. Defining and getting to know the target audience
- Step 3. Determining the message and the tone
- Step 4. Determining the content mix and creating a content strategy
- Step 5. Building editorial calendar
- Step 6. Measuring effectiveness

(Sailer 2016.)

## 2.4 Engagement

According to Merriam-Webster Dictionary, engagement has various meanings such as an arrangement, something that engages, state of being in gear or a hostile encounter between military forces to mention a few of them, yet the thing in common with all of them is that they include an air of emotional involvement or commitment of some stage, which is also the core of Facebook engagement – getting involved in conversations and sharing content and experiences.

Engagement has already been mentioned quite a few times in this thesis as well, but not without reason, as it is the key word on everything done in Facebook (Rouhiainen 2016). Thus, engaging people with content is priority number one for all marketing action taking place in Facebook. It gives valuable information about the audience and their interests and even more importantly, determines how many people see the content and the brand behind it. When people engage in Facebook, their actions appear in their timeline and on those of their friends, thus contributing to awareness for the owner of the content. (Smitha 2013.)

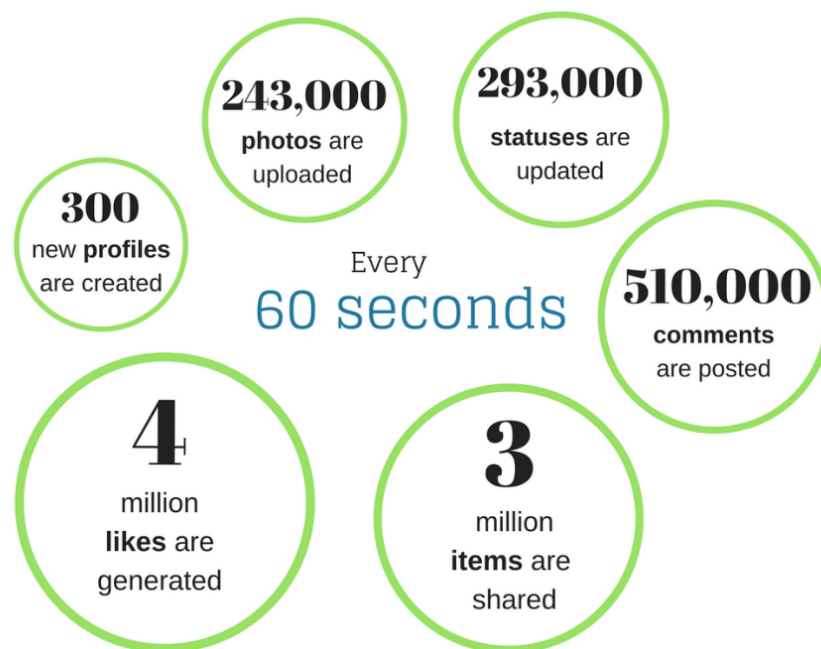


Figure 13. Statistics on what happens in Facebook every 60 seconds. (Smith 2016, Smith 2017, GO-Globe 2016)

There are three main actions of engagement in Facebook to be strived for: likes, comments and shares. Likes typically indicate on how well the content resonates with the audience, comments provide insight into how the people feel about it and the number of shares measure how much the content is amplified by its audience. Post, image and link

clicks besides video views are important forms of engagement as well, but as further explained in Section 2.4.2, they are non-viral by nature, thus not effecting the reach and visibility of the post. As the infographic in Figure 13 above indicates, engagement truly is everything in Facebook as more and more people are joining the service, uploading content and engaging through generating millions of likes, comments and shares. (Marks 2013.)

#### 2.4.1 How to measure engagement

Engagement is the most straight-forward way of measuring success in Facebook and it should be monitored continuously at least at a general level and, if striving for a more efficient strategy and understanding what the target audience wants to see, per post. When used as metrics, it can be measured in two forms: the Absolute Engagement which is the plain number of total engagement explained in Figure 14, and the Engagement Rate, which proportionate the hard numbers in respect to the number of page likes (explained in Figure 15). The Engagement Rate can yet be refined even further as Net Engagement Rate by proportionating the hard numbers in respect to the actual Reach of the post.

#### 2.4.2 Types of engagement

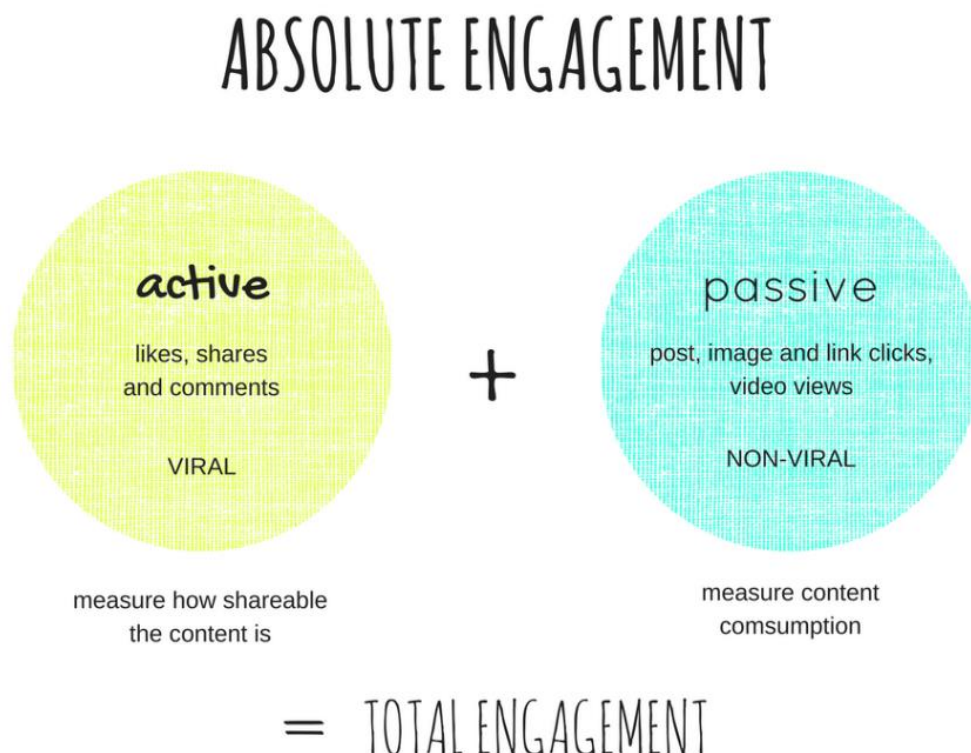


Figure 14. Different types of engagement behind the Absolute Engagement. (Marks 2013)

As can be seen in Figure 14 above, engagement in Facebook can be divided into two types: the active engagement (likes, comments and shares), which is viral by nature,

meaning that it contributes to the reach of the post; and the passive engagement (post, image and link clicks, video views) which is non-viral consumption of the content and does not spread it further to the user's networks. Together those engagement types form the total engagement, which can be monitored and interpreted e.g. to make sure that the audience is staying and preferably even getting more engaged with the Page at a general level. (Marks 2013.)

Since comparing the Absolute Engagement between Pages that have vastly different Like numbers does really not make sense, the Gross Engagement Rate is a handy metric that proportionate the total engagement explained in Figure 14 to the number of Likes of the Page, thus providing easily comparable figures. Through comparing e.g., the Company's engagement rate to that of its competitors sharing the same target audience, the popular content, posting times and other strategical aspects can be concluded and introduced to the Company's strategy for further improvement. (Marks 2013.)

Now, creating interesting content and posting it at the optimal time still does not guarantee that the post is seen by all the Page Fans. Facebook uses an algorithm, which determines which News Feeds the posts get displayed in. The algorithm scans and collects information on e.g. the user's posts, likes and shares, and those of the user's entire network. Then, using a shifting formula, it ranks all the content based on the collected data, only showing the one's it believes are most relevant for the user. (Oremus 2016.)

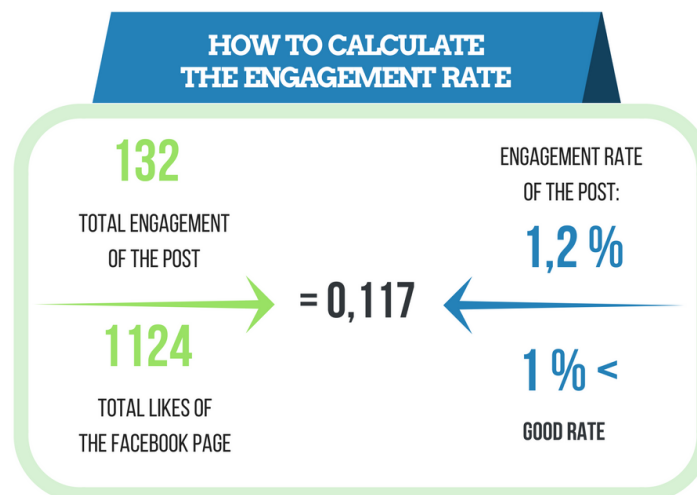


Figure 15. Example of how to calculate the Gross Engagement Rate for a post.

Therefore, instead of the (Gross) Engagement Rate, which divides the total engagement generated by the post by the number of total likes of the Facebook Page (see Figure 15 above), a more accurate Net Engagement Rate (NER) can be calculated by dividing the

Total Engagement by the number of People Reached, that can be found in the bottom left of each post (only visible for admins) or through the Facebook Insights (Figure 16). NER provides a realistic metric for measuring the true interest and value of content posted, as it indicates the percentage of people reached that are reacting to the content.

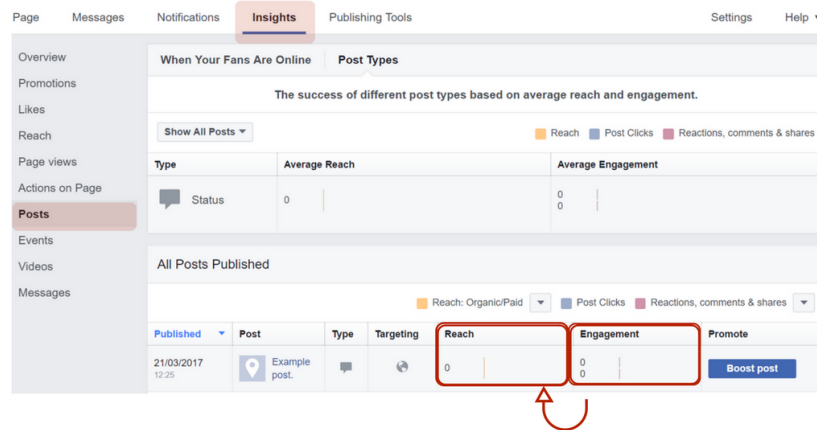


Figure 16. Screen capture from the Facebook Insights. The Reach and Engagement sections, where the figures needed for calculating the NER are found, are pointed out by red arrow.

### 3 The Product part

In the following Product part, I first present the final product and the process of creating it, after which I strive to take the reader from the general macro level information provided in the Theoretical framework part to a more detailed micro level of information and practical recommendations through explaining all the pivotal contents and sections of the guide. In this section I refer to precise sources and compare them with each other to find the best and most suitable ones for the final product and the commissioning company. I will also reason my solutions and explain why the information is important for Company X's objectives and overall success of operation in Facebook. Figure 17 below explains, how the micro level information and the final product will be introduced in parallel and then merged into a logical entity with the help of my arguments.

## How to read THE PRODUCT PART

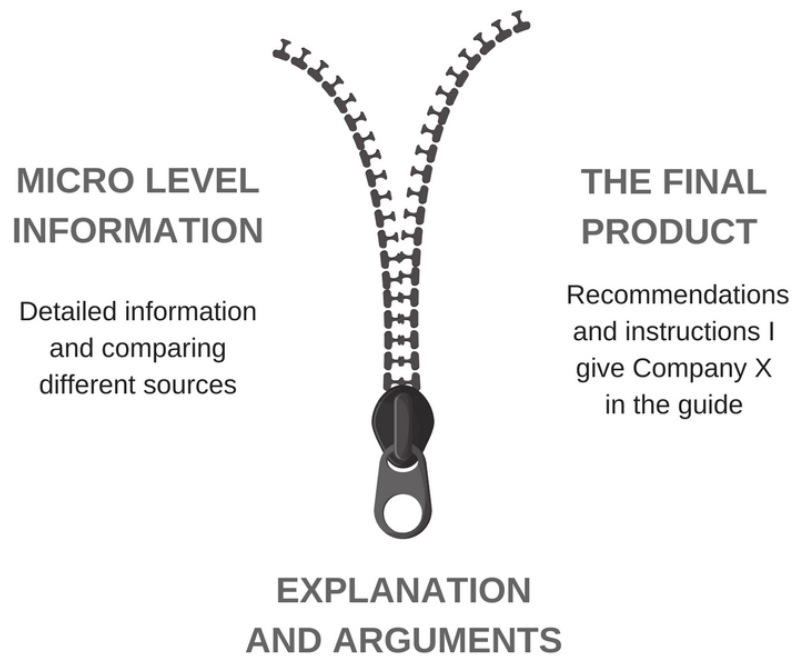


Figure 17. Infographic explaining the dynamics of the Product part and helping the reader to follow the logics of it.

### 3.1 The final product and the process of creating it

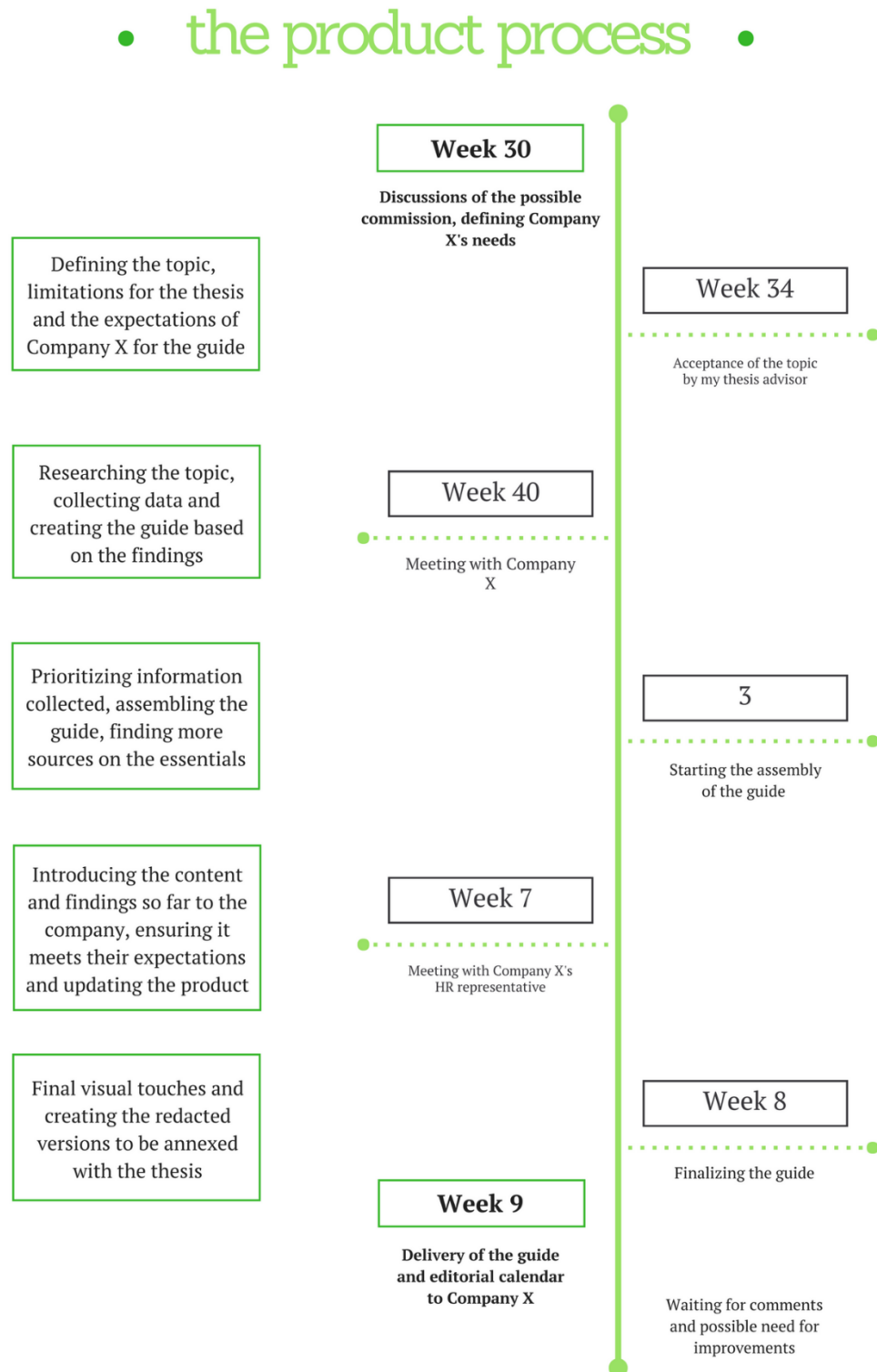


Figure 18. The process of creating the product with its main phases and schedule.

