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MAINTAINING CUSTOMER RELATIONSHIPS ON FACEBOOK

– Case Pihlatek Oy



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MAINTAINING CUSTOMER RELATIONSHIPS ON FACEBOOK

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This master's thesis studies how to maintain customer relationships on Facebook in micro-enterprise business. Due to digitalization, social media has become a daily practice in people's lives, influencing buying processes increasingly. Social media's ubiquity has evoked companies to act on it, turning competition of customers online. To keep up in the competition, customer engagement has become essential in social media activities among businesses. For a micro-enterprise maintaining customer relationships on social media is worthwhile due to the inexpensiveness of the use of social media.

The research examines what are important factors in maintaining customer relationships on Facebook. Moreover, the thesis studies what kind of content engages customers on Facebook and how an increase in the company's activity on social media affects the existing customers. The thesis is a case study based on action research and literature published by scholars, analyzing 36 social media posts shared on Facebook in three months research period.

The results of the study show that the company should focus on sharing valuable content, communicating with the customers, and rewarding them with competitions on Facebook. Also, the company should be authentic and entertaining, and reply to any comments the customers are presenting on the site. Moreover, the results indicate that content should be shared on Facebook when the customers are active on the site, targeting more on daytime. Visual content as well as competitions and offers are excellent ways to engage customers on the platform. The study also reveals that a remarkable increase in the company's activity on social media does not affect the existing customers negatively on three months research period.

Maintaining customer relationships on Facebook is valuable for a micro-enterprise when the customer base is vast, spreading into a large area. Facebook offers a great place to reach customers and engage with them at an exceptionally low cost.

KEYWORDS:

Social media, Facebook, engagement rate, action research

Päivi Pihlava

ASIAKASSUHTEIDEN YLLÄPITÄMINEN FACEBOOKISSA

- Pihlatek Oy

Tämä opinnäytetyö tutkii asiakassuhteiden ylläpitoa Facebookissa mikroyrityksen liiketoiminnassa. Digitalisaation myötä sosiaalisen median käytöstä on tullut arkipäiväistä, vaikuttaen kuluttajien ostokäyttäytymiseen yhä enemmän. Sosiaalisesta mediasta on tullut olennainen osa myös yritysten liiketoimintaa, jonka johdosta kilpailu asiakkaista on siirtynyt internetiin. Yritysten tulevaisuuden ja kilpailukyvyn kannalta asiakkaiden sitouttamisesta sosiaalisen median kanavissa on tullut tärkeää. Erityisesti pienyrityksille sosiaalisen median käyttö asiakassuhteiden ylläpidossa on todettu kannattavaksi edullisuutensa vuoksi.

Tutkielma selvittää, mitkä ovat tärkeitä tekijöitä asiakassuhteiden ylläpidossa Facebookissa. Tämän lisäksi opinnäytetyö tutkii minkälaisen sisällön julkaiseminen Facebookissa sitouttaa asiakkaita ja vaikuttaako yrityksen aktiivisuuden kasvu sosiaalisessa mediassa nykyasiakkaisiin. Opinnäytetyö on tapaustutkimus pohjautuen toimintatutkimukseen sekä kirjallisuuteen. Työssä analysoidaan 36 Facebook-julkaisua kolmen kuukauden ajanjaksolla.

Tutkimustulokset osoittavat, että yrityksen pitäisi keskittyä Facebookissa asiakkaille hyödyllisen sisällön jakamiseen, kommunikointiin asiakkaiden kanssa sekä heidän palkitsemiseensa kilpailuilla. Tämän lisäksi yrityksen olisi tärkeää kommentoida kaikkiin asiakkaiden viesteihin, olla aito sekä viihdyttävä. Tulokset osoittavat myös, että parhaiten asiakkaita sitouttava julkaisu on jaettu päiväsaikaan, asiakkaiden ollessa aktiivisia kanavalla. Visuaalisen sisällön lisäksi erinomainen keino asiakkaiden sitouttamisessa on kilpailujen ja tarjousten julkaiseminen. Tulokset paljastavat myös, että yrityksen aktiivisuuden merkittävällä lisäämisellä sosiaalisessa mediassa ei ole negatiivista vaikutusta nykyasiakkaiden sitoutumiseen.

Asiakassuhteiden ylläpito Facebookissa on tärkeää mikroyritykselle, jonka asiakaskunta levittyy laajalle alueelle. Facebook tarjoaa pienyritykselle erinomaisen alustan olla yhteydessä asiakkaisiin ja asiakkuuksien vahvistamiseen.

ASIASANAT:

Sosiaalinen media, Facebook, sitoutuneisuusaste, toimintatutkimus

CONTENT

LIST OF ABBREVIATIONS	6
1 INTRODUCTION	7
2 DEFINING SOCIAL MEDIA	11
3 SOCIAL MEDIA IN BUSINESS	13
3.1 Social selling	15
3.2 Social media marketing	17
4 FACEBOOK IN BUSINESS ACTIVITIES	19
4.1 Features and functions of Facebook	19
4.2 Facebook content creation	23
4.2.1 Types of social media content	23
4.2.2 Social media content ratios	25
4.2.3 Posting frequency	26
4.3 Facebook algorithm	28
4.4 Measuring social media performance	30
5 RESEARCH METHODOLOGY	33
5.1 Research methods	34
5.2 Action research	36
6 FINDINGS	39
6.1 Planning	39
6.2 Acting	43
6.3 Observing	43
6.4 Reflecting	52
7 CONCLUSION	57
8 DISCUSSION	59
REFERENCES	62

APPENDICES

- Appendix 1. Action plan for Facebook posts
- Appendix 2. Original Facebook posts
- Appendix 3. Engagements and classifications of the posts

FIGURES

Figure 1. Tools on Facebook (Facebook 2020).	20
Figure 2. Action research process.	39
Figure 3. Customers' activity on Facebook.	41
Figure 4. Development of the engagement rate.	50
Figure 5. Development of the number of Page followers.	51

PICTURES

Picture 1. Social media content ratios.	25
Picture 2. Action research cycle (McNiff 2013, 57).	37
Picture 3. The most engaging post.	46
Picture 4. Classifications of the posts.	47

TABLES

Table 1. Social media metrics (Brito et al. 2015, 94).	32
Table 2. Engagements and classifications of the posts.	44
Table 3. Average engagement rates per time.	48

LIST OF ABBREVIATIONS

B2B	business-to-business (Agnihotri et al. 2012, 333)
B2C	business-to-consumer (Agnihotri et al. 2012, 341)
IT	information technology
MD	managing director
ROI	return on investment (Hoffman & Fodor 2010, 41)
SME	small and medium-sized enterprise (Öztamur & Karakadilar 2014, 511)
WOM	word-of-mouth (Öztamur & Karakadilar 2014, 513)

1 INTRODUCTION

Social media has become a phenomenon in the modern world and its ubiquity is affecting the whole society concerning both, private and business life. The way to communicate has changed radically due to the proliferation of social media among people worldwide. (Dwivedi et al. 2018, 419.) Social media sites have become extremely popular and the use of them has become a daily practice in people's lives (Rugova & Prenaj 2016, 85). Therefore, social media is important for businesses as "consumers have become increasingly empowered to exert an influence on brands through online communities" (Dwivedi et al. 2018, 419). During the past years, companies have involved social media in business processes increasingly and the concept of social selling has emerged. Still, many executives are shunning social media because of a lack of knowledge in understanding what the concept is and how to take advantage of it in business strategies. (Pourkhani et al. 2019, 223.) Shifting this mindset is imperative as customers' buying behaviors are altering alongside digitalization: the use of social media is involving in buying processes and effects to buying decisions increasingly (Ancillai et al. 2019, 293).

Especially for small businesses, like micro-enterprises, social media can be an essential tool in business activities. In 2018, there were over 280 000 companies in Finland from where over 93% of were micro-enterprises. The business is defined as a micro-enterprise when there are fewer than 10 employees and an annual turnover or balance-sheet total is under two million. (Yrittäjät 2020.) For companies like micro-enterprises, social media is seen as an indispensable place to do business because of its little cost in monetary value. In many cases, small companies do not have as big financial capital as large corporations do (Rugova & Prenaj 2016, 94), and for example, advertising in a large area or on television to reach customers are not possible due to the extensive costs. Social media is an excellent platform to market with low cost while providing easy access to customers, despite companies' limited financial resources (Hassan et al. 2015, 263). Approaching new and existing customers on social media and building strong relationships with a small investment, are perceived as valuable assets what social media can offer to small businesses. Organizations that have been able to engage customers on social media sites are in head start, as it has been noted that customers are more likely to purchase products and services from companies that they have been engaged with online. (Erdogmus & Çiçek 2012, 1355.)

As there are a great number of micro-enterprises in Finland, and a lack of knowledge among executives regarding the use of social media in business processes, it is important to study how micro-enterprise can use social media in business, and especially in maintaining customer relationships. The thesis aims to examine what are important factors in maintaining customer relationships on the social media platform Facebook.

The thesis focuses on the following research question:

- How micro-enterprise can maintain customer relationships on Facebook?

Following support questions are to assist the research and development in the case company:

- What kind of content engages customers on Facebook?
- How an increase in the company's activity on social media affects the existing customers?

Social media has become a place for organizations to adhere to and build relationships with customers (Ancillai et al. 2019, 297). For micro-enterprises, maintaining customer relationships on social media is sensible as interactions with customers happen at an exceptionally low cost (Agnihotri et al. 2012, 342). Although, the ever-increasing usage of social media in business processes makes obtaining customer relationships difficult. Companies are utilizing social media increasingly and the competition of customers keeps touching online, which makes it harder to engage with and keep the customers committed. This makes it interesting and necessary to analyze what kind of content needs to be shared on Facebook to engage customers.

The thesis is a case study based on action research and literature published by scholars about social media. The case company in the thesis is a Finnish micro-enterprise Pihlatek Oy, located in Southern Finland, Laitila. The company operates in the fields of communications technology and hunting. Its main services include selling and maintenance of hunting gears such as surveillance cameras, spotters, and GPS-devices. Also, the company offers services for information technology (IT) products, like computers, mobile phones, and tablets. Pihlatek has been operating in its current form since 2018. Before that, the company was known by the name of PMK-Team. The company's customer base is vast, composing from elderly consumers interested in products related to hunting, but also from business customers interested more in maintenance and support for computers and other technological devices. In the

beginning, the company's focus was more on hunting gears and consumers interested in them. This was because there exist many much bigger, well-known companies offering services to technological devices, and competing against them was impossible. Also, receiving revenue from the hunting gears was much easier for the company. Although, in recent years Pihlatek has got more customers from the communications technology field also, especially business customers, broadening the customer base to a great extent. As the company has both business-to-business (B2B) and business-to-consumer (B2C) sales, in the thesis the word 'customer' encompasses both groups.