The detailed process of creating the How to reach the future talents through Facebook - guide is explained in Figure 18 above, but as a general overview, the process could be divided into 6 logical steps:

1. Defining Company X's expectations and needs, exploring their employer branding messages and general communication guidelines
2. Collecting and interpreting information, comparing sources
3. Planning the core for the guide: structure, logic, content and visual aspect
4. Assembling the guide based on the findings and finding more detailed information
5. Assuring that the guide meets the Company's vision and updating the guide accordingly
6. Proofreading the guide and fine tuning its visual look

The only unconditional deadline in the process was 28 February 2017, when the finished guide book was due to be delivered to the Company. Though the topic for the thesis was defined with Company X and approved by my thesis advisor already in week 34, 2016, the process of systematically collecting and interpreting data and then creating the guide and editorial calendar based on the findings truly began after the my first meeting with Company X in week 40. At the meeting, we discussed the Company's expectations and doubts regarding Facebook in general as well as their defined objectives, target audience and other factors effecting the possible harnessing of the service as a part of their marketing mix.

I visualized the infographics and the guide itself during spring 2017 and had the final meeting with Company X's representative in week 7, 2017 just weeks before the deadline to ensure that the expectations of the Company are met and that the content I had planned for them was in line with their vision. After the meeting, I did some minor alterations to the guide by e.g. fine tuning the Company's approach to Facebook by accenting the importance of being beneficial for their target audience throughout. I did it through tuning the content ratio and through other minor alterations to the strategy. The last week I used in final touches and proofreading the guide, and it was returned to the Company by the end of February as agreed.

As Company X highlighted the practicality aspect of the guide throughout all our conversations, I made it one of the pivotal principals for the guide as well. That is why I decided to create the guide based on Ben Sailer's 6 steps of creating a Facebook strategy (presented in Section 2.3 Strategies in social media marketing) in order to ensure that I cover all the crucial factors and to make it easy and logical for Company X to follow (see Figure 19 below) once they began the process of harnessing Facebook as a part of their marketing mix.



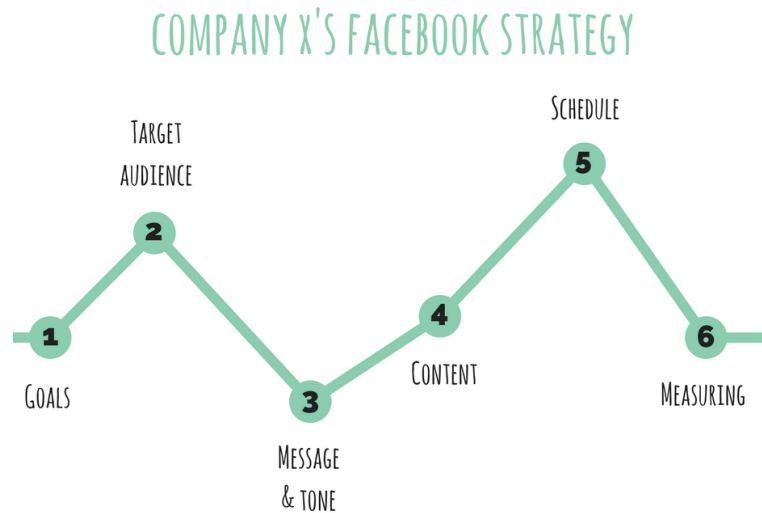


Figure 19. The 6 steps of creating a Facebook strategy by Ben Sailer (presented in Theoretical Framework 2.4.1.), that the strategy creation process for Company X (included in the guide) followed.

To make sure that I would provide Company X merely the most optimal recommendations and instructions, I approached all the themes handled in the guide (e.g. content, conversion and target audience) by collecting various sources on each and then comparing the recommendations and instructions given in them in order to find the most suitable one for Company X. To make sure that all the information used for the guide is up-to-date, I favored sources from years 2016 and 2017 and in addition, I also preferred sources that specialize in communication and social media marketing, thus often providing also provable statistics and arguments to support their indications.

| Table of contents                                |    |
|--|----|
| Introduction and background.....                 | 1  |
| Facebook statistics.....                         | 2  |
| The 5 BE's of Facebook.....                      | 5  |
| The 5 DO's of Facebook.....                      | 6  |
| The X approach.....                              | 7  |
| Audit Facebook profile and current activity..... | 8  |
| Goals.....                                       | 10 |
| Content Construct.....                           | 12 |
| Images.....                                      | 14 |
| Videos.....                                      | 15 |
| Blogs and links.....                             | 16 |
| X Content.....                                   | 17 |
| When to post.....                                | 24 |
| Measuring effectiveness.....                     | 25 |
| Afterword.....                                   | 27 |

Figure 20. The cover page and the redacted table of contents of the end product, the guide for Company X (redacted).

The final product, “How to reach the future talents through Facebook” guide book (for an example of the cover page and the table of contents, see Figure 20 above) consists of 30 pages excluding the editorial calendar (additional 2 pages) enclosed, within which the content can be logically divided into three types (see Figure 21 below):

1. **Introduction, background and context** information, that explains why, by who and for who the guide has been created, how to use it and what it includes.
2. **General instructions and findings** regarding operation in Facebook and statistics.
3. **Company X strategy**, which is tailored and personalized for the Company based on the findings, including instructions, ideas and examples.

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| ● Facebook statistics.....                         | 2  |
| ● The 5 BE's of Facebook.....                      | 5  |
| ● The 5 DO's of Facebook.....                      | 6  |
| ● The X approach.....                              | 7  |
| ● Audit Facebook profile and current activity..... | 8  |
| ● Goals.....                                       | 10 |
| ● Content Construct.....                           | 12 |
| ● Images.....                                      | 14 |
| ● Videos.....                                      | 15 |
| ● Blogs and links.....                             | 16 |
| ● X Content.....                                   | 17 |
| ● When to post.....                                | 24 |
| ● Measuring effectiveness.....                     | 25 |
| ● Afterword.....                                   | 27 |

Figure 21. Construct of the guide’s content divided into three main types: Introduction, background and context, general instructions and findings and the Company X strategy.

The color scheme ended up including blue (indicating to Facebook), two tones of green and hints of grey, as the I wanted to achieve a visually fresh and interesting product. Regular features like the Facebook logo and colored rings bordering text were used throughout the guide to create consistency (for an example, see Figure 22 below). I tried to visualize as much of the information as possible into effective infographics to make it easily understandable and compelling. I also strived to compose the information into a clear ensemble of themes proceeding rhythmically and logically, so that it is easy to follow and enables returning to certain topic easily and quickly.

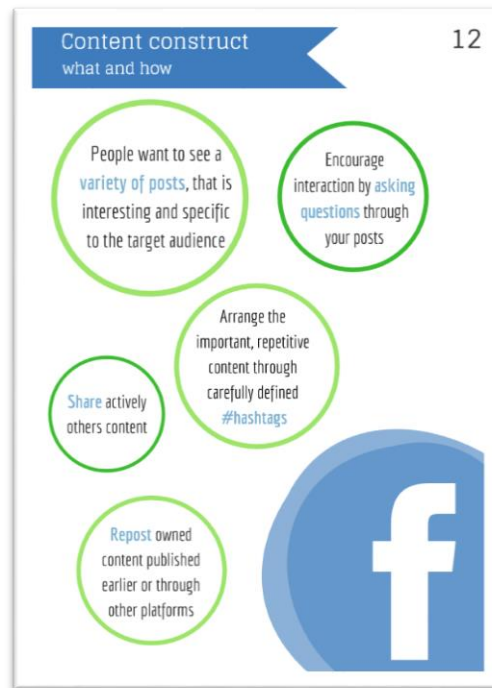


Figure 22. Example of visual look including the Facebook logo, colour scheme, rings bordering and sorting topics.

When proportionating the amount of data gathered for and introduced in this thesis, it is obvious, that the information and recommendations I found relevant for the guide had to be carefully and systematically chosen and summarized so that it would respond the expectations of the commissioning company, as they requested for a hands-on, practical guide to help them with harnessing Facebook for employer branding means.

The Editorial calendar created to support the guide consists of three parts:

1. Instructions for use (Figure 23)
2. Editorial roadmap (Figure 24)
3. Editorial calendar (Figure 24)

The editorial calendar is based on the guide (and strategy included in it) for Company X considering the recommendations and instructions (e.g. content ratio, content types, use of hashtags, measuring, responsible, follow up etc.). It extends from week 10 to week 52 including example posts and campaign ideas. Naturally, the editorial calendar annexed to the thesis had to be redacted as it includes highly classified information regarding company's strategy, events etc., in order to Company X to remain anonymous.

## Company X Editorial Calendar

To be used along with the "How to reach the future talents through Facebook" guide

### How to use this editorial calendar:

- Step 1 Fill into the Editorial Roadmap the main events, publications, holidays etc. that are known in advance to ease the anticipation, planning and scheduling of posts
- Step 2 Fill in the editorial calendar based on the editorial roadmap and the strategy guidelines found in the "How to reach the future talents through Facebook" guide
- Step 3 Collect a "post bank" and schedule the ones possible in advance
- Step 4 Follow everything of interest within the business and reschedule to post the freshest possible content all the time
- Step 5 After posting, be sure to take care of the follow up and answer to the possible questions and comments
- Step 6 Fill in the engagement reached by the post to measure effectiveness
- Step 7 Evaluate the best content and develop the plan and editorial calendar accordingly

Figure 23. Instructions for using the editorial calendar.

| Editorial Roadmap |          |          |       |        |                      |                          |      |        |           |         |                      |                             |
|-------------------|----------|----------|-------|--------|----------------------|--------------------------|------|--------|-----------|---------|----------------------|-----------------------------|
|                   | January  | February | March | April  | May                  | June                     | July | August | September | October | November             | December                    |
| Important events  |          |          |       |        |                      |                          |      |        |           |         |                      |                             |
| Customer events   |          |          |       |        |                      |                          |      |        |           |         |                      |                             |
| Blogs             | Blog     |          | Blog  |        | Blog                 |                          | Blog |        | Blog      |         | Blog Christmas Party |                             |
| Internal events   |          |          |       |        |                      |                          |      |        |           |         |                      |                             |
| Holidays          | Epiphany |          |       | Easter | Vappu, Ascension Day | Midsummer Fest           |      |        |           |         |                      | Independence Day, Christmas |
| Other offices     |          |          |       |        |                      | S.D. Sverige Nationaldag |      |        |           |         |                      |                             |
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Figure 24. General view of the Editorial calendar (redacted).

### 3.2 Why should Company X harness Facebook?

When commissioning the product, Company X was still contemplating whether to harness Facebook or not, so I began the process by examining the potential of Facebook in general for companies and then especially for Company X's objectives of employer branding targeted to university students.

Earlier Facebook used to be just a social network but nowadays, since the company owns also Instagram, Messenger and WhatsApp, it has become an entire social ecosystem, making it suitable for all kinds of companies (Rouhiainen 2016). It is the fifth-most-valuable public company in the world with a market value of around 297 billion euros in 2016 (Gandel 2016) and with 1.23 billion active daily users (Smith 2017). Its impact on the world events has been huge, as it has magnified the power of word of mouth and networks globally: even at times of disaster people turn to Facebook to inform that they are alright or to find out what happened through friends and witnesses (Young 2014, 12).

Facebook brings a huge amount of data within the reach of marketers as its users share their geography, birthday, gender, relationship status, age and educational level in it, thus

enabling more intimate opportunities to engage with them through precisely targeted marketing. It also provides valuable data regarding the operation such as the engagement and reach of the posts, enabling the marketers to efficiently analyze what is working and what is not and to adjust the campaign accordingly. Figure 25 below provides some of the latest statistics regarding the users of Facebook, the most relevant for Company X being the fact, that 91% of millennials use it, as their defined target audience for Facebook is university students. (Young 2014, 13, 20.) Most Master Degree students from Finnish universities are almost 29 years old at the time they graduate: in other words – millennials (University of Turku 2008).

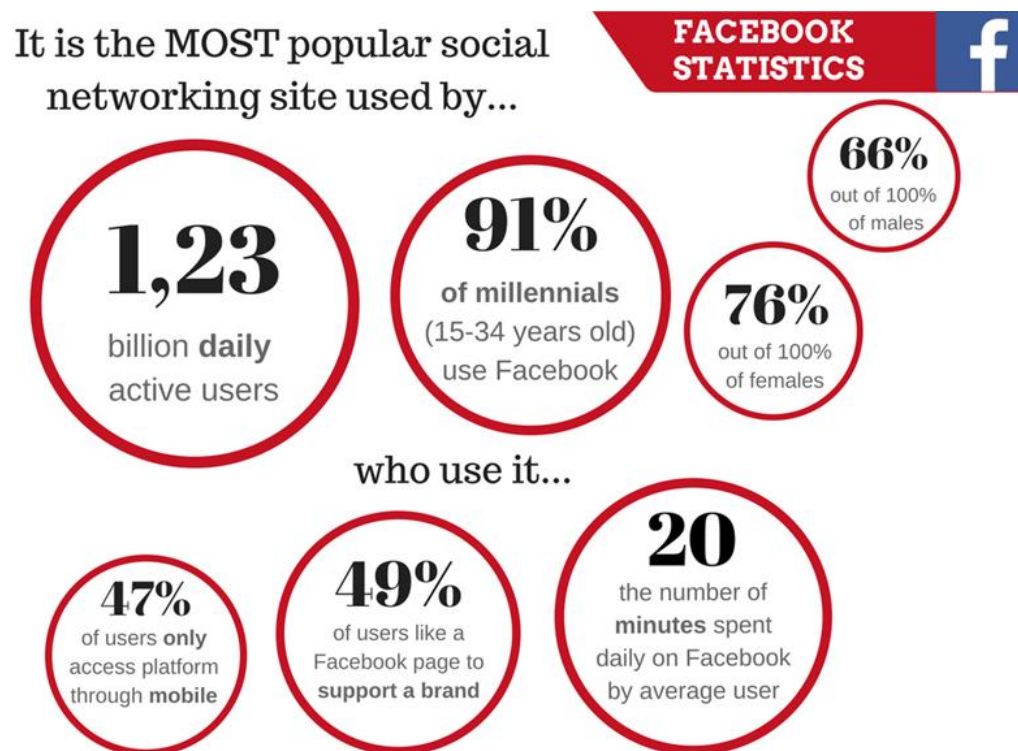


Figure 25. Statistics on the users of Facebook and how they use it. (Smith 2016; Smith 2017; Zephoria 2017)

While LinkedIn is a smart platform for connecting with suppliers and current business associates or delving into serious issues, Facebook is a great place for companies to become more visible overall and to share stories and highlight the environment and culture of the workplace. That makes Facebook a suitable channel for reaching potential employees (both active and passive) and engaging with them on a much more personal level than through e.g. website or other corporate careers page. (Focardi 2016.)

Most importantly, it is the biggest social networking site in the world, thus offering a huge volume of traffic to benefit from and a very special opportunity for recruitment for companies of all sizes to take advantage of. Engaging in Facebook recruitment also shows that the company is modern and willing to adapt to the calls of time – a quality that nowadays attracts potential applicants and affects the company's Interest value mentioned in Section 2.1 (Employer Brand and Branding). (Cook, M. 2015.)

Company X's HR representative described, that they had discovered while interviewing new applicants, that their Company had remained as a mystery to the applicants compared to their biggest competitors, especially when considering atmosphere aspect and what it is like to work there. This might be partially caused by the fact, that the Company has not been active in Facebook (or social media in general, excluding LinkedIn) whereas their competitors have. The Company is now contemplating on adopting more social media platforms to their marketing mix in order to reach the level of brand awareness of their biggest competitors.

### **3.3 General principles for presence and operation in Facebook**

Regardless of what the objective and target audience defined for the channel is, it is crucial to design Facebook marketing as an inseparable part of the company's employer branding and marketing strategies to ensure, that it relates to and mirrors the general branding guidelines – the same core messages need to be consistently supported, repeated and communicated across all channels and media in use.