The research in the thesis concentrates on one specific social media platform, Facebook. Examining only Facebook, and no other social media sites, was the request of the company since most of the company's customers exist on Facebook and it is a platform where they can be reached best currently. Customers who are interested in hunting gears are mainly at the age of 50 or more. They have recently learned to use Facebook in their daily lives but have a limited understanding of other social media sites. Pihlatek is not active on any other social media platform currently.

Pihlatek has been active on Facebook since 2018. Activities on the platform have been infrequent and minor since the managing director (MD) of the company has not to know how to utilize the site more efficiently and successfully. The objective of the research is to demonstrate to the company how Pihlatek can maintain relationships with customers on Facebook. The micro-enterprise does not have big financial capital and the customers are based all around Finland. For example, advertising the company all over the country to reach every customer is impossible because of the extensive costs so, for this reason, the thesis aims to examine what kind of content the company should share on Facebook to engage the customers. Also, the research finds out how an increase in the company's activity on social media affects the existing customers on Facebook as the company's practices on the site have been diminutive and nonsystematic earlier. It has been adduced that social media offers an excellent place for small companies with financial limited resources to market their company at a low cost despite the lack of expert knowledge and competition with large businesses. Also, the relatively easy access to customers on social media platforms supports the use of social media in small companies' business processes (Hassan et al. 2015, 263) for maintaining customer relationships.

The thesis starts with a literature review section exploring subjects like social media, social selling, and social media marketing. Also, the section focuses to study Facebook

in business activities in depth, including issues such as social media content creation, Facebook algorithm, and social media measurement. After the literature review, research methodology is presented including the exploration of research methods as well as an in-depth study of action research. The research methodology is followed by the findings section which presents the results of the research following the action research cycle pattern. Next, is the conclusion that summarizes the findings of the report and clarifies the answers to the research questions. At the end of the thesis, there is a discussion part that combines the whole report, including recommendations for action and future studies.

2 DEFINING SOCIAL MEDIA

Social media, a subject that has become mundane all around the world. Despite its pervasive use among people, giving a clear conception of the term is difficult since it does not have “a universally agreed definition” (Coelho et al. 2016, 458). Lon Safko (2012, 3) defines social media briefly as a communication channel that is used for being social. Giving a longer explanation, Sloan and Quan-Haase (2017, 15) refer with social media to a “web-based services that allow individuals, communities and organizations to collaborate, connect, interact, and build a community by enabling them to create, co-create, modify, share, and engage with user-generated content that is easily accessible”. The concept of social media has emerged strongly in recent decades, partly due to the launch of many social media platforms like Facebook at the beginning of the twenty-first century (Sloan & Quan-Haase 2017, 15.) Though, its roots go back to the 20th century when happened the phone phreaking, advent of email, and first virtual communities were launched (Edosomwan et al. 2011).

Social media has changed people’s lives in many ways affecting the way of living. It has become a place where information is shared quickly despite time and place. One positive feature of social media is that it has enabled the liaison of people regardless of geographical barriers which earlier restricted communication. On the contrary, it has provoked some downsides too. Growing addiction to using social media platforms, data privacy, cyberbullying, time pressure, and the rapid spread of fake news are just some to be mentioned. (Dwivedi et al. 2018, 419-420.) In the BBC article by Jessica Brown (2018), issues such as stress, sleep, and well-being are pointed out as problems occurring with the use of social media. For example, during the evenings, people spend time on social media sites with mobile phones while being exposed to artificial light, which again weakens sleep at night (Brown 2018). Based on these notifications, it is detectable that social media is a two-sided concept offering positive features to communication for example, but at the same time harming people’s daily lives considerably in multiple ways.

When discussing social media, social networking is a subject that needs to be observed, being a phenomenon tightly integrated into the concept of social media. According to Investopedia, the world's leading source of financial content, social networking is defined as “the use of Internet-based social media sites to stay connected with friends, family,

colleagues, customers, or clients” (Kenton 2019). The roots of social networking go as far as people started existing in the world. There has always been a need for people to be in touch and communicate with each other. Over time, only the tools to communicate have changed. (Safko 2012, 10.) When the use of the Internet started to grow and become popular, social networking moved to web-based applications (Saravanakumar & SuganthaLakshmi 2012, 4446). The reformation enabled people to communicate with each other around the world. One feature of social networking is that it gives its users the option to socialize without leaving their homes. (Curran et al. 2011, 27.)

Currently, there exist many social networking sites with different functions and dimensions. Different platforms are for example Facebook, YouTube, WhatsApp, Instagram, Snapchat, and Pinterest, from which the three first ones are the most popular social media sites measured by the number of active users. Facebook, which is one of the oldest social media sites, is designed for creating a public profile and networking with other users. (Voorveld 2019, 14-15.) It is the most popular social media platform in the world (Toivonen et al. 2019, 301). As of the first quarter of 2020, there were over 2.6 billion monthly active users worldwide on Facebook (Statista 2020). YouTube, which is generated for video-sharing, has 1.9 billion users. WhatsApp is the third most popular social media platform with 1.5 billion users. The application is for sending messages to others. In addition to these networking sites, which are the most prominent type of social media, there exist many other variations and types of social media, such as blogs, forums, social gaming, and business networks. The list grows and alters almost daily, making it a very dynamic landscape. (Voorveld 2019, 14-15.)

3 SOCIAL MEDIA IN BUSINESS

The rapid growth of social media and its towering impact on people's everyday life has caused companies to take notice of it as well. Digitalization, the fundament for the change in customers' buying habits has enabled social media's increasing involvement in buying processes. Customers are relying more and more on digital resources and traditional ways of selling, e.g. telemarketing, are constantly vanishing. (Ancillai et al. 2019, 293.) In today's business world, social media is a place where companies can be in touch with their customers, create business value and enhance competitiveness in an affordable way (Dwivedi et al. 2018, 420). It has been recognized that consumers who have begun to engage with companies on social media are more likely to purchase their products, talk about them and recommend to others (Erdogmus & Çiçek 2012, 1355). A reason why social media has become a vital thing in trading.

In many cases, social media is seen as a positive appearance for businesses. As discussed, advertising is much cheaper through social media channels rather than in traditional mediums like newspapers or television. Also, word-of-mouth (WOM) promotion is more effective online (Taneja & Toombs 2014, 250), and reaching customers in a large area is easier through conversations in social media platforms (Edosomwan et al. 2011, 85). Besides, salespeople's exploitation of social media to create customer value and increase customer engagement are recognized as positive features of social media to businesses. The whole mission of increasing customer engagement or creating customer value rests on relationship building which can be done by using social media as an instrument. Discussions between buyer and seller about relevant and useful information about products and services, may strengthen the relationship and engage the customer. (Agnihotri et al. 2012, 334-335.) Social media offers an extremely good base for relationship building in a prompt way and makes it easy to be in touch with customers with an exceptionally low cost. Moreover, it offers salespeople a new way to obtain information about competitors and their products. (Agnihotri et al. 2012, 342-343.) Altogether, according to Rugova and Prenaj (2016, 90) the two main advantages of social media's use in business activities are cost savings and getting closer to customers.

But like the downsides of social media's use in people's daily lives, it creates challenges for businesses too. One of the biggest problems companies are encountering with social

media is a negative feedback from customers. Nowadays, people tell about problems and difficulties they are facing with products/services to social media readily rather than contacting companies directly. (Curran et al. 2011, 31.) Through social media sites the negative feedback is being exposed to other users at a fast pace and may damage the company's reputation badly. Furthermore, the fast nature of social media may create problems for salespeople due to the little amount of time they have in responding to customers' issues expressed in social media sites (Agnihotri et al. 2012, 342-343).

Big companies have taken possession of social media in their business practices more strongly than small enterprises. Rugova and Prenaj (2016, 86) point out that small and medium-sized enterprises (SMEs) are behind this development even though they could benefit considerably from social media's utilization in trade. One of the most valuable benefits social media can offer to small enterprises is cost-efficiency. Being present at social media platforms increases brand visibility, for instance. The lack of strong financial power for implementing expensive marketing strategies is infeasible for SMEs compared to large businesses. Saving money and time while being exposed to thousands of users is the ultimate benefit social media can offer to small and medium-sized enterprises. (Rugova & Prenaj 2016, 94.) As Taneja and Toombs (2014, 250) argue, "social media can be the best friend for small business owners who constantly seek new ways to maximize productivity while keeping costs low".

These days when customers are more influential while being busy, businesses should be available on every social media platform at any time (Erdogmus & Çiçek 2012, 1355). This creates a distinction between small and large companies since small enterprises do not have the same amount of resources as large businesses do. Big companies can use consultants and hire people to focus only on social media activities, whereas small companies may need to do all the activities completely alone due to the limitation of resources. Even though the cost of starting to use social media as part of business activities is minor, SMEs must take into consideration whether they have enough time and necessary resources to first and foremost learn, and eventually spend on utilizing social media. (Taneja & Toombs 2014, 255.) In the journal article by Cesaroni and Consoli (2015, 260), it is expressed that technical aspects as well as the exploitation of user data from social media sites are two major challenges small firms are encountering with social media. The lack of time to update every social media platform and needed skills to utilize the user information gathered from the sites are difficulties small size companies are facing (Cesaroni & Consoli 2015, 260). The same problems are noticed

in the journal article by Srinivasan et al. (2016, 92), where they also express the concern towards the deficiency of clear strategy when entering and utilizing social media in SMEs' business practices. "Without a basic understanding of the advantages of social media and how to use it to engage customers, countless opportunities are missed" (Srinivasan et al. 2016, 92). As a result of these findings, SMEs should carefully consider to what extent they start exploiting social media and consider whether they have enough resources to perform it. Even though it is expressed that companies should take social media as part of their business activities since most of the customers exist there, it is not a clear cut for SMEs. As Taneja and Toombs (2014, 255) remind, using social media in business requires a serious commitment and dedication. This is a consequence of the fact that social media practices cannot succeed in the short-term (Murdough 2010, 99). As Jamie Shanks (2016, 105) describes, it can take upwards of two years to turn a new connection on social media into a valuable relationship.

After deciding to utilize social media in business processes and be active on social media sites, businesses' focus should be on value-creation. Customers do not take part in companies' social media presence to engage with them. Instead, they want to utilize social media to learn more about companies and their products and services. Improving customers' experiences on social media sites by providing concrete value for them during purchase processes comparably gives companies time, recognition, endorsement, and data from customers in return. (Taneja & Toombs 2014, 254.) The value-creation is tightly connected to customer engagement which has become a strategic imperative for businesses. As discussed, WOM promotion is highly effective online, and engaged customers are in a key role in the WOM activity "by providing referrals and/or recommendations for specific products, services, and/or brands to others" (Agnihotri et al. 2012, 335). Sharing valuable content and interacting with potential customers on social media platforms may strengthen the buyer-seller relationships and turn them to be trustful and committed, which are often considered to be strongly correlated with customer engagement (Agnihotri et al. 2012, 335).