After going through dozens of sources with different recommendations and instructions for companies on how to successfully be present and operate in Facebook, I collected, compared and summarized the most popular and, in my opinion, the most pivotal ones into the following infographics (Figure 26 for being in Facebook and Figure 27 for doing in Facebook) to provide a handy overview and a rough summary of the topic. They are both included also in the guide book for Company X to provide simple principals for their operation. All the items have been covered and further explained below or later in this thesis.

## THE 5 BEs OF FACEBOOK



Figure 26. The essentials of how to be in Facebook that I collected, summarized and visualized from several sources. (Myers 2016; Pratt 2015; Radice&Adams 2016; Rouhiainen 2016; Safko 2010; Sailer 2016; Socialmedia.biz 2011)

Due to the overload of information, all action in Facebook should be planned so that it is relevant to the target audience and encourages them to engage with the content. Most importantly, a relevant Facebook Page is more likely to gain organic reach and visibility in the Newsfeed. It also enables the companies to establish their expertise by adding their context to the current hot topic. (Radice, c.) In Company X's case, it means concentrating in creating and sharing timely content such as tips by professionals and current insights. Even though a draft of an editorial calendar has been created for Company X, I instruct them in the guide to react to relevant events and news through their updates and content to make them even more up-to-date and engaging.

The visual aspect will be handled more closely on Section 3.5.4, as its importance is accentuated in all the recommendations. Content with images generates 2.3 times more engagement than just plain text posts and according to studies, when paired with a relevant image, 65% of the information is remembered three days later compared to the 10% of just hearing or reading the information. Thus, "show, don't tell" is a great principal for all operation in Facebook. (Mawhinney 2017; Radice a.)

Social media is all about short and succinct messages, so that they can be easily spotted and read in the Newsfeed. According to some studies, the ideal length for a Facebook post is 80 characters, as the longer ones will not be seen as whole. Short, intent based



and informative headlines are in a key role: they may be used to awaken interest and attract the followers to engage with the content further. (Myers 2016.) In the guide for Company X I recommend them to keep the headlines interesting and as informative as possible, so that even if the post would be longer, as is probable with their goal of providing professional content of value, the headline is enough to engage people to read further.

Facebook is also a perfect platform to share emotions and stories. Thereby companies should share their stories or the stories of their employees to give their followers a glimpse of the real people behind the brand in order to accomplish a more personal connection on emotional level and build a relationship with their followers. (Radice c.) In Company X's case I encourage them highly to introduce their staff and different departments regularly, as especially in the knowledge intensive business field, the staff is the essence of the whole Company and their operation.

Being natural seems like a simple recommendation, yet it should not be underestimated: people will see through fakery! Instead of trying to act out something they are not, companies should embrace their identity through stories, staff pictures etc. and humanize the brand, give it human faces and names. (Pratt 2015.) That is also what I have been highlighting in the guide, as especially when harnessed for employer branding means, showing the true atmosphere of the workplace is priority so that it will help the right kind of people to find the Company appealing and encourage them to apply.



Figure 27. The essential actions for effective operation in Facebook that I collected, summarized and visualized from several sources. (Myers 2016; Pratt 2015; Radice&Adams 2016; Rouhiainen 2016; Safko 2010; Sailer 2016; Socialmedia.biz 2011)



Knowing the target audience is pivotal for being successful in Facebook: what type of content they want and how often, when they are online etc. Even when sharing the same information for a variety of networks and target audiences, the information should be customized and presented in a relevant way for each target audience to avoid the message from falling flat. The topic will be covered more closely in the following Section 3.4 (Defining conversion, objectives and target audience) from Company X's angle. (Aedy 2013.)

Original fresh content is essential, as the followers want to know what makes the company unique and differentiates it from its competitors. Thus, the content should be created for the target audience and be of value for them. The most successful content from company's other platforms, e.g. website, can and should be repurposed through Facebook to make maximum use of them. Content as a whole and through the guide's recommendations will be handled more precisely in the following Section 3.6. (Myers2016; Radice c.)

As emphasized all the way, engagement is everything in Facebook. In order to get the audience to interact with the Page, they must be given something to talk about and asking thought-provoking questions is one of the most effective ways of doing it. By doing that the companies are able to create a more intimate relationship with their followers as they show them that they are interested in them and appreciate their opinion. (Myers 2016; Radice c.) As I have been highlighting throughout this thesis, engagement is everything in Facebook and that is why I recommend also Company X to ask their fans questions and opinions and just simply engage in conversations with them.

Facebook strategies should be built on measurable objectives to truly be able to measure their success. Most action in Facebook can be followed in Facebook Insights providing a lot of useful and essential data to analyse in order to find out what is working and what is not. Being and remaining data driven throughout enables making constant improvements in the content and the strategy itself. (Myers 2016; Radice a.) Measuring effectiveness is covered more closely on section 3.7. where my recommendations for metrics for Company X can also be found.

As has been highlighted throughout this thesis, social media is all about engagement and interaction. Accordingly, running a successful Facebook page with high engagement requires more than just timely responses on questions, queries and comments made: active participation in conversations as well as asking questions from the followers is vital, no matter what content type is being shared. Through this interaction Facebook enables the companies to truly speak with their audiences instead of speaking to them. (Cook 2015; Radice c.)

### 3.4 Defining conversion, objectives and target audience

A common thing for all the sources and recommendations in them was highlighting the importance of carefully defining the overall purpose for the company of being in and what is hoped to be accomplished by integrating the marketing efforts with it. During the interview with Company X's HR representative they disclosed their desire to be able to support the university students to grow as professionals and into top talents. This, along with their employer branding objectives, gives them a purpose and drive their operation in Facebook.

Differentiating from conventional marketing that strives to generate benefit for the company itself, the content in Facebook marketing should be created for its audiences' benefit. Thus, the key element to consider is the definition of conversion for the page: what is in it for the target audience? What do they benefit from following the page? The formula for succeeding with social media content eventually is rather simple as can be seen in Figure 28 below: through providing value companies become resources and achieve audiences' attention. (Radice c..)

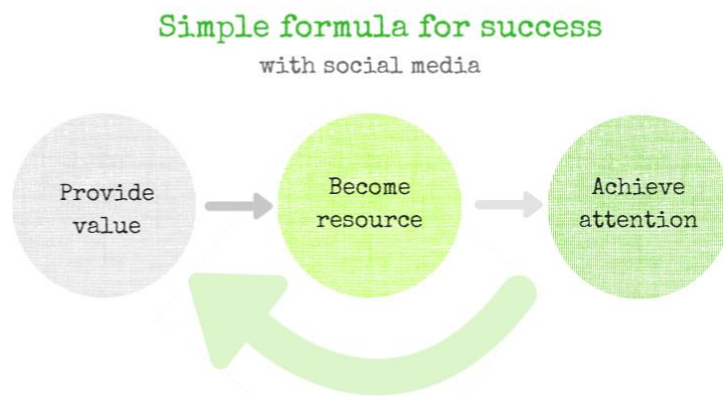


Figure 28. Simple formula for success with social media. (Radice a.)

The conversion could be e.g. providing the latest information on certain business field, delivering ideas and inspiration or offering peer support and a forum for finding other people sharing the same interests. Once the prospectus has found the page, they must be provided regularly with content of value that speaks to their needs in order to hold their attention and engage with them further. (Safko 2010, 100; Socialmedia.biz 2011.)

When the company succeeds in accurately providing the right content, it will result in positive conversions such as increasing number of page views, longer time on pages and most importantly improved brand awareness and valuable pass-alongs (tell-a-friend referrals) (Safko 2010, 99). Whatever the defined conversion is, it should be designed in a way

that it is measurable as, according to Rouhiainen (2016), it is not possible to use Facebook effectively without measuring.

With Company X's employer branding objectives (improving brand awareness and attracting new employees) and desire to contribute to university students becoming top talents, the conversion was defined as enriching the professional lives of students. In the strategy, it is planned to be achieved through constantly providing content, that is of high value for the university students. That content could include for example career tips from current employees or HR department, interviews, insight data, blogs on the hot topics of the business and updates. In other words, anything that will enrich the professional lives of the students.

Depending on the conversion, these objectives could be e.g., as in Company X's case, increasing brand awareness, meaning the focus is in increasing fans, followers and shares or for example in increasing sales, in which case the focus is instead on specific promotions and contests to spark quicker purchases. Whatever these objectives are, they should be defined so that they are specific, achievable and timebound, and most importantly as highlighted throughout this thesis, measurable. To ensure this, the analytics and tracking tools to be used should be defined already in this stage of the process. (Daoud 2016; Lyfe Marketing; Vahl 2013.)

Due to the social, personal and interactive nature of Facebook making it a highly personalized and targeted marketing tool, the importance of defining, selecting and finding a specific target audience is elevated: it is all about being able to put the right message in front of the right target group in the right time. A range of key factors for defining the target audience is displayed in Figure 29 below, but depending on the objectives, not all of them are necessarily relevant for every strategy. Still, as self-evident as it may be, it needs to be highlighted, that the better a company knows its target audience, the better they will be able to design and personalize the content to respond their interest and like. (Daoud 2016; Lyfe Marketing; Young 2014, 7, 22.)

# TARGET AUDIENCE

THE BETTER YOU KNOW THEM, THE BETTER YOU CAN TARGET THEM

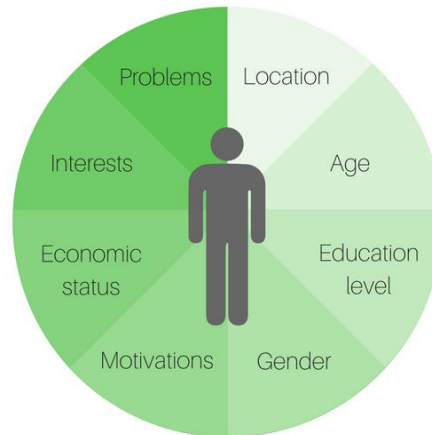


Figure 29. A range of the factors to be covered when defining the target audience. (Daoud 2016; Lyfe Marketing)

What comes to Company X's case, the big picture objectives and the target audience (university students) had already been defined by the Company when commissioning the thesis: they wanted to improve their brand awareness within university students and thus attract the future top talents. Thereby my task was to translate those objectives into reachable and numerical goals and to find effective ways to communicate the existing employer branding messages through the content. I defined the Company's approach and conversion more closely through discussions with their HR representative before assembling them into tangible goals presented in Figure 30 below.

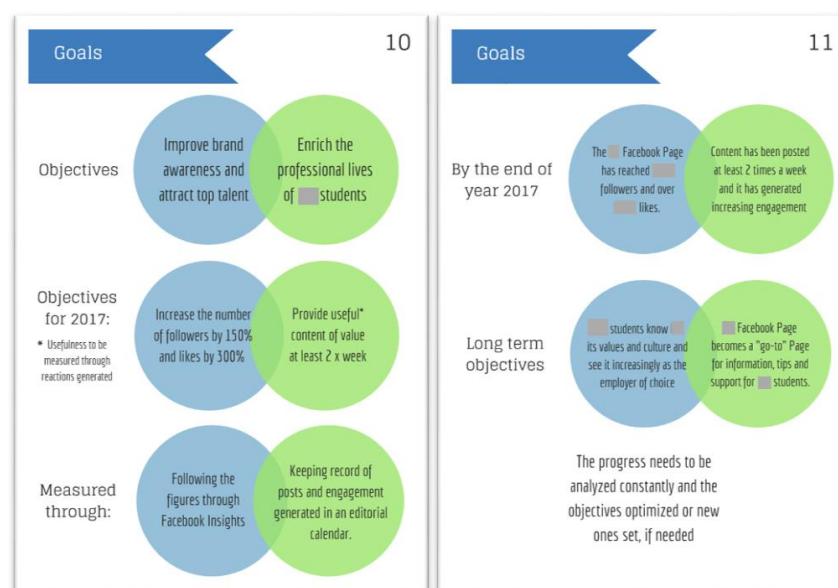


Figure 30. Examples from the guide: definition of the goals and how to measure them.

### 3.5 Facebook as a dimension of the company identity

Once a company decides to harness Facebook and they have defined their conversion and target audience for the platform, it is crucial to design their Business Page and content on it so, that it supports and mirrors the company's general branding guidelines and communicates the same core messages as in other platforms and channels, no matter what the specified objective for Facebook is.

#### 3.5.1 Ensuring complete company information

All information on a Facebook Business Page should naturally be up-to-date and regularly checked and updated, but as first impressions truly matter, the About section is in a key role. It is most likely one of the first things to be encountered when visiting a Facebook Page for the first time, so it is crucial to make sure that complete information and a detailed overview of the company along with links to the company's website and other pivotal social networks are provided on it. As people are interested in stories, the entire history of a company can be effortlessly told by adding the important events and milestones from the past on the Timeline, as they will be shown on the About section as well (see Figure 31 below for an example). (CKR Interactive&Work4 Labs 2013, 11.)

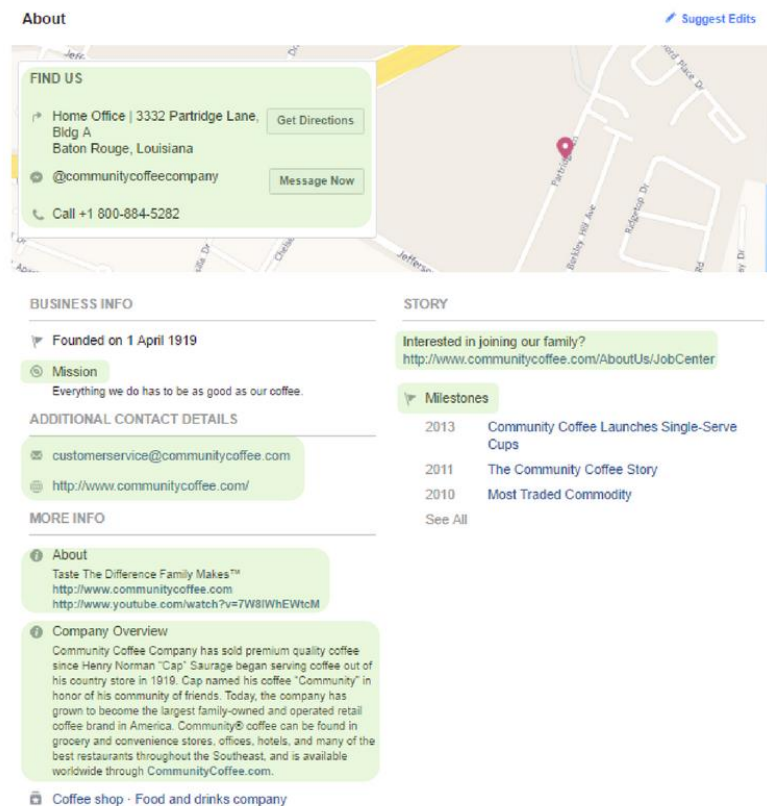


Figure 31. Screen caption of a well-executed About section including all the essential information highlighted with green: contact information, overview, important milestones,

company's mission and links to website, company's Job Center and e.g. their YouTube channel. (Community Coffee Facebook profile)

As Company X had already created a Facebook Business Page to reserve the URL, creating the strategy began with auditing their existing profile to define the need for updates to be included in the guide. They had an almost complete About section, yet their contact information only included a link to their website, thus lacking address and phone number and links to other social media platforms in use (LinkedIn, Instagram). Company overview was complete and they already had the Company's foundation year as a milestone.

### 3.5.2 Integration of online and offline channels

Nowadays as companies are increasingly introducing additional platforms besides their website, they should be integrated to channel traffic and create clear streams of data leading from one platform to another. This can be done by e.g. linking the company's website to the Facebook Page and vice versa or sharing company's Instagram posts occasionally through their Facebook profile, thus helping the users of one platform to discover the other ones. (Safko 2010, 701.)

It can also be done by placing the little chicklets (see Figure 32 below) of the major social media networks on stationary, presentations and other platforms in use and creating a social media interactive e-mail signature. The social media interactive e-mail signature introducing links to one or two networks can then be included in all e-mails or just the ones sent for the target audience, as instructed in Company X's strategy (to be used whenever communicating with students only). If the company uses various platforms and does not want to clutter the e-mail signature with link to all of them, they can be collected in a Google profile to be linked instead. (Safko 2010, 701.)