3.1 Social selling

Social selling is a relatively new concept in the business world even though plenty of academic journals and dissertations can be found from it. Conceptualizing the subject is challenging as the answer depends greatly on the answerer. David Dworski (1990)

stated already back in the nineties that social selling is about building relationships with customers which is what creates the success of any sales. The same definition applies to these days also, but when social media became more prominent in the 21st century (Rugova & Prenaj 2016, 85), it brought new ways and expressions of executing social selling and modified its definition. Social media's use in social selling has overpowered the subject in many ways which is why the definition of social selling is fragmented further. Nevertheless, salespeople and managers have become more aware of social selling recently and it has become a common tool to use in sales. It has been recognized that customers are searching for information about products and services on the Internet ever more and social media is being related to purchasing journeys increasingly. This reformation on buying habits has forced salespeople to change their approach to traditional sales and obliged them to turn their eyes more on social media sites in selling processes. (Ancillai et al. 2019, 293-294.)

In the article by Ancillai et al. (2019, 293), social selling is expressed as “a strategy of including social media in the salesperson's toolbox for the purpose of researching, prospecting, networking, and building relationships by sharing content and answering questions”. The idea of social selling is to affect a customer's purchasing process at the right time and in the right place by interacting on social media sites. Affecting the buying journey happens by offering valuable insights that help the customer to generate a sale in the end. The content to share on social media platforms by the seller should be compelling, current as well as pertinent. (Ancillai et al. 2019, 296-297.)

When carrying out social selling as part of business operations, having a strategy with clear goals and metrics is critical, as it is with all social media activities for companies. More to this, being able to effect on customers' buying journeys while concurrently creating strong relationships with them is a prolonged activity. Pursuing social selling is a long-term practice that should be integrated into traditional selling activities as a new selling approach. (Ancillai et al. 2019, 298.) As noted “It can take upward of two years for a new connection to become a valuable relationship” (Shanks 2016, 105). Sales proficiency and market knowledge are still in high priority and valuable in business practices even though the focus on sales would be partially transferred to social media platforms to help customers in their buying processes by providing them valuable insights. (Ancillai et al. 2019, 298.)

3.2 Social media marketing

It is not only the sales field that has been under a drastic reformation due to the rise of social media along with digitalization. It has also affected the way of marketing. Social media has enabled companies to create, and specifically, issue interesting content of their own easily. Creating a YouTube video or writing a blog post is nearly free of charge and can be exposed to millions of people at a fast pace. (Saravanakumar & SuganthaLakshmi 2012, 4444.) Rugova and Prenaj (2016, 90) define social media marketing as a means of notifying customers of products/services by using social media sites. They list the main purposes of social media marketing to be “the amplification of word-of-mouth marketing, market research, general marketing, idea generation, and new product development, customer service, public relations, employee communications, and reputation management” (Rugova & Prenaj 2016, 92). For small and medium-sized enterprises, WOM marketing is an advantage they should carry out and attend to when immersing themselves in online conversations with customers. Social media provides customers a platform to share experiences of products/services and evaluate businesses together positively or negatively. As the target of WOM marketing for businesses is to create an online brand reputation, negative feedback and discussions can destroy the target quickly. At best, WOM marketing raises the brand reputation rapidly when people are talking and writing more about the brand in a positive way online. (Öztamur & Karakadilar 2014, 513.)

Before social media came into the picture in business activities, marketing happened through traditional mediums like television, radio, or direct contact with customers by phone or email. All these tools are still in use in many companies, even when people have become reluctant to some of the ways, like telemarketing. In the journal article by Ancillai et al. (2019, 300) it is expressed that “traditional selling pushes people away, social selling attracts people to you”. The same sentiment can be applied to marketing activities also. What is more, the old traditional ways of marketing did not give customers the option to express their own opinions of purchased products/services. Social media has made it possible through social media sites. (Rugova & Prenaj 2016, 88.) Despite all, social media marketing is lacking a proper measurement system to identify the sales derived directly from it. Calculating the return on investment (ROI) is difficult from social media marketing activities (Rugova & Prenaj 2016, 92) which again affects companies’ will on practicing it.

Social media marketing differs from traditional marketing by its mission and objective. Whereas traditional marketing aims to sell products and services to customers, social media marketing strives for building relationships and form a positive brand image. (Erdogmus & Çiçek 2012, 1355-1358.) According to Barefoot and Szabo (2009, 15), the main goal of social media marketing is increased online visibility. Social media marketing has also equalized the difference between large and small companies in terms of marketing. Formerly, big companies dominated advertising due to their strong financial power. Promoting on television and in newspapers was not cheap which reduced small companies' share on them. Social media marketing has enabled small enterprises to rise on the same level in marketing operations with large companies due to the accessibility and affordance in marketing tools on social media. This has modified the world of marketing and increased the presence of SMEs on the market. (Rugova & Prenaj 2016, 92-93.)

One of the greatest benefits that social media marketing offers to businesses is “the ability to specifically target customers based on a variety of different factors” (Rugova & Prenaj 2016, 93). All the data social media platforms gather from their users, help companies to reach their potential target audience. Facebook especially, offers one of the best options for executing targeted marketing based on the users' traffic on the platform. (Rugova & Prenaj 2016, 93.) Targeted advertising on social media has also a negative aspect which raises from the fact that since many companies have discovered this technique of advertising, the competition has increased, which again has complicated companies' obtaining of recognition from customers online (Curran et al. 2011, 29). Targeted advertising on Facebook is studied in Chapter 4.1 in depth.

4 FACEBOOK IN BUSINESS ACTIVITIES

Being the most popular social media platform in the world measured by the number of active users per month (Toivonen et al. 2019, 301), Facebook has become an essential business tool for companies. As in the old times, companies opened stores near customers. These days, when a great number of potential customers exist on Facebook, it has become a vital place for making business. (Saravanakumar & SuganthaLakshmi 2012, 4447.) Originally, Mark Zuckerberg, the founder of Facebook created the platform with the idea of rating one another's photos. The name of the site was originated from the directories for Harvard students helping them to recognize each other better. Facebook was launched in 2004 and was restricted to Harvard students at the beginning. In 2006, it was open to anyone over 13 years of age. After five years from the start, Facebook had become the most used social media platform in the world. (Bellis 2020.)

Facebook is a widely used social media platform in business operations worldwide due to the great number of people on the platform. According to the Statista report, there were over 2.6 billion monthly active users as of the first quarter of 2020 on Facebook, making it the biggest social media platform worldwide (Statista 2020). In Finland, over 32% of citizens use the site (Statcounter 2020). Based on the huge number of active users on the platform, it can be assumed that no matter what products/services company is selling, its target market can be found on Facebook. Besides, the platform offers companies a great place to connect with new, potential customers due to the extensive exposure of posts among users: Every time someone likes a post, it appears to the person's profile where his or her friends will be exposed to it. (Curran et al. 2011, 27-28.)

4.1 Features and functions of Facebook

Facebook is a free social media platform offering multiple features and functions for businesses to utilize. For a company, starting to use the platform requires the creation of a Facebook Business Page. The Page enables posting a different kind of content to be shown on Facebook News Feed where it is being exposed to Facebook users. (Holloman 2014, 32.) The Business Page provides a place for potential and existing customers to receive information and interact with the company by commenting on the Page, for example. The Business Page allows the company to share professional

information for customers, engage with them, and build relationships. The Page can act as a place for customer service, marketing, and sales, for example. (Safko 2012, 32-33.)

The Business Page is also named as a Fan Page from the customer perspective. Any business can create a Fan Page for leveraging information to customers who decide to connect with the Page. When users are liking a company's Fan Page on Facebook, they might be exposed to content the company is sharing on the site in their own News Feeds where the shared content may appear. However, not all the posts are appearing in every fan's News Feed if the user has not been interacting with the Fan Page for some time. This makes it crucial for companies to keep their fans engaged with their posts continually. (Brito et al. 2015, 33-34.) Also, the Facebook algorithm is affecting greatly to the emergence of the posts (Cooper 2020). The algorithm and its effects on posts' appearances are being studied in Chapter 4.3.

For businesses, post sharing is not the only function they can leverage on the platform. Facebook offers other various instruments, mainly free of charge, to enhance brand development and business growth. The tools are of great benefit for companies to exploit. Especially for small businesses, like micro-enterprises, the free functions on the site are extremely helpful and reasonable to utilize due to the small companies' limited financial resources. Figure 1 displays different tools on Facebook for businesses.

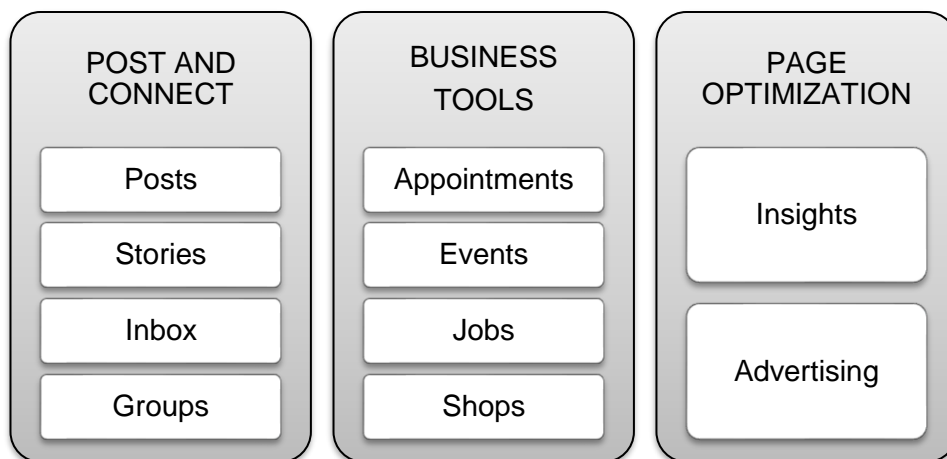


Figure 1. Tools on Facebook (Facebook 2020).

Relationship building, which is one of the most important features in the usage of social media on business processes (Rugova & Prenaj 2016, 90), Facebook offers multiple tools for it: Posts, Stories, Inbox, and Groups. As discussed, the Posts function is used

for delivering content such as messages, pictures, and videos on the users' News Feeds to engage with them. (Facebook 2020.) Posts can be scheduled to go live in the future (Driver 2019), which makes it easier for companies to plan them. The Stories is a rather new feature on the site designed for sharing pictures and short videos in a minute. Published stories are shown at the top of users' News Feeds for 24 hours, generating spontaneous and quick discussions. (Facebook 2020; Facebook for Business 2020.) The Facebook Inbox brings the whole communication into one place on the platform. Barefoot and Szabo (2009, 176) compare the Inbox to be an equivalent to a traditional email: Companies can see all the comments to posts from the Inbox as well as be personally in touch with customers through Facebook Messenger. The Groups function on Facebook is used for communicating with a selected group of people. A group can be joined to or created by the company itself. Every group has one host at least and joining a certain group may require acceptance from the host. For companies, the Groups function is an easy way to be connected with many customers at the same time to present products/services, for example. (Facebook 2020.) Besides, the groups are great places for businesses to "foster discussion, education, problem-solving and solid entertainment about the topics that matter to their audience" (Cooper 2020). A company can join or create a group with the company name which may grow the community around the brand and increase its recognizability (Facebook for Business 2020).

Facebook Business Tools include Appointments, Events, Jobs, and Shops. Through the Appointments, customers can book meetings with local companies directly from Facebook. The Events function is a way to bring news directly to users' calendars. An event can be private or public (Barefoot & Szabo 2009, 178), and consists of almost anything from a new product launch to an offer release, a product presentation, or opening a new shop, for example. A Facebook user who has marked to be interested in the upcoming event will get reminders of the date when the event is coming. (Facebook 2020; Facebook for Business 2020.) As Saige Driver (2019) expresses, "events can be a fun way to engage your audience and turn them into customers". The Events are great places for companies to personally interact with customers and communicate with all the participants in one place (Facebook for Business 2020). The Facebook Jobs tool is aimed to reach job applicants to get their attention for hiring them. The Shops function offers companies a way to share their products/services to customers and simplify the buying process, albeit they would not sell them online. Customers can easily buy and get to know the products/services while spending their time on social media. The Shops

function is perfect for companies and advertisers who want to reach as many customers as possible on Facebook. (Facebook 2020.)

Also, Facebook offers Page Optimization including Insights and Advertising. With the Facebook Insights, companies have unlimited access to target groups' and advertisements' user information. The Facebook Page Insights includes an overview of a company's Facebook Page, indicating all actions fans have done on the Page. (Facebook 2020.) The Facebook Insights is determined as an analytical tool including a lot of data from the Facebook Page. It can help companies to measure the effectiveness of their Facebook campaign or understand how to improve the posts shared on the News Feed, for example. (Driver 2019.) The Advertising tool, which is the only chargeable function on the site, is an effective way to grow business and reach new people on the platform. With the function, companies can build target groups to their Fan Pages by marketing them to the right people. (Facebook 2020.) More to this, companies can promote posts to certain groups of people they might see as potential customers, based on their demographic group or location, for example (Driver 2019). Creating a concrete advertisement for a product for example to be shown on the site happens through the Facebook account. Advertisements on the platform allow users to engage with them in the same way they interact with other content on Facebook, like posts. (Curran et al. 2011, 28.)

When discussing advertising on Facebook, retargeting is a concept that is valuable to take notice of. In general, retargeting is often described as "the process of advertising to people who have already visited your website" (Sutton 2020). Retargeting is extremely specifically targeted advertising to get the people by products/services from the web shop where they left the buying process unfinished. Retargeting is a good way to remind people of products/services they were interested in in the past. On Facebook, retargeting allows companies to reach potential customers who have shown their interest in the company's business based on their online activity. The activity does not necessarily require the visit on the website, pure like on Facebook is sufficient. (Sutton 2020.) When a company wants to retarget visitors from its website, Facebook offers an analytics tool for it, called Facebook Pixel. The tool consists of a code that can be put on a website to track visitors, so that later it is possible to advertise directly to them with Facebook ads, in other words, retarget them. In addition to retargeting customers, Facebook Pixel can also be used to track the visitors' behaviors when they turn back to the website. (Campbell 2018.)

From all the ten tools presented above, Facebook itself specifies the following four of them the most valuable and advisable ones for companies to use: Events, Stories, Shop, and Groups. All the four tools are free of charge, enhancing companies Business Pages, and helping to engage with customers. Though Facebook also adduces that there is not a so-called one-size-fits-all way to use all the tools, they can either be used by themselves or combined. It depends on the goals and objectives companies have set up for the use of the site. Every company needs to explore itself which tools work best for them. (Facebook Business 2020.)

4.2 Facebook content creation

Sharing posts on social media platforms like Facebook requires an explicit deliberation of the posts' content. As the main goal for the posts is to interact with customers and bring them closer to a purchase, it needs to be pondered carefully what kind of content engages customers (Sarma 2018). The posts cannot only promote products and services the company is offering, they also need to be interesting to captivate the users. It has been recognized that for example competition posts build engagement as they are so-called rewards for the customers of their engagement. Although, competitions need to be relevant and profits of them create value for the followers. (Influencer Marketing Hub 2019.) Similarly, Barger et al. (2016) report that customers are more likely to engage with content that is not overly commercial, including emotional thoughts. Altogether, it can be marked that post engagement depends on how interesting, entertaining, and educational the content is. Besides, the format of the content may also affect engagement. It has been recognized that interactive posts generate more engagement than content that is lacking interactive elements. For example, posts with photos receive more likely comments and shares. (Barger et al. 2016.) Also, the purpose of the content to followers as well as posting frequency are likely to affect the engagement. These issues are studied in the following chapters.

4.2.1 Types of social media content

There are multiple ways to classify social media content as the studies lack general typology on the content. Coursaris et al. (2013, 2) argue that it derives from three challenges: a lack of grounded theory, existing literature focusing only on specific

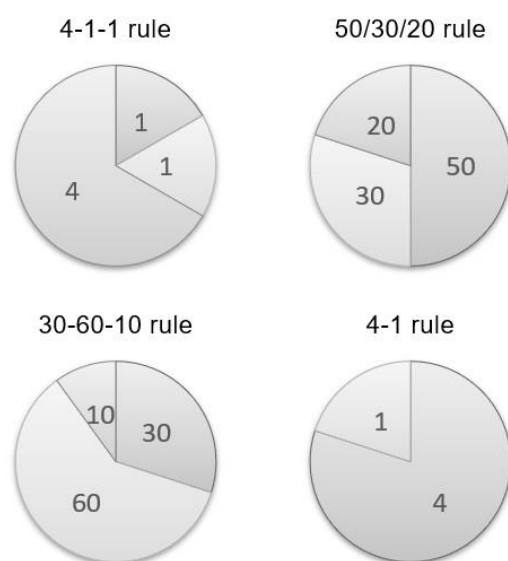
categories of brands or message, and the plethora number of social media platforms. For example, Yu and Kwok (2001) classify posts into two categories according to their purpose for followers: marketing and communication. Marketing posts include content persuading of selling and promoting products/services to Facebook users, whereas communication messages do not have direct information on sale or promotion. Another difference between these two categories is that marketing posts are mainly one-way with no discussions with users while communication posts might cause interactions. (Yu & Kwok 2001.)

Another way to classify social media content is by sharing them into three media formats: textual, visual, and audio. Toivonen et al. (2019, 301) specify the textual format to be a base element of social media posts consisting of messages which can include hashtags and external links, for example. Visual media format consists of images and videos. In recent years, posting visual content has overpowered the textual content. Pittman and Reich (2016, 157) point out two different reasons for using more pictures instead of text: cost-effectiveness and authenticity. It takes less time to post a photo rather than write a message. Also, people consider pictures more genuine than text written from the same thing. (Pittman & Reich 2016, 157.) In the State of Social 2019 annual report created by Buffer Inc., the survey reveals that companies are publishing video content more often nowadays. Over 80% of the answerers in the survey replied that Facebook is the most often used social media platform to post videos. (Buffer 2019.) In the article by Zubtitle (2019) it is expressed that visual content is much easier to be understood and consumed at the same time from the customer perspective: "It has the capacity to transmit an instant message with minimally required concentration and attention from the viewer" (Zubtitle 2019). On Facebook, pairing videos with text may create even more engagement. Publishing a video with subtitles and captions defeats the problem that some devices play videos muted unless the user clicks on it. In many cases, people watch videos only a few seconds with a muted sound. To grab the users' attention immediately and possibly click on the sound button to hear the voice of the video, captions, and subtitles should be used. (Zubtitle 2019.) The third media format, audio, has also raised its awareness in the past decade. Throughout the years, people have been listening to the radio, but in today's world, podcasts, online radio, and audiobooks have come into use (Gaudette 2019). Audio is a powerful medium and gives people easy access to information (Safko 2012, 11).

4.2.2 Social media content ratios

To ease the content creation on Facebook and make it more systematic, social media content ratio is advisable to take into use. Jeeve Bangera (2018) defines the social media content ratio to refer “to the relationship between the types of content you share via your business accounts”. The purpose of the social media content ratio is to secure the coherence of the posts on the platform. Following the ratio helps not only to plan the posts ahead but also to analyze the content and gather statistics. (Bangera 2018.) As discussed, the entertainment aspect is important when generating engagement to content. In many cases, people are using social media for entertainment purposes in particular. If a company is promoting only its business constantly, followers become more reluctant toward the posts and less interested in the company and its produced content on the platform. The content ratio helps companies to share entertaining as well as informative content side by side with a perfect ratio. (Wells 2019.) As Wells (2019) describes, “it creates an atmosphere of authenticity and humanizes your business. It also encourages more engagement, establishes a brand presence, and indirectly improves your search engine rankings.”

There is a large variety of different social media content ratios created by social media experts and professionals. In this research, four common ratios are examined in depth which are 4-1-1 rule, 50/30/20 rule, 30-60-10 rule, and 4-1 rule. Picture 1 presents the ratios in charts.



Picture 1. Social media content ratios.

The 4-1-1 rule consists of educational, promotional, and integrative content. By following this ratio, social media posts should include four pieces of relevant content, one piece of re-shared content from the industry, and one piece of promotional content. (Bangera 2018.) In the 50/30/20 rule, also known as 5-3-2 rule, half of the activity created on a social media site should be from external sources, shared content. 30% of the content should be created by the company itself and the final 20% should be more fun, personal things. (Ferraro 2019.) This ratio focuses only on the source of posts, ensuring that the content produced on the platform is diverse. The third content sharing ratio, 30-60-10 is like the 5-3-2 rule but with different proportions in content. 10% of the content is intended for promotional content, 60% for curation, and the remain 30% for own created content. In this ratio the promotional content is limited to a small amount due to the reason that companies would not only promote their products/services on social media platforms and use it for a hard sale. As noted earlier, it is a way of business that does not work on social media. The fourth rule, 4-1 rule differs from the other three ratios in a way that it is not concentrating on the source of content, instead of the type of content, like links, texts, images, or videos. In the rule, one primary content type should be chosen and be shared four times for every one type of other content. (Bangera 2018.) All these content ratios are applicable for every company and should be tested which works for the best. Besides, not only finding the right balance for sharing the content is important but planning the content from the customers' point of view. With the help of social media content ratio, it becomes easier to predict which posts engage customers the most over time. (Wells 2019.)

4.2.3 Posting frequency

Posting frequency is one subject that needs to be considered when planning posts on social media platforms. Multiple articles have been written about the subject, but it is lacking a generally agreed schema to make use of. David Hartshorne (2020) argues that it is derived from the reason that companies and brands are all different and the same post frequency formula does not apply to every business. Furthermore, he suggests that instead of thinking about the post frequency, the focus should be more on posting consistency and content quality (Hartshorne 2020). The well-known phrase "quality over quantity" plays an important role in social media activities, especially in content creation. It is important not to share any so-called naked content to followers that does not bring any value for them (Shanks 2016, 98). Hartshorne (2020) also argues that instead of

concentrating on the posting frequency, more important is to stick with the plan designed. Over time, it would help customers to realize when they can be expecting posts from the company (Hartshorne 2020).