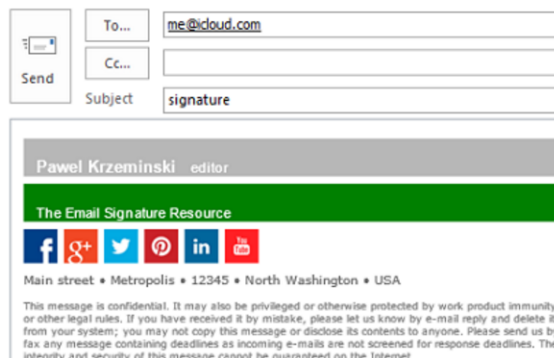


Figure 32. Screen caption from Paweł Krzemiński's blog displaying a social media interactive e-mail signature with chicklets. (Krzemiński 2014)

### 3.5.3 Defining the company voice

The general vibe on Facebook is social, relaxed and friendly, which the companies adopting the service should consider when defining their voice of communication for the platform. The voice of every company is unique, as it is effected by various factors, such as the business field, brand, product, target audience, talent and organization culture. Yet even the companies in more formal kind of businesses should consider using a slightly more informal tone when communicating in Facebook, than what they might use in their regular business communications. (Awl 2011.)

As Facebook is a great platform for presenting the humane side of the company and distributing the softer, emotional values by sharing stories and highlighting the environment and culture of the workplace, the best advocates and voice for the company naturally are the current and former employees. Talent brand, a form of “story-telling” focused on sharing employee experience, is an effective way of humanizing brands in ways that the traditional marketing focusing on showcasing and promoting the service and consumer is not able to. (Schmidt 2016.)



Figure 33. Cold and warm adjectives describing communication: dynamics that help defining a company’s “voice” and tone for Facebook. (Awl 2011)

In general, for all social media, the tone should be steered towards the warmer, right side of communication dynamics visualized in Figure 33 above. Generally, the tone to favor in Facebook is conversational, direct and personal, letting the target audience to sense the



real people behind the brand. Business Pages with lighthearted approach simply tend to perform better than the constantly serious ones that evade posting any lighter or emotional content. The communication should make the target audience feel appreciated and welcome, which is not achieved merely through chosen dynamics, but engagement and interaction as well. (Awl 2011; Radice c..)

Company X's regular tone, due to the business field's general atmosphere, is very formal and it was discovered in the conversations with their HR representative, that one of the main doubts for the Company in fact was, if adopting a more casual and relaxed tone for Facebook could endanger the entire professional credibility of the Company. That is why in the guide, I defined the tone for the Company as the human voice of the employees: professional yet casual and personal. I suggested career stories, presenting relevant employees (new staff members, new titles etc.) and tips from their specialists to be used, aiming to humanize and "soften" the brand and make it easy-to-approach.

### 3.5.4 Visual aspect

As the visual component is essential for success in Facebook, the visual style and content should be coherent and in line with the company's general visual guidelines regarding the layout, images, videos, colors and fonts used in order to create brand awareness and easy recognition throughout all platforms and channels (Brown 2016). Below on Figure 34 is an example from a Facebook Business Page I created for this thesis to showcase the admin view.

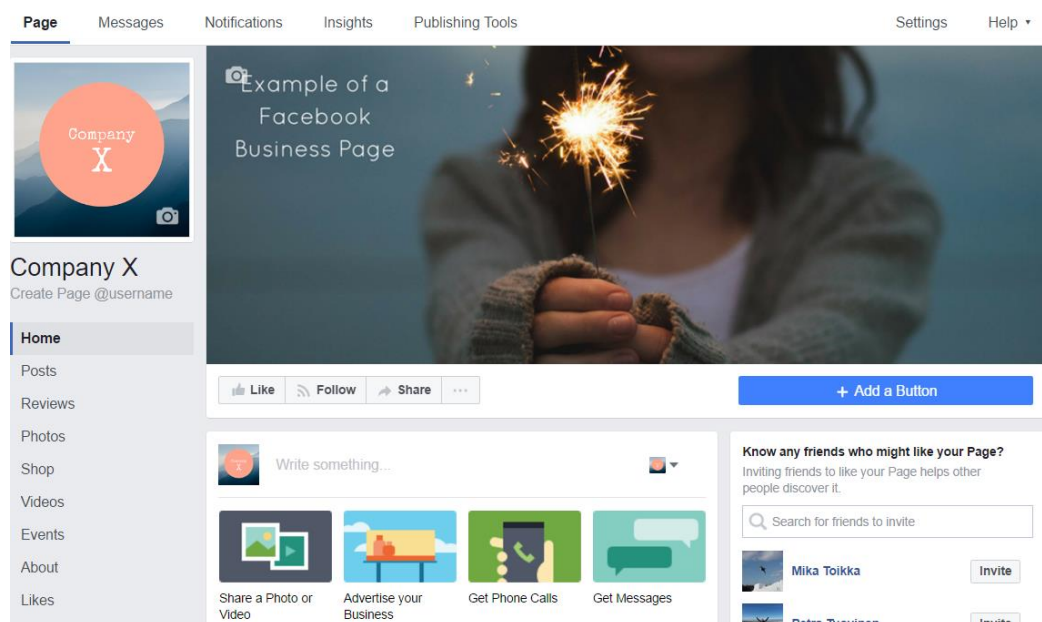


Figure 34. Screen caption of an example Business Page in the admin view displaying the profile and cover images.



Whenever using images, especially in Facebook where visual posts generate higher engagement, the right image size should be ensured in order to prevent the high-quality pictures from becoming pixelated and the text from turning clumsy. The recommended image sizes may change and thus should be checked every now and then through Facebook. The recommendations for the time of writing the thesis can be seen in Figure 35 below by Louise Myers. (Myers 2016.)

**social media cheat sheet**  
min, optimal, and max photo sizes

|                                  | minimum                | optimal                               | maximum      |
|----------------------------------|------------------------|---------------------------------------|--------------|
| <b>Facebook Page Photo Sizes</b> |                        |                                       |              |
| • Cover Photo                    | 399 x 150              | 828 x 465                             | see template |
| • Profile Picture                | 180 x 180              | 360 x 360                             |              |
| • App / Tab Image                | 111 x 74               | 111 x 74                              |              |
| • Link Image                     | 600 x 314              | 1200 x 628                            |              |
| • Photo Post                     | 595 x 595 <sup>1</sup> | 940 x 788 <sup>2</sup> to 1200 x 1200 |              |
|                                  | <sup>1</sup> on wall   | <sup>2</sup> optimal in news feed     |              |

Figure 35. Social media cheat sheet with optimal Facebook photo sizes by Louise Myers (2016).

Visually, I built all the guide's recommendations for Company X following their existing communication guidelines and thus taking into account the Company's defined color scheme and style for images and fonts whenever possible. I also recommend them to change the cover photo along with the season, holidays and special occasions to make it active, interesting and relevant and to communicate exactly the message they want, as it is again one of the first things people encounter when visiting their Business Page. (Sahakians 2016.)

### 3.6 Content

Social media is all about content, so behind every social media strategy is a necessary content strategy. The content should be designed in a way, that it connects and builds engagement between the brand and the target audience. (Young 2014, 161-162.)

As Figure 36 below indicates, content in Facebook can be divided into five types: plain text posts, images, videos, blogs and links. Furthermore, the content consisting of these types can be divided into two depending on the creator of it: owned and curated content.

Owned content is the content the company has created, while curated content is the content created by others, that the company shares. Due to the social nature of Facebook, interaction and sharing are essential actions, thus a well-planned strategy includes both types of content.

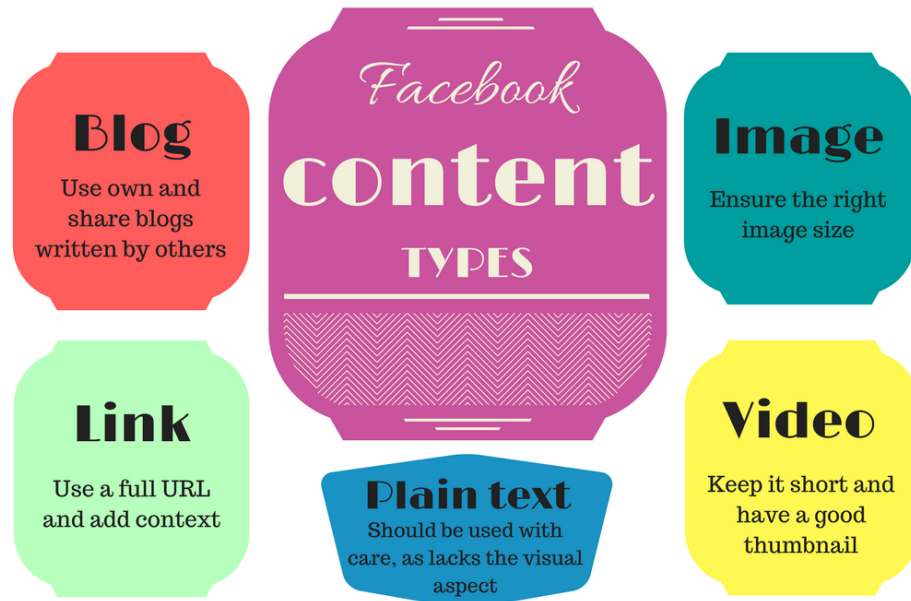


Figure 36. Facebook content types and handy tips, that were included in the guide, for using each. (Pratt 2015; Radice b.; Rouhiainen 2016)

While most of the content posted usually is owned content, companies should not be afraid of sharing content by others, as it contributes to value to the page by adding variety to the content, showing the followers the focus truly is on them instead of the company and that providing valuable content to their followers is the company's first priority. It also shows that the company knows their industry and their competitors well and that they are collaborative and confident enough in their own brand to share another's content. Sharing content by others also doubles the exposure by potentially connecting the company to another brand's audience. (Cisnero 2014; Radice a.; Radice b..)

### 3.6.1 Content strategy

When creating a content plan, the most important thing to remember is that people want to see a variety of content. Thus, posts, no matter for what purpose, should be interesting, specific to the target audience and versatile consisting of photos, infographics and videos as well as links to articles, blogs and other intriguing sites. (Rouhiainen 2016.)

## Engagement in Facebook...

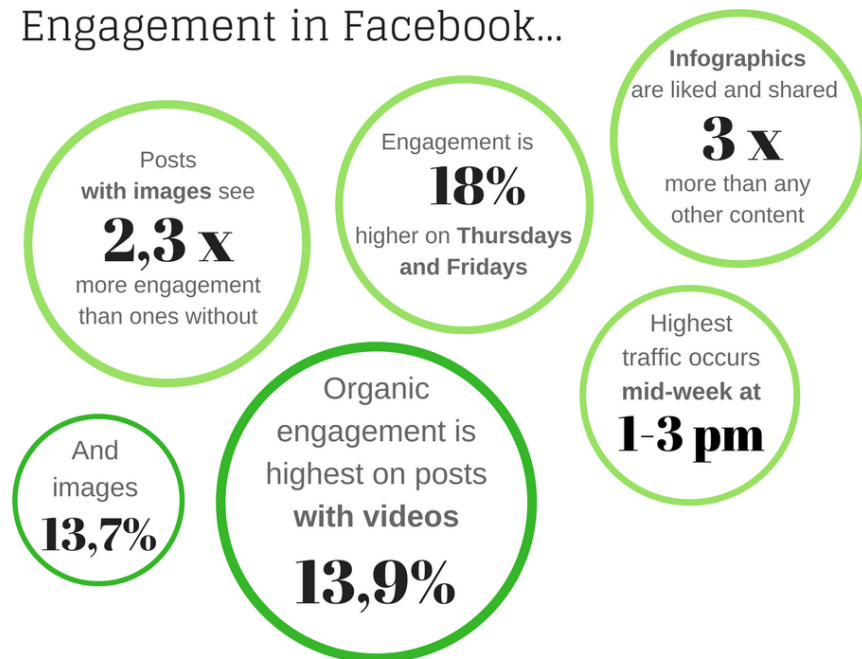


Figure 37. Statistics on content essentials when striving for engagement in Facebook that I collected, summarized and visualized. (Mawhinney 2017; Smith 2017; Zephoria 2017)

As can be concluded from the statistics in Figure 37 (which is included in the final product as well), the visual content truly is powerful in Facebook. Video has already surpassed all the other content types and continues to grow its popularity, meaning that companies should invest increasingly to them if they have not already included them in their content strategies. (Radice c..)

Company X's content strategy, that is included in the guide I created for them, approaches content through their three main employer branding messages and includes all the content types, yet I advise them to avoid plain text posts, as they do not generate as much engagement as posts with images, videos or links. Below in Figure 38, an example from the guide's Content section displays the recommendations for their content for video and blogs and links for Company X.

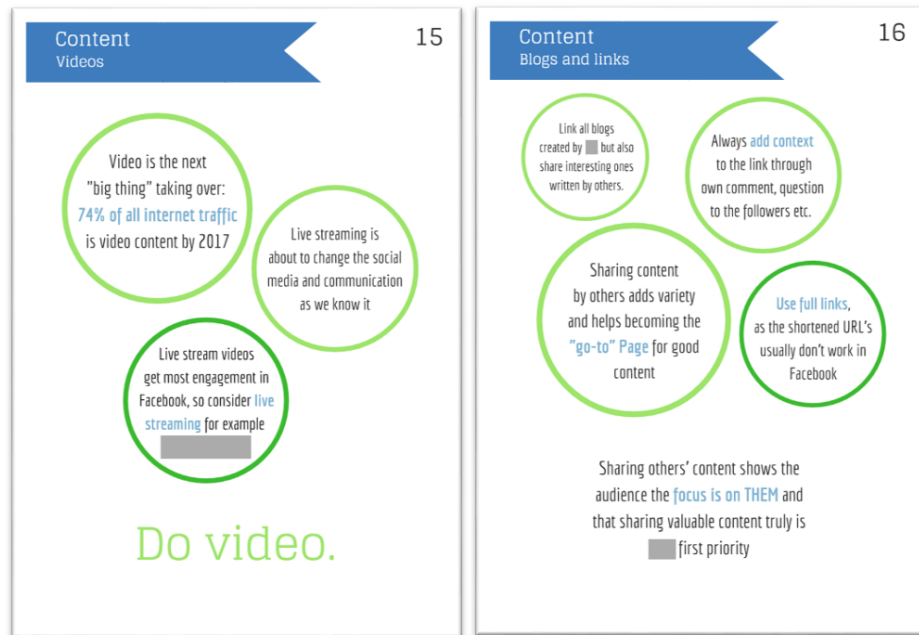


Figure 38. Examples from the guide for Company X regarding the Content types.

### 3.6.2 Finding the right content

Searching for the right content to share with the target audience requires patience, since it is an ongoing process of adjusting and fine-tuning the conversion message by testing, measuring and refining it along with the changing environment and trends: what kind of posts generate likes and shares, what sort of content arouses interest and when is the target audience most active. Only after at least a month of active posting, experimenting and analyzing the Insights (see Figure 39 for the Best Post Types view), conclusions of functional content can be drawn to be used in the future for engagement growth. (Dzhingarov 2016.)



Figure 39. Best Post Types tool in Insights (Ayres a.)

In the guide for Company X, I recommend them to constantly follow the engagement generated by their content in order to be able to optimize further: the posting time, the content types, the quantity of posts etc. I also remind them in the afterword of the guide (see Figure 40 below), that successful operation in Facebook takes time and commitment and is a continuous process of analyzing, optimizing and revising the strategy.



Figure 40. Example from the Afterword section of the guide

### 3.6.3 Content ratio

Now social media is all about interaction and sharing and that goes on content as well. It should be useful and interesting and as said, differentiating from traditional marketing it should generate value for the followers. Thus, the content can't be all promotional content by the company, as it is a social turnoff, but finding the right content ratio proves to be rather difficult, as there are numerous different recommendations and ways to approach the topic.

According to Gabe Bevilacqua (2014), the perfect ratio is 30% owned, 60% curated and 10% promotional (call to actions), yet for employer branding measures the 10% promotional content can be lost as nothing is really promoted directly. De Beule (2013) on the other hand claims that the perfect ratio is 80% curated and of interest for the followers and 20% of content promoting the brand. She highlights the social aspect and reminds not to make social media a sales pitch. Lee (2014) presents in his blog 6 different approaches to social media content ratios including the 5-3-2 approach, the 4-1-1 approach and the rule

of thirds, where 1/3 of your updates are about you and your content, 1/3 of your updates are for sharing content from others and surfacing ideas and 1/3 of your updates are based on personal interactions that build your brand.