When pondering the best posting frequency on Facebook, in the survey conducted by Buffer and BuzzSumo, analyzing 43 million posts from 20,000 top brands, it is argued that the optimal Facebook posting frequency is five times per day. The survey reveals that companies who posted less than once a day had the highest engagement per post but at the same time the lowest overall levels of engagement. (Peters 2018.) On the contrary, Louise Myers (2020) reports that optimal posting frequency on Facebook is once a day. Sharing content two times a day is the maximum frequency whereas the minimum is three times a week (Myers 2020). Kenny Knovak (2019) points out two issues that are affecting companies' posting frequency on Facebook: the number of followers and the variety of information available to share. If a company has a lot of valuable and interesting information to share with its followers, it should be shared no matter how often, especially if the company has thousands of followers. In many cases, some followers are not very tolerant of a huge number of posts which might make them unfollow the company at some point. This is especially in cases where the posts are not bringing any value for them. Losing followers is not a problem if the company is having them enough on their Facebook Fan Page. But if the number is small, it is a challenge. Balancing on the right frequency of posts is vital since companies do not want to lose any followers. (Knovak 2019.) Still, Jamie Shanks (2016, 60) reminds, that it is far better to share content on social media too often than to be forgotten.

Based on the examples above, it can be recognized that there is no general guideline on how frequently posts should be produced on Facebook. Also, the same difficultness appears with the timing issue, at what time during a day the posts should be shared. For example, in the academic research conducted by Dr. Srinivasan et al. (2016, 98) investigating micro small and medium enterprises' usage of social media for customer acquisition and retention, it is revealed that the most popular time to share posts on social media sites like Facebook, is during the afternoon between 12:00-16:00. Comparably, according to Myers (2020) the optimum time is when the company's fans are active on the platform. On Facebook, the activity is easy to be checked from the Facebook Insights. As discussed, the platform also offers its users a tool to schedule the posts in advance (Myers 2020), which makes it easier to share the posts on time if necessary.

When planning social media presence, quite often it requires many trial runs until the optimal adjustments are being found. As noted, the same procedures and patterns do not apply to every company. It is important to measure and test the actions on the site to learn what does and does not work, and how to improve. For example, sharing the same picture with different copy a few weeks apart on the same day at the same time gets a truthful reading of its performance. (O'Brien 2016.) Measuring the performance on social media sites is being studied in Chapter 4.4.

4.3 Facebook algorithm

As discussed, not all the shared posts on the Facebook Business Page by companies are showing to their fans on their Facebook News Feeds. This is caused by the Facebook algorithm, which is affecting greatly to the prevalence of posts. The algorithm is a so-called process that aims to offer the most essential content to Facebook users. Every time users are checking their News Feeds the algorithm decides what posts users see and in what order. (Cooper 2020.) The algorithm was activated on the platform in 2009 and the exposure of posts started to happen based on each post's popularity. Before, posts were shown in reverse-chronological order. (Cooper 2020.) The algorithm underwent a drastic change in 2018 to try the platform to "provide more engaging and higher quality content to the users" (Artemova 2020). With the change, Facebook prioritized the engagement of posts as well as users' connections. Content of users' friends and families were shown more often than public content from companies, brands, and mass media. (Driver 2019.) Since 2018, the algorithm has been developing at a rapid pace trying to make the users' time on the platform more valuable and meaningful. During the past two years, Facebook has enhanced the site's transparency. The platform has given more control to its users regarding what they see in their News Feeds. For example, in 2019 Facebook created a button that reveals why a post is surfaced in the user's News Feed. (Cooper 2020.)

After the big reformation in 2018, the algorithm has forced companies to focus more on the content they are sharing on the site to get it appeared to their fans. Tanya Artemova (2020) adduces two issues affected by the algorithm in 2020: engaging content wins and organic reach decreases. For Business Pages these two issues have great effects. Content shared by companies is being overlaid with posts from users' friends unless the posts are having active discussions. Due to this, Business Pages' organic reach also

decreases when the public content is showing much less. (Artemova 2020.). “As a result, posts with just a few or zero likes and re-posts will become invisible in the feed” (Artemova 2020). To defeat these problems and work best along with the algorithm, Paige Cooper (2020) points out issues companies should concentrate on in their Facebook Business Pages:

- Share content that creates conversations
- Post when the audience is online
- Post often and consistently
- Utilize Facebook groups
- Support organic reach with paid ads

First and foremost, creating unique, genuine, and captivating content is the most important thing to consider when creating content on Facebook. The content should create discussions among the followers under a post and produce comments and replies to it. The Facebook algorithm favors more comments than likes on posts and ranks the content with comments much higher in the News Feeds. Sharing fresh, recent content to fans while they are active on the platform is critical to get them to interact with each other. (Cooper 2020.) As noted in Chapter 4.1, the Facebook Insights is a place where companies can easily track when their fans are active on the platform.

Posting frequency is also affected by the Facebook algorithm and may have effects on how high posts will show on users' News Feeds (Cooper 2020). Facebook groups are also valuable parts of Facebook in terms of the algorithm as users “may see more content from groups in their News Feed” (Cooper 2020). Therefore, companies should put their time also on groups, whether to join them or create their own groups and discuss there with other users. As companies' organic reach is decreasing on Facebook due to the changes in the algorithm, supporting it with paid ads is one way to get posts shown higher in the News Feeds arguably (Cooper 2020). As Artemova (2020) argues “algorithm values engaging content and gives it even more reach in the promotion”.

To utilize Facebook at best and get posts to show to customers free of charge, requires monitoring the algorithm and news of it continually as there might be changes to the algorithm's functions in a fast pace. Gratuitously spending money on advertising so that every post would appear to the customers' News Feeds is not sensible (Cooper 2020), especially from the SMEs' point of view who do not want to use the money to no avail. Yet, the algorithm may seem rather difficult to understand in terms of what posts are

shown in users' News Feeds, concentrating on the following issues is in great benefit on beating the algorithm: Engaging fans with meaningful and valuable content, and analyzing the target audience by learning what kind of content they like and are interested about. In addition to this, it is valuable to start conversations with fans and always replying to any comments they are presenting. (Artemova 2020.)

4.4 Measuring social media performance

When carrying out social media activities, measuring the outcome is a cornerstone of the whole function. As Chris Murdough (2009, 94) expresses "measurement is a critical component for success". The effectiveness of the usage and the return on investment are important factors to gauge when utilizing social media in business processes. However, companies are struggling with measuring since they do not know what should be measured. This is derived from the reason that people are using social media platforms to be social and finding the connection between social media activities and something that can be monetized, like purchases, is difficult. (O'Leary et al. 2011, 134.) Two concrete challenges what social media is having from the measurement perspective are data availability and the nature of changes over time. Social media platforms restore data in different ways and periods. The data should be examined from the long run to get firm results, but it might not be possible if it is not stored long enough and there have been possible changes to the form of the stored data. From different social media platforms, Facebook is an excellent place for restoring data itself. There is no need for using any other online tools for examining data from the site. The Facebook Insights measures a wide range of different metrics within the Facebook Page. (O'Leary 2011, 134.)

Relating the metrics of the performance to the objectives on social media is critical for every business (Hoffman & Fodor 2010). As discussed, the purpose of operating on social media is necessary to determine before the activities even start. Also, the nature of procedures is critical to point out. Taking these issues into account when planning out the applicable metrics for the performance on social media is something every company should consider precisely. (Ancillai et al. 2019, 301.) It does not matter whether discussing social selling, social media marketing, or social media activities in its entirety, assessing the performance on social media sites is imperative for every business despite its complexity (Agnihotri et al. 2012, 343).

There exist a great number of different social media metrics to choose from. To effectively measure the progress as well as the outcome of social media activities, relying only on one metric solely is not recommendable. The combination of measures may give firmer results. (O'Leary 2011, 134.) As indicated with the tools on Facebook or posting frequency, there is not one solid pattern for companies to follow. The same applies to social media metrics too. As Agnihotri et al. (2012, 343) report all measurement styles are applicable for every business if they are responding to the objectives of the performance on social media channels.

Steve O'Leary et al. (2011, 135) classify measurement types into four categories: followers, engagement, mentions, and conversions. Followers are social media users who follow the company on a social media site and interact with the company's presence. Engagement depicts the number as well as the quality of users' interactions on the company's social media channel. The mentions type specifies the quality and quantity of content users are sharing. The fourth measurement type, conversions depicts the sales which are directly attributable to social media messages. These four types of tracked measurements fall into a hierarchy starting from the followers and ending to the conversions. Every company is keen on growing their number of their followers consistently. A large number of followers is a good thing but the ones who are interacting with the company on the platform and engaging with them, are more important. (O'Leary et al. 2011, 135-136.) Like Lindsey Congeni (2017) describes "a truly engaged follower can be worth more than hundreds of unengaged followers". The 'engaging' level is the point where the actual relationship building with customers starts. After this, the 'mentions' level comes fourth. At this level, customers are talking about the business on other social media sites. It is the point when word-of-mouth starts to happen. The final step in the hierarchy, 'conversions' is the action point where the conversions of messages to sales are calculated. From the four types of metrics, the last point is the hardest to measure as the direct link between the sale and the certain message is difficult to diagnose. (O'Leary et al. 2011, 135-136.) Similarly, Öztamur and Karakadilar (2014, 514) express the same problem: "Metrics such as the number of viewers, visitors, friends, or followers do not automatically translate to higher conversions, order value, or sales".

As stated earlier, the Facebook Insights is a great place to search for information from activities the company's fans are doing on the Page. From the Insights, it can be tracked easily, for example, the number of page followers, the total comments on the page, and a graph of demographics to show the distribution of users' by their age, gender, and

country of origin. (O’Leary et al. 2011, 136-139.) But as Brito et al. (2015, 93) argue “the metrics provided by Facebook help, but managers should be aware of other data useful for decision making”. They propose four different measurements that can be obtained from Facebook reports: volume, engagement per post, overall engagement rate, and ROI. Table 1 shows how the four metrics are calculated.

Table 1. Social media metrics (Brito et al. 2015, 94).

METRIC	FORMULA
Volume	The number of mentions of a brand name over a specified period.
Engagement (per post)	The number of comments on, replies to, likes of, and shares of a given post.
Engagement (overall %)	$\frac{\text{Engagement at a time } t \text{ with all post to date}}{\text{Number of followers at time } t} \times 100$
Return on investment (ROI)	$\frac{\text{Revenue from campaign} - \text{cost of campaign}}{\text{Cost of campaign}} \times 100$

From the four measurements described above, engagement rate is advantageous as it “measures the quantity of responses and interactions that content on social media generates from users” (Jaakonmäki et al. 2017, 1152). The measurement gives a good picture of how the company is performing on the social media platform and how much potential and existing customers are interacting with it (Jaakonmäki et al. 2017, 1152). Tudor Niciporuc (2014, 334) even argues that “the best way to be successful on Facebook is to focus on the engagement rate”. Liking a Business Page on Facebook is easy for every user but actual interactions on the Page with the company is another story. Having many followers on a Facebook Page does not give a true picture of the company’s success on social media. More interactions the company can create with customers, its brand awareness grows, and more people are being exposed to and socialized with the company. Shortly described, the higher the engagement rate, the more users are promoting the brand on social media. (Niciporuc 2014, 334.)

All the metrics presented in Table 1 are helpful when assessing the activities on social media. Measuring the performance regularly and using the tools which are available directly from social media platforms is worthwhile for every company. But like O’Leary et al. (2011, 147) describe “measurement tools are essential for evaluating social media success, but nothing replaces spending time on your sites to see and feel the reaction you are getting to your information”.

5 RESEARCH METHODOLOGY

The thesis is a descriptive case study based on action research. The case study design was chosen for the thesis because it allows the researcher to focus on one case and understand it thoughtfully rather than generalizing the subject (Simons 2009, 19). In the thesis, the focus is on the case company's Facebook Page, and the results created based on the actions on the site are only applicable for the case company. On the other hand, criticism of what case study usually faces is specifically the restriction of the study, when researching only one subject at a time. However, generalizing the subject depends only on the researcher itself. Like Saldana (2011, 9) defines "any suggestion of the case study's generalizability or transferability is up to the researcher's logical and interpretive persuasiveness, and/or the reader's ability to draw inferences of how the case speaks to a broader population or issue". Another supporting reason for choosing the case study design was the decision to use action research as a research method for conducting the empirical part of the thesis. Action research does not aim for generalization like traditional researches (Kananen 2014, 11). Also, action research is carried out in collaboration with researcher and organization (Research Methodology 2020b), which was a necessity in the execution of the thesis. The Facebook posts were planned together by the researcher and the managing director of Pihlatek. Also, the company's MD interacted with the customers on the platform when it was necessary. Otherwise, the researcher managed the Facebook Page alone. To choose the most suitable research method is a requisite for executing successful research to achieve the specified research objectives (Ragab & Arisha 2018, 1). The research itself is "a careful study of a subject, especially to discover new facts or information about it" (Hornby 2010, 1299), whereas the research methodology defines how the study is going to be implemented. The most applicable research method is selected based on the nature and scope of the research topic. (Ragab & Arisha 2018, 2.)

The analysis in the thesis is descriptive as it aims to describe what kind of content engages customers on Facebook, and how an increase in the company's activity on social media affects the existing customers. Moreover, the thesis is abductive as the analysis is not relying directly on a certain theory but seeks confirmations to the interpretations from literature published by scholars around the subject. Generally, there are three different types of research approaches: deductive, inductive, and abductive. In deductive research, the analysis of research material is based on an already existing

theory or model. Deductive research aims to test the chosen theory. In the opposite approach, inductive research, the primary focus is on researched data from where a new theory is created based on. (Ragab & Arisha 2018, 2.) The third research approach, abductive combines the two other types. In abductive research the analysis is not relying directly on one certain theory but connections to it are visible. When analyzing data from research, explanations, and verifications to support the interpretations are being searched from the theory. (Research Methodology 2020a.)

5.1 Research methods

The purpose of the thesis is to examine how micro-enterprise can maintain customer relationships on Facebook. Also, the thesis analyzes what kind of content engages customers on Facebook and how an increase in the company's activity on social media affects the existing customers. To answer these questions, three months research period consisting of 36 Facebook posts was conducted on Pihlatek's Facebook Business Page in 2020 from January to March. To present the most valuable results, analysis of the posts is based on content analysis using both, qualitative and quantitative forms of data. Content analysis, a technique for describing the research material in a compact and organized summary (Kananen 2011, 111) was chosen as a research method because it allows the study to create categories and themes helping to structure the gathered data. Also, content analysis can include both forms of data, named as mixed methods. It is justifiable when "statistical frequency of occurrence becomes one important measure of salient themes, especially in texts and media" (Saldana 2011, 10).

As Hesse-Biber (2010, 3) defines the use of mixed methods, including both qualitative and quantitative data, "is a rich field for the combination of data because, with this design words, pictures, and narrative can be used to add meaning to numbers". She also points out five other reasons why using mixed methods is worthwhile: triangulation, complementarity, development, initiation, and expansion. The triangulation refers to improving the credibility of the research findings when using more than one method to the same research question. (Hesse-Biber 2010, 3-5.) With a complementarity, Hesse-Biber (2010, 3-5) indicates of achieving a fuller understanding of the research problem by utilizing both forms of data. The development refers to a synergistic effect where results from one research method can help to develop the other method. The fourth reason, initiation designates the finding of a study that may raise questions and needs

further clarification, thus initiating new research. The final reason for using mixed methods is the expansion which stands for producing detailed findings. (Hesse-Biber 2010, 3-5.)

To analyze the 36 Facebook posts shared on Pihlatek's Facebook Business Page during the three months research period, three main categories are created based on the literature review:

- Content type
- Timing
- Content ratio

To find out what kind of content engages customers on Facebook, the analysis is done by calculating the engagement rate from all the 36 posts with the data available in the case company's Facebook Insights. The rate is calculated according to the formula presented in the literature review. Then, the average engagement rate is calculated from all the attributes in the three categories. Instead of comparing the calculated engagement rates to generally defined rates, the average engagement rates from all the attributes are compared with each other to investigate which ones generated engagement best. This is because there are no generally agreed standard guidelines with the engagement rate to indicate whether the rate is good or bad. Moreover, calculating the engagement rate differs regarding the objective of a study, whether the posts are aimed for existing customers or for obtaining new ones, for example. The thesis focuses on maintaining relationships with existing customers on Facebook and does not pay regard to relationship building with new customers.

The engagement rate can be measured by dividing the total engagements of a post by reach or by followers, for example. The difference is that the reach can be a more accurate measurement than the number of followers due to the Facebook algorithm as all the followers may not see all the content shared on the platform. Dividing the rate by followers may not provide the full picture as it does not account for viral reach, leaving the non-followers out of the calculation who may have been exposed to the posts through shares, for example. On the other hand, the number of followers is generally a more stable metric than the reach which can fluctuate for a variety of reasons making it hard to control. If the reach fluctuates often, calculating the engagement rate by followers is a more accurate measure of post-by-post engagement. (Sehl 2019.) In the thesis, the engagement rate of a post is calculated by dividing the number of total engagements in

the post by the number of followers at that time. This is because the thesis focuses on existing customers, not for acquiring new ones, as discussed. If the target of the produced content would be on new customers, it would be more reasonable to calculate the rate by the reach.

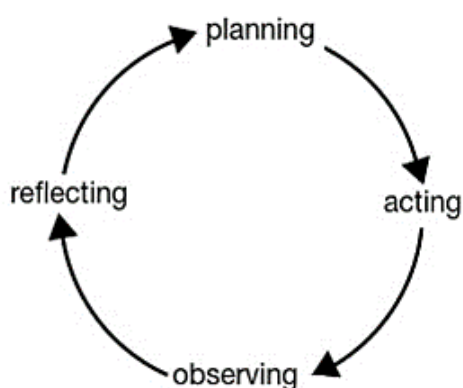
Surely, the average rates of the engagements do not give the most specific results but firm enough to make conclusions of what kind of content Pihlatek should produce on Facebook to engage customers. Also, the analysis searches an answer to a question of how an increase in the company's activity on social media affects the existing customers by analyzing how the engagement rate is developed among the 36 posts during the three months research period. The development in the number of Page followers on the company's Facebook Page is also investigated to find out and confirm the answer to the question.

5.2 Action research

The content analysis' main data is collected from the case company's Facebook Page based on action research. Action research is determined to be the most applicable research method as it aims to solve organizational problems in collaboration with a researcher and members of an organization. The method tries to develop a solution based on a diagnosed problem (Research Methodology 2020b) and strives for a change (Kananen 2014, 117). The thesis aims to bring new knowledge and understanding for maintaining customer relationships on Facebook and pursues to provide recommendations for Pihlatek regarding the content of the Facebook posts. The thesis tries to change the company's way of sharing posts on the platform so that the posts would serve the customers better, and help the company in maintaining relationships with existing customers on the site.

McKay and Marshall (2002) define action research as a combination of practice and theory, where the action part of the research should be conducted based on a theoretical framework suited to the context in which it is to be applied. Action research focuses always on one case and the results of the research are only applicable to that one specific case. The research does not aim for generalization like traditional researches. Another characteristic of action research is that it focuses on a lasting change that requires knowledge of the issue to be changed as well as the investigation of factors affecting the change. In scientific research, only causing the change is not adequate. To

fulfill the requirements of scientific research, the exploratory aspect needs to be included as well. In action research, it means the execution of a solution to a problem, in other words going through the action research cycle. (Kananen 2014, 117.) Action research is an on-going cycle of steps including planning, acting, observing, and reflecting (McNiff 2013, 57). Picture 2 illustrates the framework of an action research cycle.



Picture 2. Action research cycle (McNiff 2013, 57).

The basic action research process starts by defining the current state of the problem and identifying the facet of what is being investigated. Specifying the way to investigate the problem and picturing the road of what to follow to solve the problem are the next steps. This is followed by the action part trying to solve the defined problem concurrently documenting and taking notes of what happens. Modifying the plan according to the notes and continuing the action are followed. Finally, the evaluation of the modified action is being carried out and reconsideration of what is being done according to the evaluation. (McNiff 2013, 90.)

At the start of the action research process, the research questions are being determined to answer questions of what is being researched and what is the aim of the study (McNiff 2013, 57). At this beginning point of the research, all participants are involved even when the action stage would be conducted solely by the researcher. After the goal for the research is set, the next step of the process involves exploring ways to address the problem and creating a plan to solve it. During the step, the information around the study subject is gathered. In the acting phase the created plan is executed based on the findings and resources. Next, in the observation stage the reformation is observed and evaluated by gathering possibly both, qualitative and quantitative data, to decide whether the plan worked as wished and the change was executed. (Willis & Edwards 2014, 60.)

Even though action research is commonly pictured as a single cycle, it usually involves many circles, one after another to fully accomplish the project and reach the goal. Every cycle should be based on the results and findings from the previous cycle. (Willis & Edwards 2014, 13.)

As noted, action research can be used in both qualitative and quantitative types of research giving a probability of receiving in-depth information about the problem. But like with other research methods, action research has downsides also. It has been recognized that there might be problems of spotting the difference between action and research, and with the lack of repeatability of the researched problem. (Research Methodology 2020b.) Although, if the aim is to make improvements and changes which are leading to better results, action research is a splendid instrument and research method for it (Kananen 2014, 139).

6 FINDINGS

The findings of the action research on the case company's Facebook Business Page is organized in a way that all four stages of the process are presented individually in their chapters, starting from planning, then acting, observing, and finally reflecting. Figure 2 demonstrates the whole chain of events of the action research process.