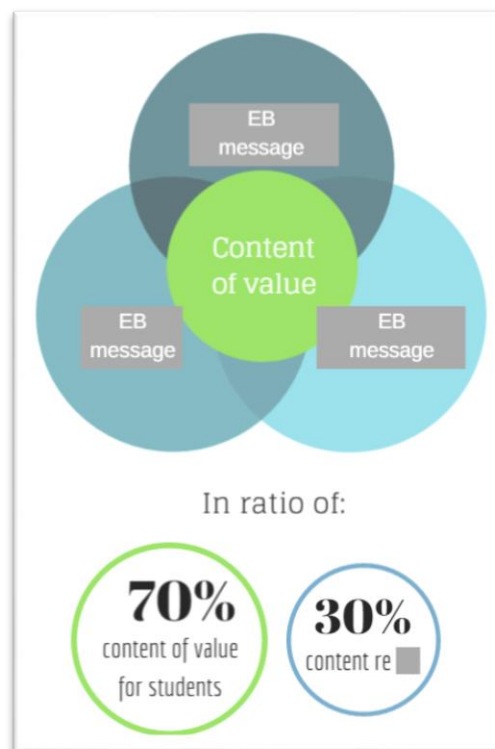


Figure 41. Example from the Content section of “How to reach the future talents through Facebook” guide for Company X displaying the content construct and ratio I recommend for them in order to efficiently reach their objectives.

As can be seen from Figure 41 above, in the guide for Company X the ratio has been approached through company’s conversion for Facebook (defined in section 3.4 Purpose of action and defining conversion): enriching the professional lives of university students and helping them to grow into top talents. My recommendation took inspiration from De Beule’s 80-20 ratio, yet as the company operates in a highly knowledge intensive business field, the content of value may also be created by the company’s specialists and experts instead of just using curated content. Thus, Company X’s ratio divides content into two types: content of value for the university students and content regarding the company.

As I mentioned in the previous chapter, the content of value for the university students can be curated content by others or owned content created by company’s employees, as long as the core of it is to benefit the students by providing information or other content of value (e.g. tips by specialists, blogs, infographics, insights, articles and interviews on hot topics).

Content regarding the company in the other hand strives to transmit the personal "Company X feel", values and culture by communicating the defined employer branding messages and answering the following employer branding questions (see Figure 42 below): Who are we and what do we do? What is it like to work here with us? In the guide, I recommend them to do it through e.g. office, employee and career presentations, case references, stories and images. As Company X strives to not just attract the top talent, but the right talent for their organization, it is essential to be able to transmit the company feel as accurately as possible.



Figure 42. Company X's employer branding objectives and the questions they should be answering through their content regarding the company itself.

### 3.6.4 Use of hashtags and regular features

Using hashtags is a familiar feature in Instagram and Twitter, yet not that established of a feature in Facebook. Yet, they can be used in Facebook as well to give structure to the posting calendar, to make the brand more searchable and to enable people to filter and find more relevant content through them. It is one of the only ways in Facebook to extend content past Page's own audience and increase visibility without paying for it. (Ayres b.; Pratt 2015.)

They are also a great tool for cross social platform branding and integrating social media campaigns from other platforms to Facebook. Users might follow the brand on several networks, so companies should create their own branding style hashtags to e.g. label content regarding certain event, presentation of staff etc. and use industry relevant hashtags



to extend their content to others within the business. However, they should be used with caution and sense, as studies show that too many hashtags in Facebook lower engagement, making the optimal number 1 or 2 hashtags per post. (Ayres b..)

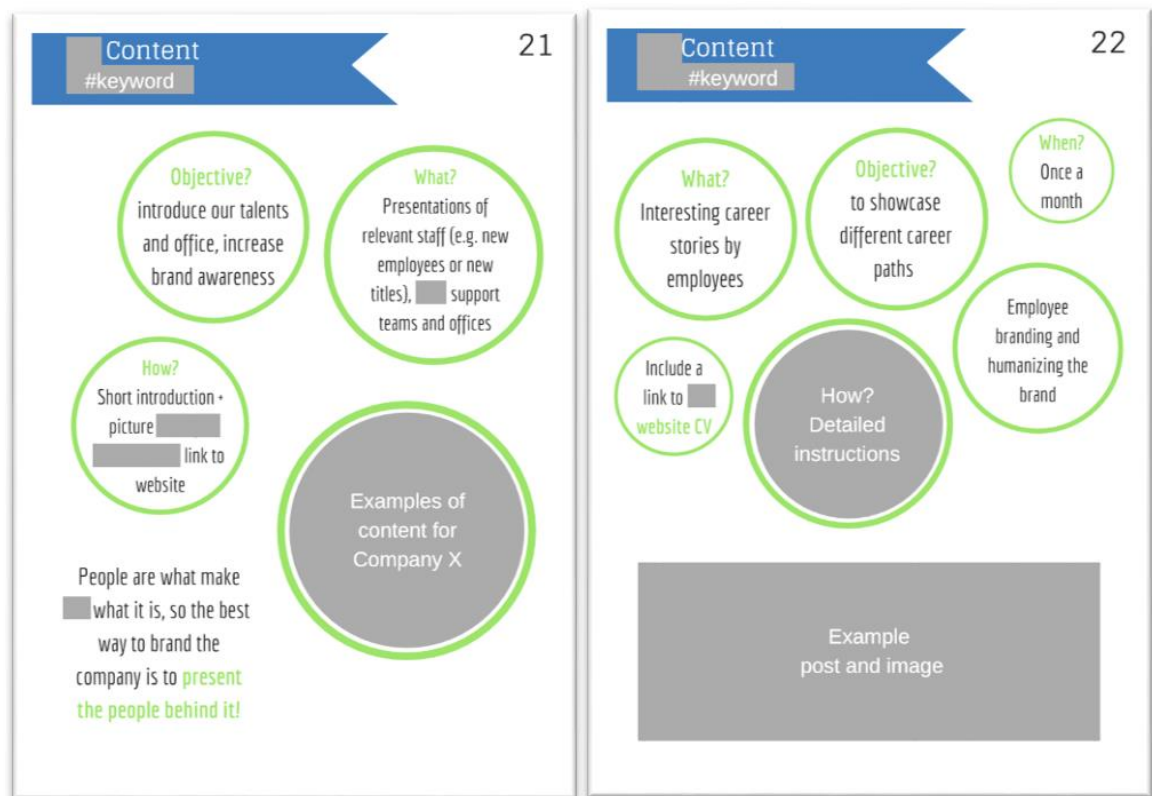


Figure 43. Example from the guide (redacted): content ideas to be labelled and structured using hashtags.

In Company X's guide, I recommend them to include hashtags in certain content types supporting and communicating the wanted employer branding messages (see Figure 43 for an example from the guide), such as presenting their staff (e.g. #CompanyXstaff) and office or showcasing different career paths (e.g. #CompanyXcareers), which have been planned to be posted regularly.

### 3.6.5 When and how often to post

It is important to be active and post enough of fresh content to hook and keep an audience, yet not too much so that it clutters the followers Newsfeed, feels spammy and thereby loses their interest. Though the statistically best times to post on Facebook are shown on Figure 44 below, every company should still find out their best days and times of day to post through experimenting and analyzing the data from for example Facebook Insights (Figure 45), as their target audience's preferences and behavior may differ from the average users. (Ellering 2016; Pratt 2015.)





Figure 44. Statistically the best weekdays and times to post on Facebook in general. (Ellering 2016)

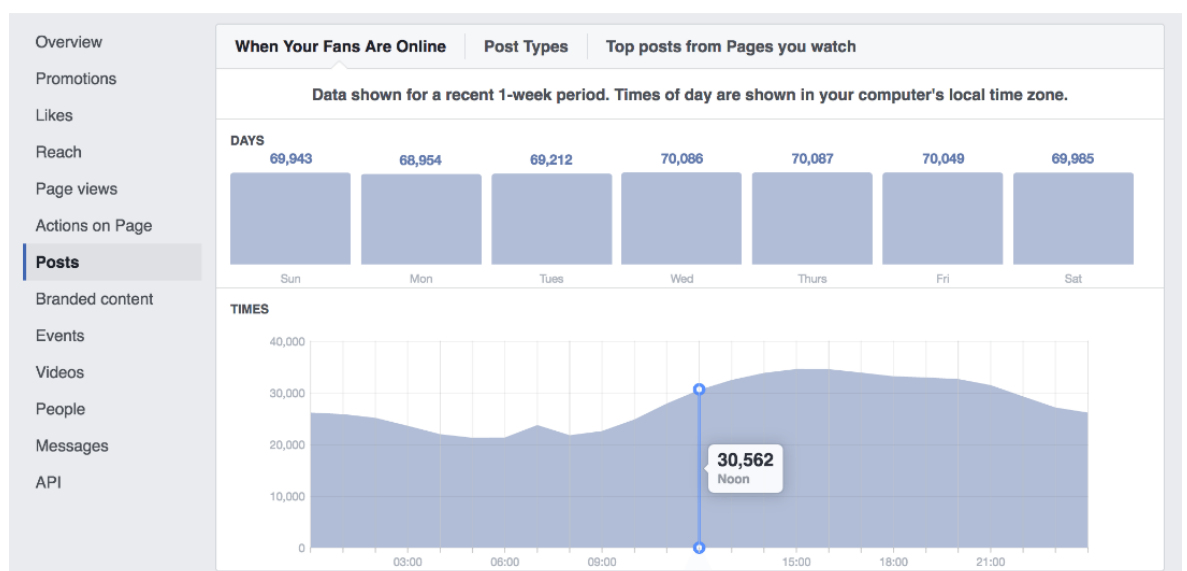


Figure 45. Screen caption on Facebook Insights “When Your Fans Are Online” data providing information on the active hours of the followers.

Finding a direct answer to how often to post in the other hand is more complicated, even though a wide range of studies and social media specialists have sought to answer the question, all with surprisingly varying results. The recommendations extend from at least three times a week (Cook 2015), three to four times a week (Young 2014, 162) and five to seven posts a week (Myers 2016) to even at least once a day (Pratt 2015) and to no more than once a day (Ellering 2016). The common thing with all the recommendations is highlighting the regularity and the importance of quality over quantity.

As the perfect number of posts is effected by many factors, such as the type of business, the product, the objectives and of course the brand, instead of trying to figure out the right recommendation to follow, the perfect number for every company can be found by considering the aspects presented on Figure 46 below and then adjusting it through experimenting. (Dagnon 2017.)

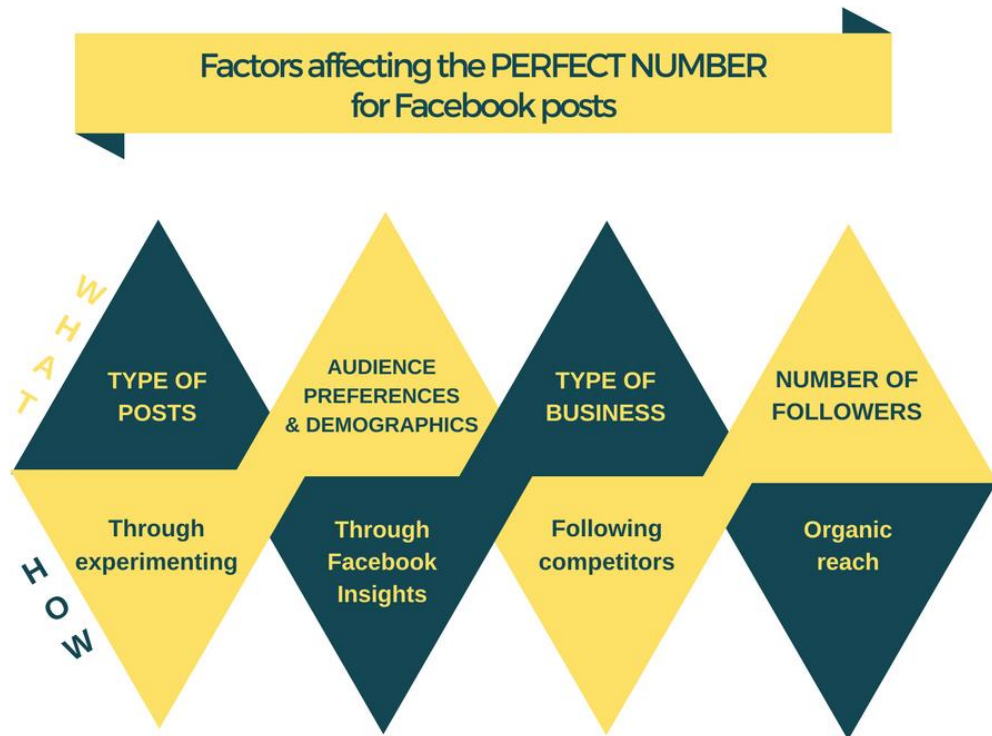


Figure 46. The factors influencing the number of posts.

Company X's strategy starts off with 2-3 posts a week concentrating on quality over quantity. This solution is based on their business field and formal approach – a company that has not been active in social media and is yet to find their own style and voice for it may start by posting less and concentrating on finding their natural presence for Facebook. I recommend them to do the posts during weekdays and to schedule them sometime between 1 p.m. and 4 p.m. Once they find the right content through experimenting and achieving more followers, I suggest they adjust the number of posts along with scheduling the future posts on the peak times discovered in Facebook's Insights section.

### 3.6.6 Scheduling

Scheduling is a useful feature in Facebook, that allows users to schedule their posts in advance thus saving time compared to posting them one-by-one daily. This enables preparing posts ahead whenever the company has content created and ready to be posted following the editorial calendar. It can be easily done straight through status update or via

Publishing tools shown in Figure 47 below and the posts waiting to be published can be examined through Scheduled Posts shown in Figure 48. (Myers 2016.)

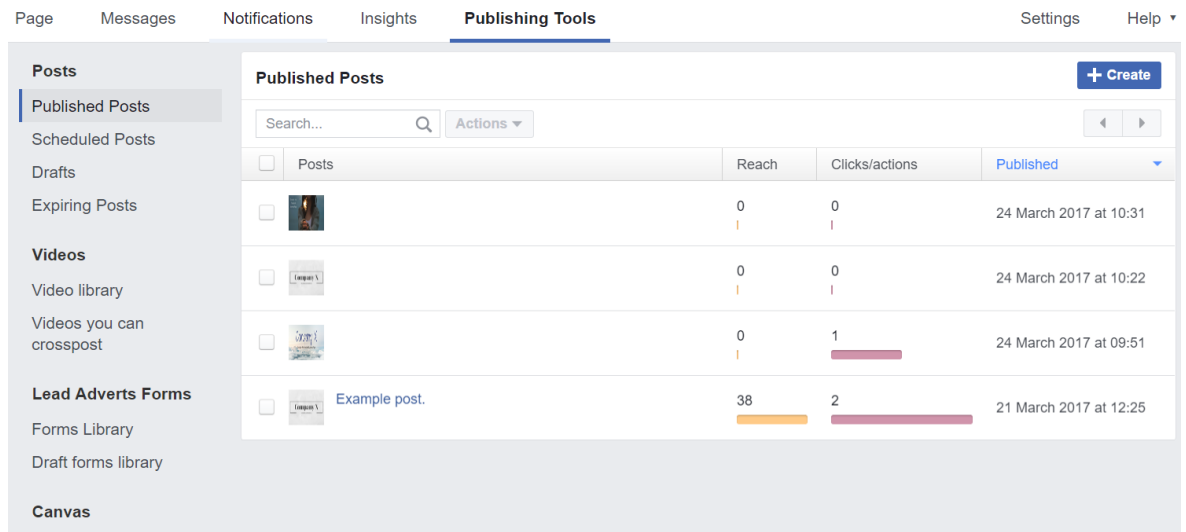


Figure 47. Screen caption on the Business Page’s Publishing Tools section, where the published, scheduled and drafted posts can be examined and created.



Figure 48. Screen caption of the Scheduled Posts section showcasing one upcoming post.

In the guide book, I recommend Company X to collect a “bank” of content and posts in advance, to insert them to the editorial calendar and to then schedule them accordingly in advance to save time and resources, but most importantly to preserve a strategical and systematic approach and to ensure the right content ratio.

### 3.7 Measuring effectiveness through Facebook Insights

In social media marketing, the big data and data planning have become an increasing focus and developing insights and optimizing marketing through them is already seen almost as pivotal as the marketing ideas and creative process itself. That is why, as highlighted all along this thesis, every strategy (and its objectives) should be built in a way, that it is measurable and exploiting the data available. Yet, as the problem nowadays is

not the lack of data but quite contrary, having an overload of metrics and figures, following and analysing the right figures is crucial. (Young 2014, 36-37, 193.)