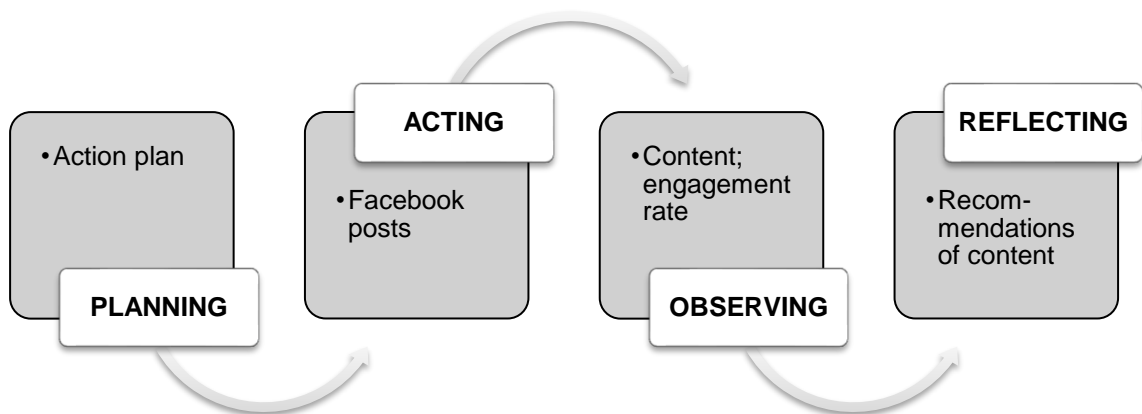


Figure 2. Action research process.

The findings start with the planning phase where the action plan for the Facebook posts on the case company's Facebook Page is described. Also, it includes the recognition of the case company's current state before the action phase took place. Next comes the acting stage where the concrete actions of the trial run are described. The observation phase includes the analysis of the posts based on the calculated engagement rate, dividing the posts into three categories that were presented earlier in Chapter 5.1 Research methods. Finally, in the reflection stage the content of the Facebook posts is deliberated in-depth and recommendations for the posts for the future are given.

6.1 Planning

The first step in the action research process, planning, took place at the end of 2019. The company was lacking knowledge on how to utilize social media in business processes beneficially and systematically. As expressed, to study only Facebook and no other social media platform was the request of the company. The company was active only on Facebook and wanted to gain a better understanding of it before concentrating

on other sites perhaps in the future. Also, it was recognized that a large part of the customers existed on Facebook where they were able to be reached. At the beginning of the research process the focus was determined to be on the sales, how social media could be utilized to grow sales. After pondering the study subject more closely on the grounds of academic journals and publications, it was realized that the outcome of the research would have been difficult to measure. As discussed in the literature review, measuring a direct link between a sale and a certain message shared on social media can be difficult to diagnose. Based on this, the result of the research might not have been valid. Subsequently, the research was decided to focus on maintaining relationships with the existing customers on Facebook. The company's customers were based all over the country and catching up every one of them was difficult. Social media is in great benefit in this problem, as it provides a place for reaching customers from a large area with a small investment, mainly in time. Also, the managing director wanted to gain knowledge of the content produced on social media – what kind of content would engage customers on the platform. Conclusively, the research was determined to focus especially on Facebook and maintaining customer relationships. Conducting a detailed and planned trial run on the company's Facebook Business Page was set to be the method for the investigation.

Before the action plan on Facebook was created, the company's existing status on the site was scrutinized. Pihlatek had had the Facebook Business Page since February 2018, when the company's name was changed. The company had shared posts on the platform rarely. In 2018, there were altogether 17 posts and in 2019, the number of shared posts was 16. Most of the posts had a marketing aspect, promoting hunting products the company was selling. Also, offers and competitions were published abundantly. Pihlatek was lacking orderliness with the posts. The company aimed to be active on the platform once a month but it had not taken place as it was supposed to be. Occasionally, posts were shared multiple times per month, while there were even three months of gaps between them. Also, the company did not contribute to any Facebook groups, and other tools that were presented in the literature review were not in use. At the end of 2019, the company had 227 people liking the Business Page and 232 was following it.

It was decided that during the trial run the researcher would manage the Facebook Page. Although, the researcher could not design the posts all by herself as she did not have a proper understanding of the company's business field. For this reason, the posts were

planned together ahead and throughout the research period. Also, it was decided that interactions with the customers on the platform were to be managed by the MD of the company during the research process. In this way, the company was able to take part in the research deeper.

Features for the action plan were created based on the knowledge the researcher had gained through the literature published by scholars. It was obvious that the posting frequency was too low, and it was decided to be raised from one post a month to three posts per week. The increase was enormous but in the scope of what professionals had written about the subject. The frequency did not want to be too dense as it was realized that there might not be enough valuable content to share on the platform. Also, it was decided to share posts at four different times on a day in those three days of weeks to study whether the time affected the engagement. Earlier, the company had shared posts at any time of the day. According to the literature review, the best time to share posts on Facebook is when the fans are active there. The customers' activity was observed from the company's Facebook Insights. Figure 3 depicts the number of customers being active on the site at different times of a day.

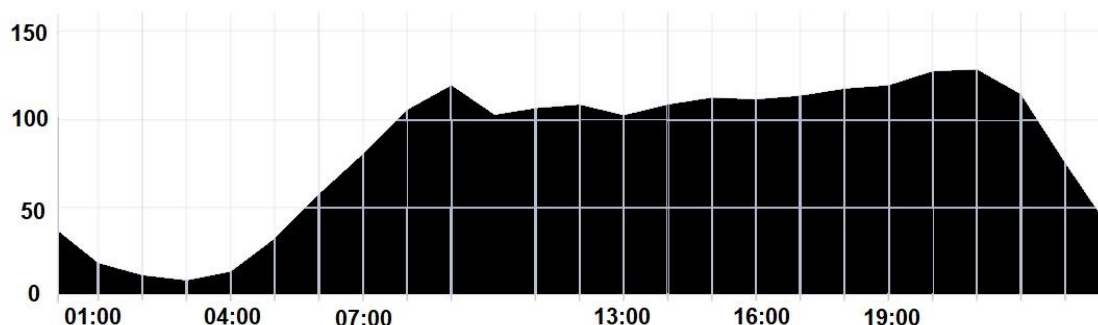


Figure 3. Customers' activity on Facebook.

Generally, there were no major changes in the customers' activity on the Page during a day. At night, the activity was lowest and started to rise steadily in the morning from around four o'clock. The activity was at highest at nine o'clock in the morning and continued rather evenly to evening. After nine o'clock in the evening, it started to decrease. Along with the chart, four times were selected: 10:00, 14:00, 18:00, and 22:00. This showed whether the posts were generating engagement in-line with the chart. Furthermore, there were only minor changes in the activity on the Page on different days of a week according to Facebook Insights. Sharing the posts three times per week was

decided to be executed on Tuesdays, Thursdays, and Sundays. The plan wanted to include working days as well as weekends even though the research did not include the analyzes of engagement rate on different days of a week. Selecting the three specific days of a week for the posts helped to create a detailed plan. Moreover, sharing on those specific days might have enabled the customers to realize at some point, that during those days of the week the posts were expected to appear.

It was determined that the content would include as many different types of content as it was possible, from pictures to videos and text. Strict determinations regarding the content type were not made, as it would have restricted the content itself too much. It was more important to produce versatile content that would bring value to the customers, and not tie it up to include videos or pictures in specified days, for example. The only determination was to try to share content including both issues, hunting, and information technology, near the same amount. The posts the company had shared during the years 2018 and 2019 included only issues concerning hunting. This was because the company started its operations focusing only on hunting gears and broadened the field of business to concern information technology products as well later in gradually. The managing director of the company wanted to start sharing content from communications technology also since it had become part of the company's services. Although the content type was not detailed to the plan, the engagement rate was decided to be analyzed between hunting and information technology.

Moreover, Pihlatek had shared posts mainly created by the managing director itself earlier. To have a transition to this, the researcher wanted to take the 50-30-20 content ratio into use. With the ratio, the Facebook Page wanted to offer diverse content to the customers and possibly generate more engagement. Also, it was realized that sharing three posts per week including only own created content would not have succeeded.

Conclusively, the action plan depicted on what dates and time the posts were supposed to be shared and what kind of content they would include regarding the content ratio. The action plan can be found in Appendix 1. As stated earlier, the actual content was not able to be designed in advance since the posts included topical issues from time to time which were hard to predict precisely. Though some certain characteristics were able to take note of ahead, like the date when hunting season was ended, or when a launch of a new surveillance camera was coming, or the date when hunting dogs were needed to start to keep fastened. These kinds of issues were considered and written down when the action plan was created but not to the actual plan. Also, no content was decided to

be advertised as it would have affected the results greatly. The engagement wanted to be examined based on the organic reach of the posts.

6.2 Acting

The action phase of the action research process took place at the beginning of 2020, running from January to March. During the three months trial run, 36 different social media posts were shared on Pihlatek's Facebook Page by the researcher according to the action plan. All the posts were shared on the site according to the plan with small fluctuations to time only. The researcher and the managing director of the company were continuously in touch throughout the trial run regarding the content of the posts. The researcher was responsible for discovering content that was shared on the Page. Of course, when the MD discovered new insights that were topical to share on the platform, he informed the researcher of them. All the posts shared during the research period are visible in their original Finnish form in Appendix 2.

During the research period, part of the posts was shared on the platform using the scheduling function on Facebook. With the function the posts were able to be shared right on time. Some of the posts created discussions and received comments from customers during the trial run. The company's managing director interacted with the customers and replied to messages on Facebook Messenger.

6.3 Observing

During the three months trial run, observations regarding the engagement of the posts were made concurrently while sharing the posts. It was rather easy to recognize what kind of posts attracted customers the most. Even so, it was decided that any changes to the plan based on the observations were not executed during the three months research period even though it is part of action research. As noted in Chapter 5.2 Action research, throughout the action phase taking notes and modifying the plan according to the notes can be executed, and actions are continued based on the modifications. It was recognized that if the research period on Facebook would have been longer, modifications could have been made during the trial run. But when the research period was only three months, modifications were not executed. In addition to the shortness of

the trial run on the platform, the results of the research period wanted to be based tightly on the action plan which was created in the planning phase.

To analyze the results of the trial run, certain data was collected from Pihlatek's Facebook Insights. The data included the number of total engagements of the posts as well as the number of Page followers. Table 2 below presents the number of total engagements and the calculated engagement rates from all the 36 posts. The number of total engagements pictures all the actions the posts gained including clicks, reactions, comments, and shares. The engagement rate depicts the rate in which followers engaged with the post. The rate is calculated by dividing the number of total engagements with the total number of followers at that time. As discussed, this was because the thesis aimed to focus on maintaining customer relationships on Facebook with existing customers.

In Table 2, the posts shared on the company's Facebook Page are translated sparsely into English describing the content of them. The original posts in Finnish can be found in Appendix 2. Also, Table 2 shows two different classifications of the posts which are observed and analyzed later. The whole table is available in Appendix 3 also.