The key essential in measuring effectiveness is to identify the most significant metrics that are driven by objectives and targets of the strategy. If the objective, for example, is to generate leads, the key metrics are referral traffic, conversions and sign ups, but if the strategy strives to drive traffic, it is measured through clicks, referral traffic and conversions. The knowledge and experience achieved through this ongoing measurement should then be used in improving and adjusting the strategy. The metrics can be divided into two groups: tracking (to gauge response) and diagnostics (to determine improvement opportunities). (Sailer 2016; Young 2014, 196-197.)

As the objective of Company X's strategy is employer branding and increasing brand awareness, the tracking can be done through measuring the number of their followers and more importantly, the engagement achieved through their posts (likes, comments, shares, people talking about this). Diagnostics can then be used through experimenting to find the right content and number of posts for the strategy to be adjusted after. (Sailer 2016.)

The hard, numeric objectives I set for the strategy that is included in (and actually is the base of) the guide for Company X, are rough estimations and might not seem that ambitious, as social media takes time: reaching people and growing the fan base as well as getting insights of what kind of content they like and when and how often they want it, is a slow process of monitoring, analysing and adjusting the strategy, but also the objectives if needed.

There are various metrics and tools, both free and paid, to be used for collecting, comparing and analysing data regarding the company's and its competitors' actions in Facebook, such as Google Analytics, Socialbakers, Simply Measured and Quintly. Yet this thesis focuses only in Facebook's own analytics tool, Facebook Insights, that provides adequate data regarding the action of the Page to be used for improving the strategy when harnessing Facebook in the first place.

Obtaining the figures, through which the effectiveness can be easily measured, has been made effortless by a handy analytics tool called Facebook Insights, found on every Facebook Business Page and available only to the admins. From there, or by exporting to an Excel sheet, the page's or individual post's performance can be followed to see for example when the engagement increases or decreases (see Figure 49 below), how the Reach of the content trends or who the followers are. (Ellering 2016; Ernoult 2013.)

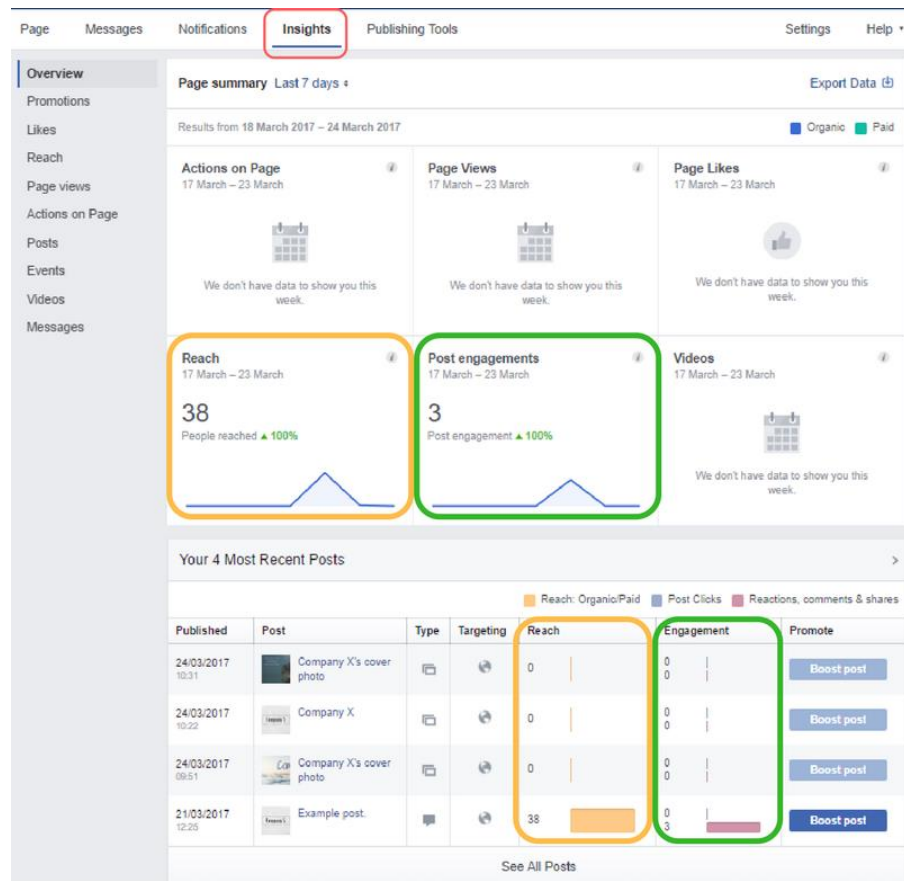


Figure 49. A screen caption from Facebook Insights Overview showing the overview of last 7 days' action on the Business Page.

The main metrics that can be followed through Facebook Insights are:

- Virality of posts
- Likes
- Reach
- Talking about this

Virality of posts is a useful metric revealing which posts and post types have been the most successful. In other words, what content generates engagement. Posts can be sorted by different terms (see Figure 51 below), such as: all post types, links, images, questions etc. and then see when the posts were made, their titles, reach, number of engagement, the spread word about them and virality in percentage form. This is one of the most important metrics when striving to measure the performance of the Page, as the knowledge gained helps the companies to adjust their content to the liking of their followers. (Joss; Ernoult 2013.)

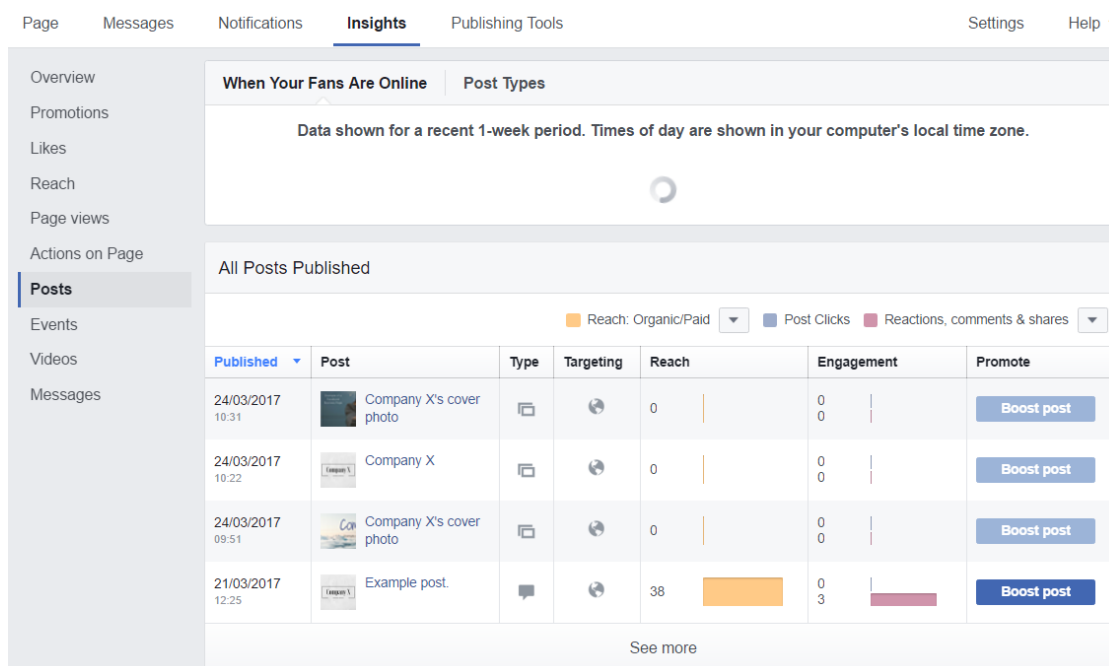


Figure 51. Screen Caption of Facebook Insights “Posts” showing the latest posts, their reach and engagement generated.

Likes-metric shows the demographics, locations and age groups of the followers and enables the data to be sorted into new likes and unlikes in order to figure out the trending of likes and allocating the possible non-functional content causing followers to unfollow the Page and vice versa, the content that has worked especially well and generated new Page likes. (Joss.)

Reach is a key indicator of the state, and overall health, of the Facebook Page. The page views, unique visitor views (those who searched the company page instead of clicking a Facebook ad) and reach in terms of organic, paid and viral searches can be obtained through it. This gives the company valuable knowledge on which channels (fan, organic, paid or viral) are the most effective and an overlook of the state of the Page – high quality audience is achieved through interesting content leading into more fans and better reach. (Ernoul 2013; Joss.)

Talking About This -metric provides data about who is talking about the page including the demographics and age groups. It differs from engagement rate as it highlights the number of fans that did something to show engagement to their friends and thus is the best metric for measuring how many fans are willing to spread the word about the company to their networks. It can be used to analyse the long-term trending of the content, as it might take some time for the content to “lift” and gain reach. (Ernoul 2013; Joss.)

Engagement is also the key metric in the guide for Company X, and I recommend them to follow it by filling in the editorial calendar (see Figure 52 and Figure 53 below) the engagement reached by each post, so that in a long run they will be able to easily see which posts and post types worked the best or the worst. I also recommend them to follow their Fan Reach, Organic Reach, Engagement in general, People Talking About This, Click-Through Rate and Negative Feedback (all found in Facebook Insights) in order to truly be able to measure their success and analyse if the current strategy is working or not.

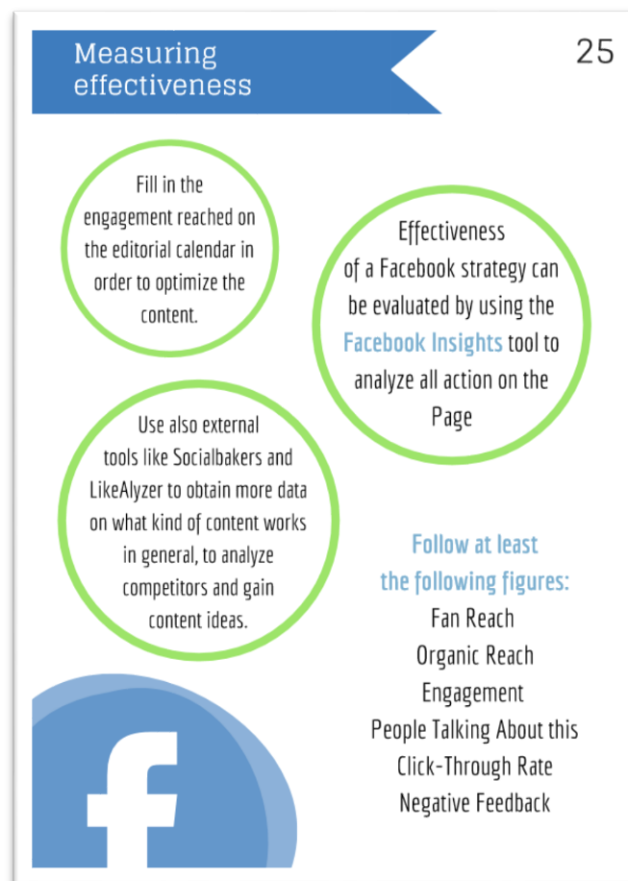


Figure 52. Example from the guide's Measuring Effectiveness section, with my recommendations for the metrics to be followed.

| Publishing date Thu<br>xx.xx | Theme/<br>Categories | Destination Link | Images/Assets | Number of<br>likes | Number of<br>shares | Number of<br>comments |
|------------------------------|----------------------|------------------|---------------|--------------------|---------------------|-----------------------|
|                              |                      |                  |               |                    |                     |                       |
|                              |                      |                  |               |                    |                     |                       |
|                              |                      |                  |               |                    |                     |                       |
|                              |                      |                  |               |                    |                     |                       |
|                              |                      |                  |               |                    |                     |                       |
|                              |                      |                  |               |                    |                     |                       |
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|                              |                      |                  |               |                    |                     |                       |
|                              |                      |                  |               |                    |                     |                       |
|                              |                      |                  |               |                    |                     |                       |

Figure 53. Example from the editorial calendar: the number of likes, shares and comments to be filled in for measuring and analysing.

## **4 Assessment**

### **4.1 Feedback from the company – the final product**

The deadline for the guide was 28 February 2017 and the product was returned in time. As the commissioning company introduced Facebook as a part of their marketing mix at that time, in the end of February, they had begun to experiment the right content for their audience by the time I was finalizing my thesis. Thus, they had already been able to benefit from some of my ideas presented from the guide, though they are looking forward to implementing the ideas and general approach in a wider scale in the future.

As they assessed the final product, they believed that my guide will be very useful and generate value for them. The most useful part, on their opinion, turned out to be the content strategy and practical content ideas presented in the guide and accompanied by the examples on the editorial calendar that I created based on their employer branding messages. As general feedback of the product process itself they stated “Meeri conducted the process independently, while listening to our expectations and taking into account the existing data at the same time”.

### **4.2 Self-assessment – the thesis process and the final product**

I am satisfied with the product and the process as a whole. I succeeded in following the set schedule and in delivering a balanced and comprehensive thesis. I also achieved my objectives of creating a visual product and believe, that the visualized infographics and other material will provide a good sample of my skills and creativity.

During the process, I gained an extensive understanding of the essentials to be considered when creating a strategy for certain company and specific objectives, and even more importantly, cognized strongly that strategical thinking, visualizing information and designing communication (e.g. through composing messages to fit a defined target audience) is what I highly enjoy doing and hope to get to do in the future as well.

I was able to remain motivated and in high spirit throughout the thesis process, even though I had some difficulties in limiting the topic and prioritizing information, as I was personally very interested of it and got carried away by the sources occasionally. The feedback from my thesis advisor helped me to re-focus my thesis after both meetings and I believe it taught me to appreciate and process feedback better in the future as well – in a large process like this, one gets dazzled with their own text after processing it for months



and especially on that point, the external opinion becomes an extremely valuable asset for improving the product.

What comes to the final product, the “How to reach the future talents through Facebook” guide book: I believe I was able not just to meet the company’s expectations very well (which was then confirmed by the actual feedback from the company), but to create a guide book that could benefit other companies harnessing Facebook as well. I reckon it provides comprehensive guidance (despite of being redacted) for the essential basics in a logical order, so that any company, that has not previously been active in Facebook, could utilize while defining the general approach for the platform and creating their own strategy.

I also believe that I was able to effectively summarize the numerous sources into an effortlessly legible and easily applicable form that at the same time is visually interesting. I was able to prioritize the information that was truly essential for Company X and their objectives and discover fresh ideas for their content that will transmit the necessary “company feel”.

I will follow Company X’s Facebook Page to see if and how my product is put to use and I truly hope to get to participate in their social media operations, and possibly improve and adjust the strategy included in the guide book, in the future as well. It would be extremely interesting to e.g. delve into SEO (Search Engine Optimization) on their behalf once they get their content strategy and other basics optimized.

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## **Appendices**

### **Appendix 1. The final product – guide book and editorial calendar for Company X**



HOW TO REACH  
**THE FUTURE TALENTS**  
THROUGH FACEBOOK



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# About this guide

This Facebook strategy aims in creating a sense of **what it is like to work here with us** and by that attract the right people and talent that share common values and fit within **Company X's** organization.

In addition to providing practical tips and data on what kind of content to create, when to post and how to increase engagement, a basis for an **editorial calendar** with example posts and content ideas is included.



The objective of the thesis was to explore the possibilities of using Facebook as a tool for employer branding targeted to ■ students and to find the key elements needed for a successful Facebook strategy

This guide is a part of a thesis called "Facebook as a tool for targeted employer branding" by Meeri Saksman-Toikka and it was commissioned as a part of the ■ Company X's social media renewal.

The strategy provided in this guide is based on the findings of the thesis and the ■ communication and employer branding guidelines. It strives to create a unique yet effective ■ approach for presence in Facebook.



It is the MOST popular social networking site used by...

**2,68**

million monthly  
active users  
in Finland

**91%**

of millennials  
(15-34 years old)  
use Facebook

**66%**

out of 100%  
of males

**76%**

out of 100%  
of females

who use it...

**47%**


of users **only**  
access platform  
through **mobile**

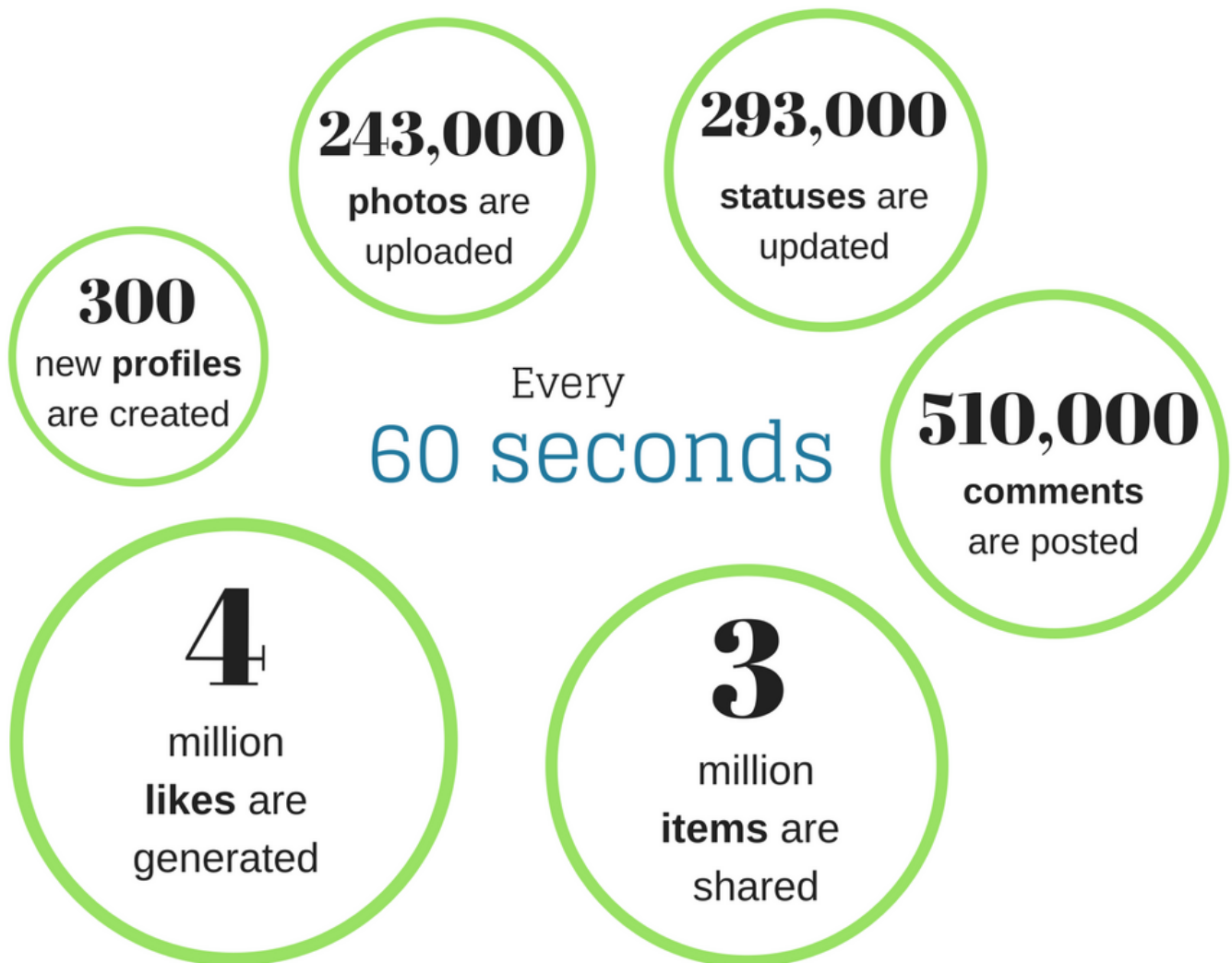
**49%**

of users like a  
Facebook page to  
**support a brand**

**20**

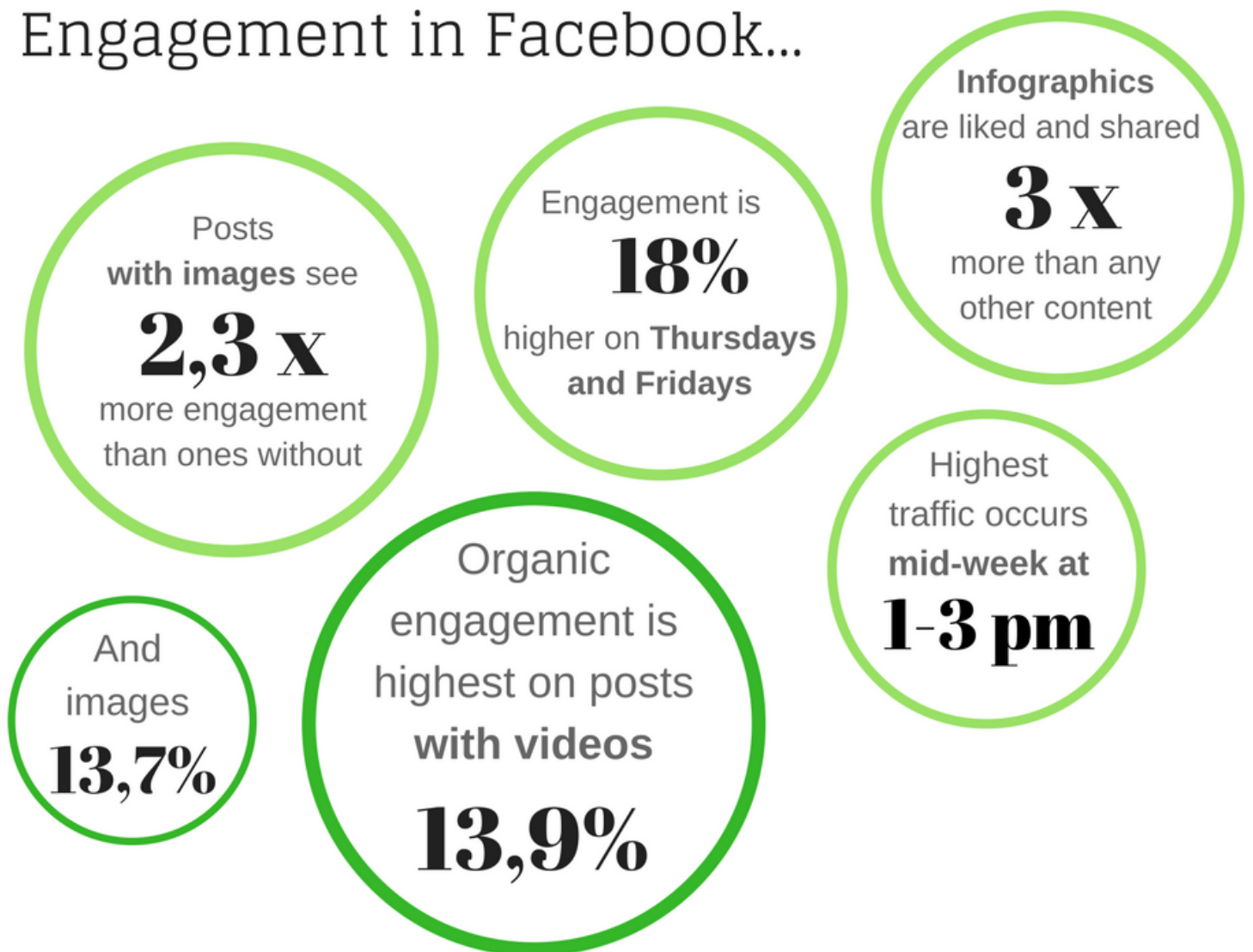
the number of  
**minutes** spent  
daily on Facebook  
by average user

With 91% of millennials using Facebook, thus including most of  target audience and future talents, it simply is **too big and pivotal** to be ignored anymore.



The overload of information in Facebook makes standing out rather challenging. Yet with a profound strategy and a well-designed, practical content plan Facebook can be turned into **an effective and priceless tool.**

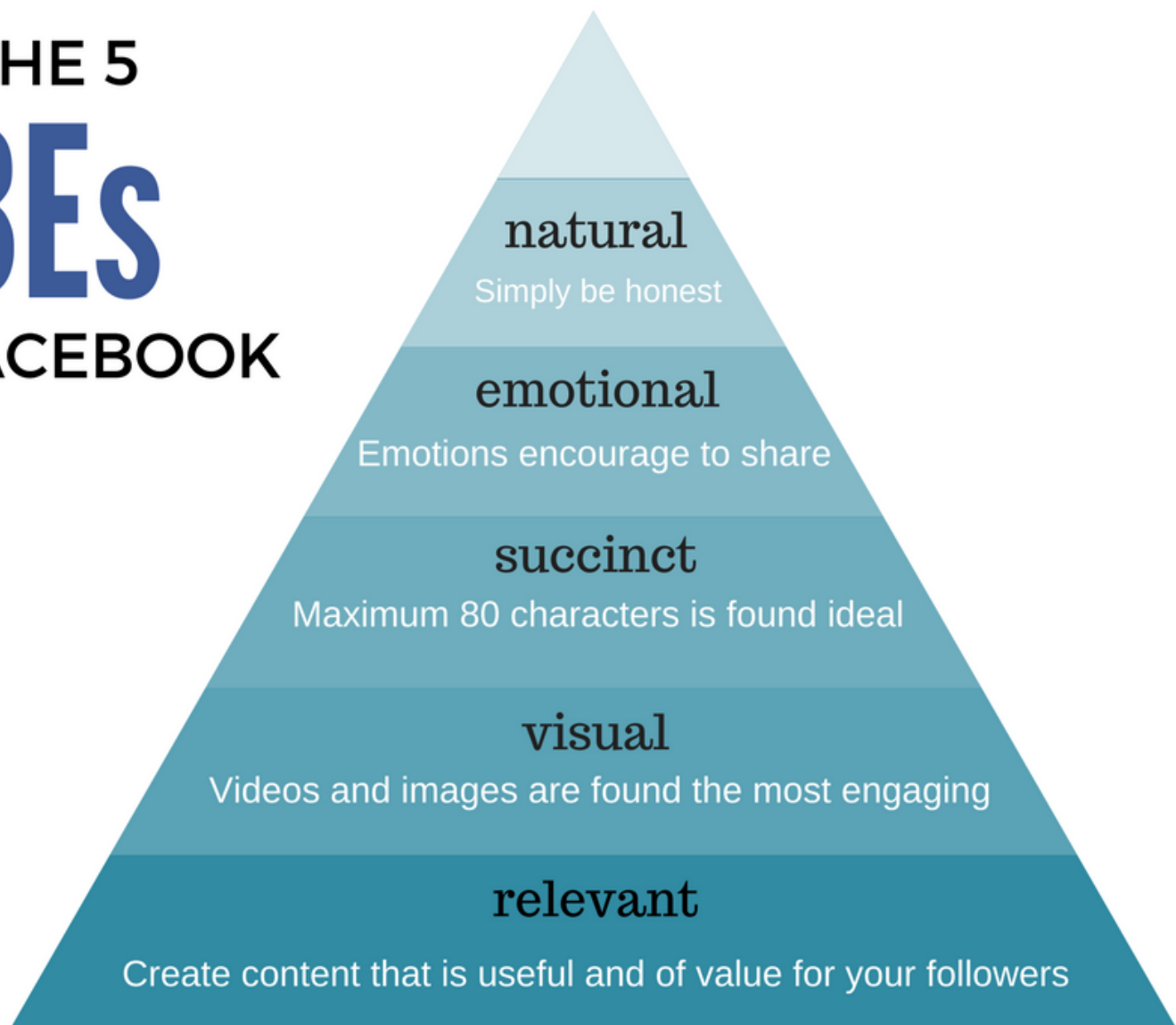
## Engagement in Facebook...



As the **visual component is essential** in building engagement through Facebook, plain text content should be avoided. Adding images and especially videos generate higher engagement!

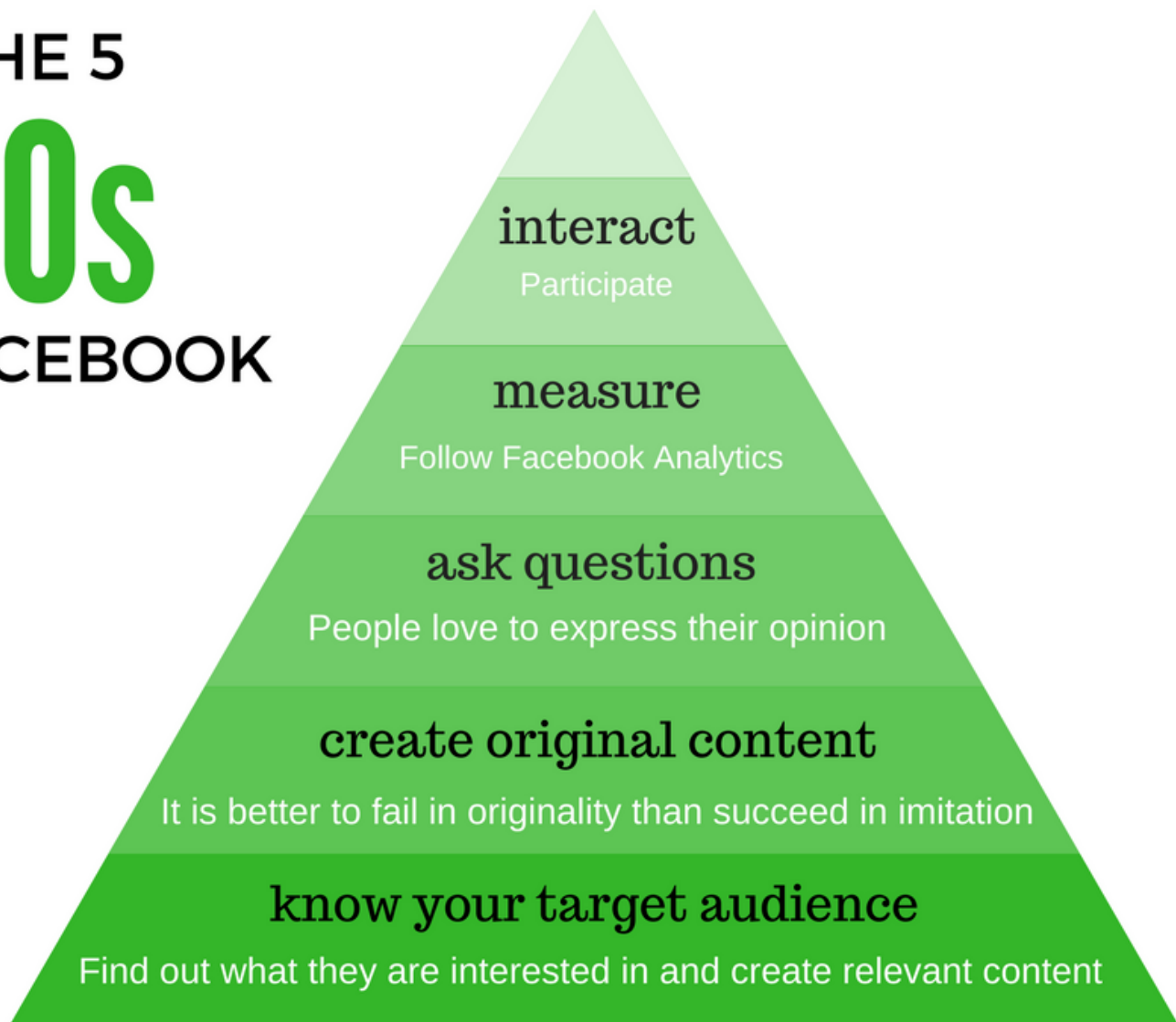


## THE 5 BEs OF FACEBOOK



When done right, Facebook is a great channel to gain overall visibility, to **humanize the brand** and to build a more personal relationship with the target audience.

## THE 5 DOs OF FACEBOOK



Everything in Facebook is about **engagement**, which is accomplished through a simple formula: provide value content, become a resource and achieve audience's attention.

Visual style is in line with the existing  
■ communication guidelines

The ■ Facebook identity:  
top talents  
as one team

The ■ philosophy is to support students in reaching their full professional potential and becoming top talents.

■ voice is the human  
voice of employees:  
professional yet casual  
and personal





1. Audit the current action

Page Follows 

Page Likes 

Posts in total 

Latest activity 



2. Vanity URL

The [www.facebook.com/companyname](http://www.facebook.com/companyname) form makes the page easier to be found



3. Cover photo and profile picture

Use company logo as profile picture and an interesting, narrative photo as the cover photo



4. Complete About section

Complete information and a detailed overview of the company along with links to the company's pivotal sites and networks should be provided



5. Integration with other platforms

Integrate existing platforms by linking them and creating a social media active e-mail signature to be used when mailing target audience or other relevant recipients

## ✓ Optimize by:

1. Audit the current action

actively following the figures.

[See page 25](#)

3. Cover photo and profile picture

changing the cover photo along the season and including smiling people on them

4. Complete About section

including to About section:

Address of the office

Instagram account


Link to LinkedIn

5. Integration with other platforms

adding the Facebook [chicklet](#) to relevant materials and other platforms and using a [social media active e-mail signature](#) when messaging with  students

## Objectives

Improve brand awareness and attract top talent

Enrich the professional lives of  students

## Objectives for 2017:

\* Usefulness to be measured through reactions generated

Increase the number of followers by 150% and likes by 300%

Provide useful\* content of value at least 2 x week

## Measured through:

Following the figures through Facebook Insights

Keeping record of posts and engagement generated in an editorial calendar.

By the end of  
year 2017

The [ ] Facebook Page  
has reached [ ]  
followers and over  
[ ] likes.

Content has been posted  
at least 2 times a week  
and it has generated  
increasing engagement

Long term  
objectives

[ ] students know [ ]  
its values and culture and  
see it increasingly as the  
employer of choice

[ ] Facebook Page  
becomes a "go-to" Page  
for information, tips and  
support for [ ] students.

The progress needs to be  
analyzed constantly and the  
objectives optimized or new  
ones set, if needed

People want to see a **variety of posts**, that is interesting and specific to the target audience

Encourage interaction by **asking questions** through your posts

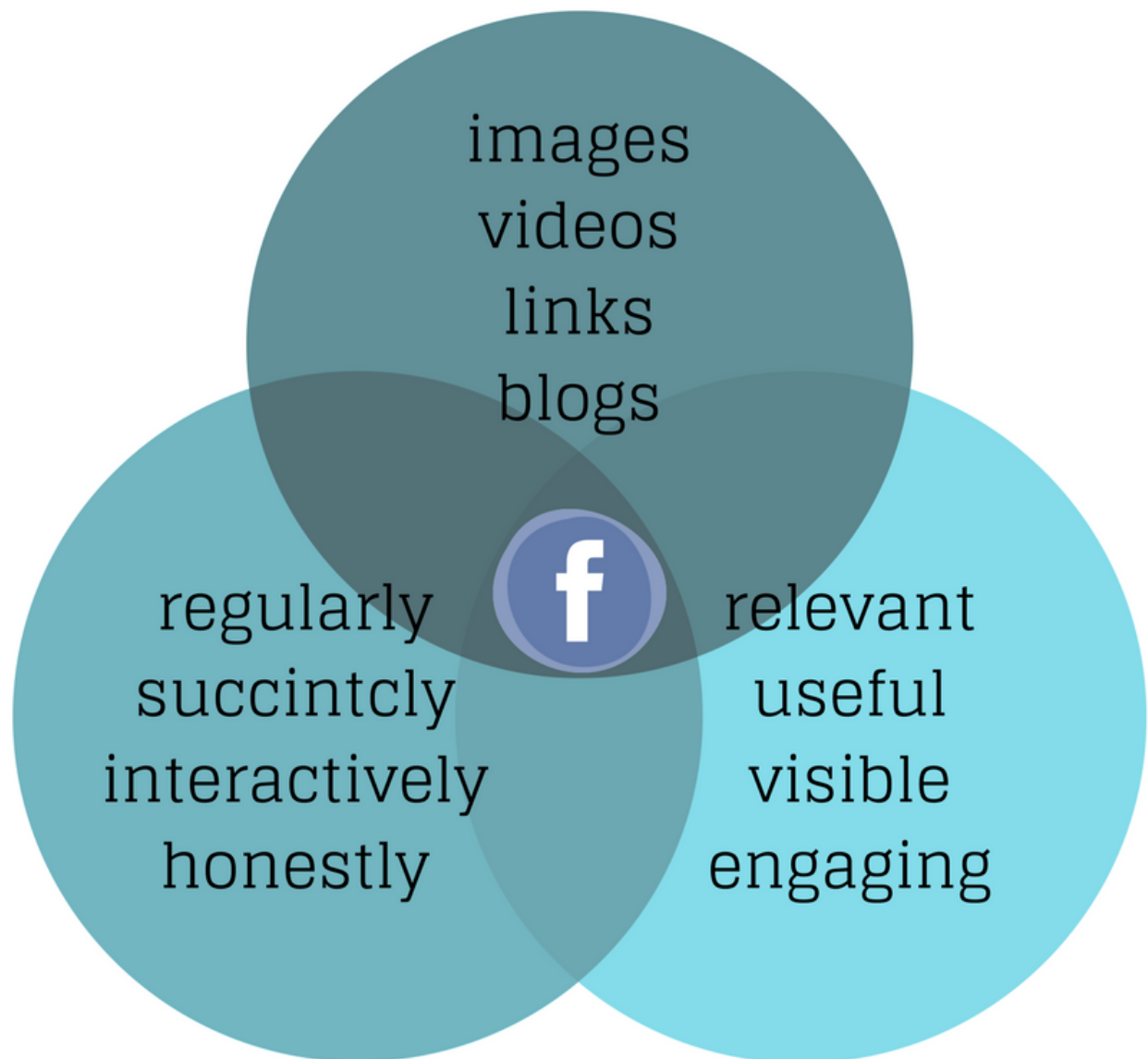
Arrange the important, repetitive content through carefully defined **#hashtags**

**Share** actively others content

**Repost** owned content published earlier or through other platforms







The right content needs to be  
defined through **experimenting**  
to see what the target audience  
finds the most useful

Images are a powerful tool for creating emotions and a more intimate, personal connection

- **use them!**

Example  
image

Detailed instructions and ideas for Company X

**Encourage staff** to take pictures


Example of a  
campaign

Example  
image

Video is the next  
"big thing" taking over:  
**74% of all internet traffic**  
is video content by 2017

Live streaming is  
about to change the social  
media and communication  
as we know it

Live stream videos  
get most engagement in  
Facebook, so consider **live  
streaming** for example



# Do video.

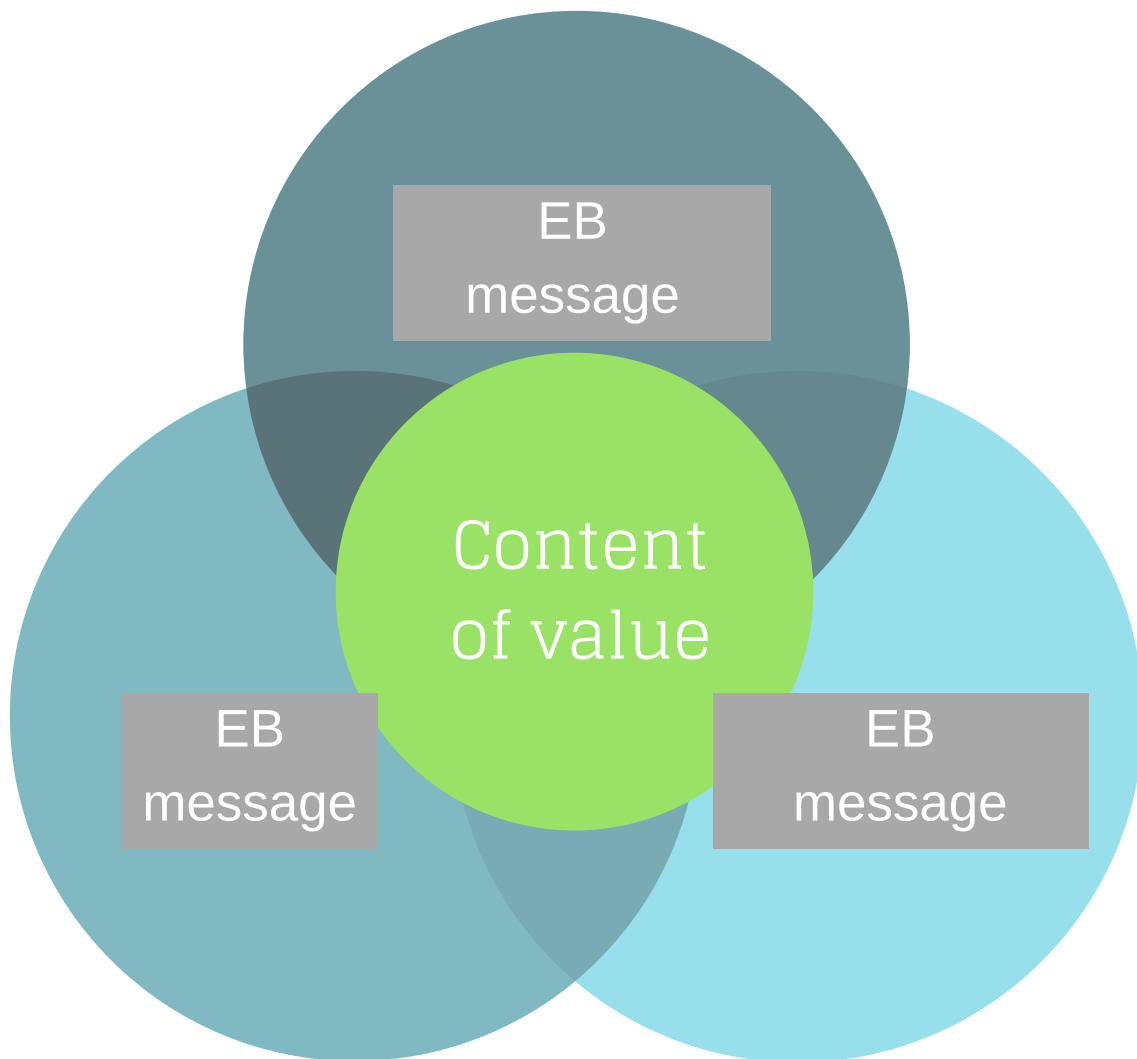
Link all blogs created by ■ but also share interesting ones written by others.

Always **add context** to the link through own comment, question to the followers etc.

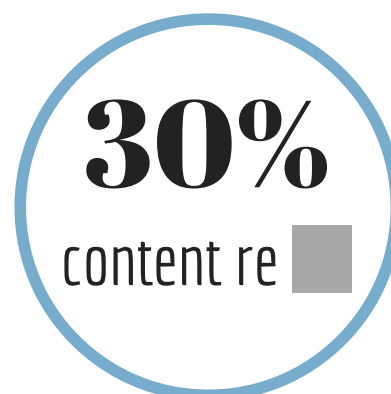
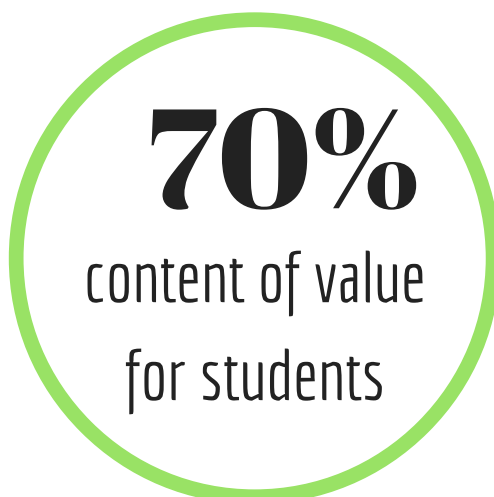
Sharing content by others adds variety and helps becoming the **"go-to" Page** for good content

**Use full links**, as the shortened URL's usually don't work in Facebook

Sharing others' content shows the audience the **focus is on THEM** and that sharing valuable content truly is ■ first priority



In ratio of:





**70%**


content of value  
for students

**For example:**

tips by specialists, blogs,  
infographics, insights,  
articles and interviews

Can be shared or owned content  
created by  employees, as long as  
the core of it is to **benefit the**   
**students** by providing information  
or other content of value




Content striving to transmit the  values and culture by communicating the defined EB messages and answering the following questions:


Who are we  
and what do  
we do?

**30%**  
content re 

What is it  
like to work  
here with us?

**For example:**  
Office, employee and  
career presentations,  
  
stories and images



As the  approach is to enrich the professional lives of students, this should be **priority, quality content provided every week.**


### What?

Anything of value and benefit for  students; tips, facts, articles, interviews, blogs, links...


### How?

Create relevant, up-to-date content or share content by others

### Objective:

to enrich the professional lives of  students

How to utilize already existing resources within Company X

Collect a "bank" of posts by asking all the  and support teams to come up with 2-4 ideas for posts to be used when nothing interesting occurs

Encourage employees to share their ideas for posts!

Example  
post

Example  
post



### Objective?

introduce our talents  
and office, increase  
brand awareness

### What?

Presentations of  
relevant staff (e.g. new  
employees or new  
titles), support  
teams and offices

### How?

Short introduction +  
picture  
link to  
website

Examples of  
content for  
Company X

People are what make  
what it is, so the best  
way to brand the  
company is to **present  
the people behind it!**

**What?**

Interesting career  
stories by  
employees

**Objective?**

to showcase  
different career  
paths

**When?**

Once a  
month

Employee  
branding and  
humanizing the  
brand

Include a  
link to   
**website CV**

**How?**  
Detailed  
instructions

Example  
post and image

### What?

Posts re [ ] and  
[ ] team  
activities

### Objective?

to transit the [ ]  
inclusive  
atmosphere

### How?

A relevant image or  
video along with  
descriptive text

### When?

When relevant  
(but not too  
often, max 2 x  
month)

Examples of  
Company X's  
activities to be  
posted of



## Quality over quantity

yet make sure to provide enough fresh and relevant content to remain interesting and keep followers' attention.

Post content

2 - 3 times / a week

at early afternoon

between 1 - 4 pm.

Example  
schedule for  
one week of  
posts



Fill in the engagement reached on the editorial calendar in order to optimize the content.

Effectiveness of a Facebook strategy can be evaluated by using the **Facebook Insights** tool to analyze all action on the Page

Use also external tools like Socialbakers and LikeAlyzer to obtain more data on what kind of content works in general, to analyze competitors and gain content ideas.

**Follow at least the following figures:**

Fan Reach

Organic Reach

Engagement


People Talking About this

Click-Through Rate

Negative Feedback



## Remember who you are doing it for.

Every now and then look at your page with the eyes of  students instead of analyzing tools and ask:

Is this content of value for me?



As a matter of course, implementing this or any other Facebook strategy requires a clearly defined **person or team** of responsables committed to it.

 **Facebook strategy** should be made an inseparable part of  marketing and employer branding strategies in order to make it truly effective.

Being successful in Facebook requires a continuous process of **analyzing, optimizing and revising** the strategy.

It requires a time, commitment, patience and resources, but when done right and thoughtfully, it will generate also many **indirect benefits** in long-term.



### Company X Editorial Calendar

To be used along with the "How to reach the future talents through Facebook" guide

**How to use this editorial calendar:**

- |        |   |
|--------|---|
| Step 1 | Fill into the Editorial Roadmap the main events, publications, holidays etc. that are known in advance to ease the anticipation, planning and scheduling of posts |
| Step 2 | Fill in the editorial calendar based on the editorial roadmap and the strategy guidelines found in the "How to reach the future talents through Facebook" guide   |
| Step 3 | Collect a "post bank" and schedule the ones possible in advance   |
| Step 4 | Follow everything within the business and reschedule to post the freshest possible content all the time   |
| Step 5 | After posting, be sure to take care of the follow up and answer to the possible questions and comments  |
| Step 6 | Fill in the engagement reached by the post to measure effectiveness   |
| Step 7 | Evaluate the best content and develop the plan and editorial calendar accordingly   |

## Editorial Roadmap

|                         | January  | February | March | April  | May                  | June                     | July | August | September | October | November | December                    |
|-------------------------|----------|----------|-------|--------|----------------------|--------------------------|------|--------|-----------|---------|----------|-----------------------------|
| <b>Important events</b> |          |          |       |        |                      |                          |      |        |           |         |          |                             |
| <b>Customer events</b>  |          |          |       |        |                      |                          |      |        |           |         |          |                             |
| <b>Blogs</b>            | Blog     |          | Blog  |        | Blog                 |                          | Blog |        | Blog      |         | Blog     |                             |
| <b>Internal events</b>  |          |          |       |        |                      |                          |      |        |           |         |          |                             |
| <b>Holidays</b>         | Epiphany |          |       | Easter | Vappu, Ascension Day | Midsummer Fest           |      |        |           |         |          | Independence Day, Christmas |
| <b>Other offices</b>    |          |          |       |        |                      | 6.6. Sverige Nationaldag |      |        |           |         |          |                             |

|                       |
|-----------------------|
| Posted                |
| Ready to be scheduled |
| Delegated and waiting |

## Editorial Calendar

Include hashtag only to the repetitive ones

Avoid plain text posts

SMT = Social media Team

Not ready, DL for the post xxx.

Make sure to have  
2/3 posts of type  
\*Content for students

The full link to be inserted in the post

Make sure the images are of right size

[illegible]



|    |  |
|----|--|
| 45 |  |
| 46 |  |
| 47 |  |
| 48 |  |
| 49 |  |
| 50 |  |
| 51 |  |
| 52 |  |