Table 2. Engagements and classifications of the posts.

	POST	NUMBER OF TOTAL ENGAGEMENTS	ENGAGEMENT RATE	Textual (T) Visual (V) Audio (A)	Hunting (H) Information technology (IT)
7.1.2020	Battery life truths on phones	22	10 %	T	IT
9.1.2020	BURREL S12 HD+SMS3 camera	60	26 %	V	H
12.1.2020	Windows 7 support ends	15	7 %	T	IT
14.1.2020	Wolf or dog?	285	126 %	V	H
16.1.2020	The end of hunting season is coming	14	6 %	T	H
19.1.2020	GPS-device battery replacement	19	8 %	V	H
21.1.2020	Windows 7 support ends reminder	7	3 %	T	IT
23.1.2020	Thursday comic relief	32	14 %	V	IT
26.1.2020	Ultracom dog GPS-device offer	511	223 %	V	H
28.1.2020	WhatsApp news	40	17 %	T	IT
30.1.2020	Metsästäjä magazine online	13	6 %	T	H
2.2.2020	Tracker software	22	10 %	T	H
4.2.2020	Snowy hunting pictures	15	7 %	V	H
6.2.2020	Article on health benefits of hunting	7	3 %	T	H
9.2.2020	GSM+VHF-device offer	131	57 %	V	H

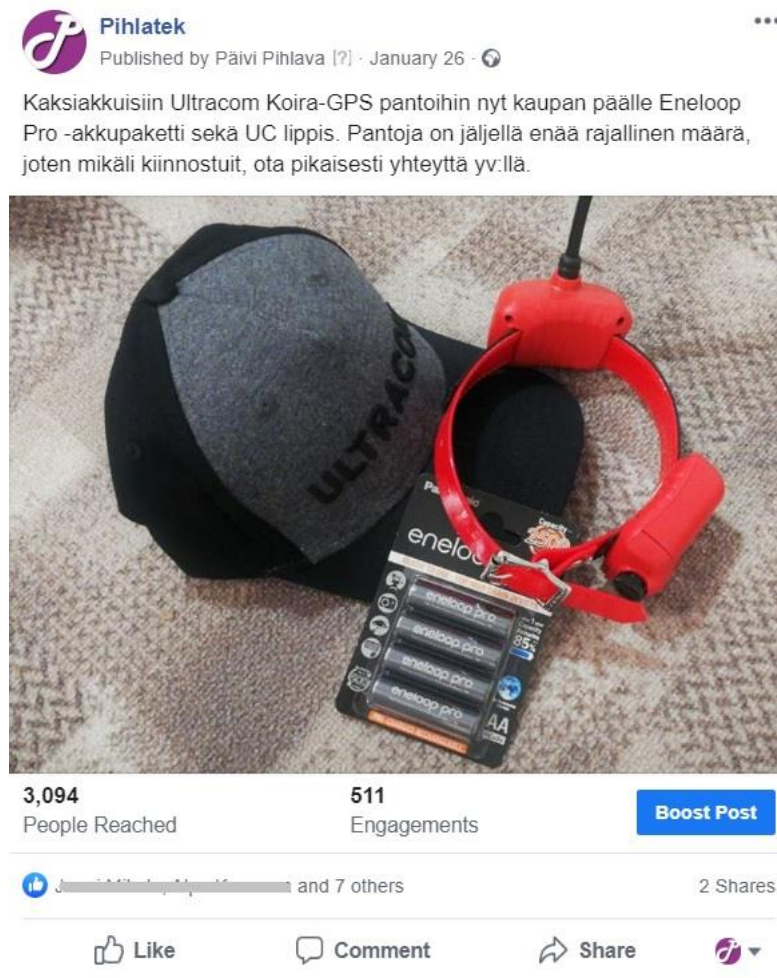
(Continue)

Table 2 (continue).

	POST	NUMBER OF TOTAL ENGAGEMENTS	ENGAGEMENT RATE	Textual (T) Visual (V) Audio (A)	Hunting (H) Information technology (IT)
11.2.2020	Riista magazine's YouTube channel	14	6 %	T	H
13.2.2020	F-Secure Identity Theft Checker	14	6 %	T	IT
16.2.2020	Error 404: no winter found	21	9 %	V	IT
18.2.2020	Tracker-software	8	4 %	T	H
23.2.2020	JAHTI magazine article	8	4 %	V	H
25.2.2020	Computer update comic strip	25	11 %	V	IT
27.2.2020	Screenshot article	6	3 %	T	IT
1.3.2020	The end of hunting season	31	14 %	V	H
3.3.2020	Hunting dogs holding time	7	3 %	T	H
5.3.2020	Tracker G-device maintenance offer	16	7 %	T	H
8.3.2020	YouTube video of expressions	6	3 %	V	IT
10.3.2020	Protection of coronavirus on phones	6	3 %	T	IT
12.3.2020	Information of Tracker-device competition	15	7 %	T	H
15.3.2020	Tracking device competition	121	53 %	V	H
17.3.2020	Pac-Man video	44	19 %	V	IT
19.3.2020	Remote working	3	1 %	T	IT
22.3.2020	ULTRACOM R10 HYBRID	7	3 %	V	H
24.3.2020	Finnish Hunters' Association online service	3	1 %	T	H
26.3.2020	Computer update comic strip	10	4 %	V	IT
29.3.2020	Pihlatak website	28	12 %	V	IT

Based on Table 2, there were major fluctuations in engagement among the 36 posts. Some of the posts generated only one percent engagement rate whereas the most engaged posts received significant rates, 126%, and 223%. The extremely high rates are explained by the number of comments and shares the two posts received. When the company's customers on Facebook were active with the posts, the customers' friends were exposed to the content also on the platform. The posts received engagement from other Facebook users also who were not following the company on the site. This increased the number of total engagements of the posts extremely high than normal and raised the engagement rate over 100%. If the engagement rate would have calculated by dividing the number of total engagements with the reach of the post, the engagement rate would have been significantly lower since the calculation would have included all the people whom the post had reached. But in the research where the engagement rate was calculated with the number of followers at that time, the engagement rate grew over

100%. Picture 3 shows the post which generated the most engagement from all the 36 posts during the trial run.

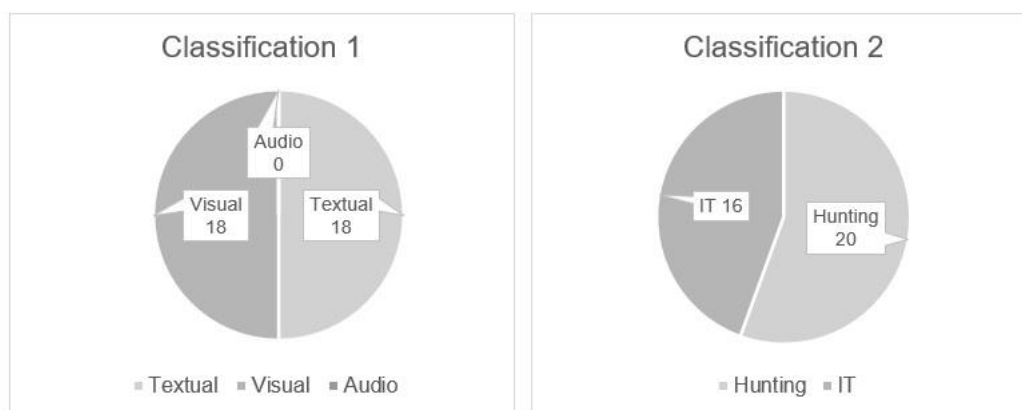


Picture 3. The most engaging post.

To analyze the three categories of the posts (content type, timing, and content ratio), average engagement rates were calculated from all the attributes in every category based on the rates presented in Table 2. Then, the average engagement rates were compared with each other to investigate which one of the alternatives in the three categories generated engagement the most. Altogether, the average engagement rate calculated from all the 36 Facebook posts was 21%.

The first category was the content type, yet it was not specified to the action plan in detail. Facebook Insights has its way to categorize the content of the posts, but it was not used in the analysis as the result would not have been favorable from Pihlatek's perspective. Instead, two other ways to categorize the type of content was decided to be

used. The first categorization was introduced in the literature review, dividing the form of the content into textual, visual, and audio. The second categorization divided the content between hunting and information technology (IT) topics. This classification was the request of the company since Pihlatek had not shared any content concerning information technology issues earlier. Classifications of the posts into the two categories are presented in Table 2 on pages 44-45.



Picture 4. Classifications of the posts.

Picture 4 expresses the division of the 36 Facebook posts into the two categories, how many of the posts included what type of content. The first classification shows how equally the posts were divided between the textual and visual forms yet including any audio content. The average engagement rate in textual posts was only 6% whereas the rate in visual content was 36%. The difference is prominent and verifies observations noted in the literature review that in recent years, visual content has overpowered textual content. The reason for this is because the visual content is much easier to be understood and consumed at the same time from the customer perspective. Also, sharing visual content like pictures on social media is much faster than writing a textual post.

In classification 2, the posts' categorization was made between hunting and information technology topics. As discussed, the company had not shared any content concerning IT issues before. During the trial run, information technology topics were presented to the customers on the platform for the first time. It was rational as the company had started to broaden its services to include more selling and maintenance of communications technology products like mobile devices and computers. From all the 36 posts, 20 of them included topics related to hunting and the remaining 16 posts included topics

related to IT. The average engagement rate in hunting posts was 29% and in IT posts only 11%. The difference is big which can be explained partially from the discussed fact that the IT posts were completely new for the customers. Most of the company's customers on the Facebook Page were interested specifically in hunting since the company had been sharing insights from that field of business only, and people had started to follow the Business Page for that reason. The ones who were interested in information technology insights may have not found the company's Page yet on Facebook.

The second categorization of the posts was timing, at what time during days the posts were shared on the platform. As noted, there was no orderliness with timing in the posts earlier. Four different times were selected in the action plan to cover a whole day. The times were 10:00, 14:00, 18:00, and 22:00. Table 3 presents the average engagement rates and the number of posts each time.

Table 3. Average engagement rates per time.

Time	Number of posts	Average engagement rate
10:00	9	28 %
14:00	8	17 %
18:00	10	30 %
22:00	9	6 %

According to Table 3, the time when the posts generated engagement the most was at six o'clock in the afternoon. The second-best time was during mornings at ten o'clock. The most significant difference among the rates was in the evening time at ten o'clock, when the average engagement rate was only 6%. The numbers go in-line with the customers' activity on the Facebook Page according to Figure 3 on page 41. The results verified the observations made in the literature review: the best time to share content on social media is when the customers are active there.

The third category for the analysis of the posts was the social media content ratio. When creating the action plan for the posts, the 50/30/20 rule was decided to be used. This was because the ratio ensured that the produced content was diverse on the platform as it focuses only on the source of the posts. Earlier, the posts on Pihlatek's Facebook Page included merely own created content by the company, and there wanted to be a change for this. According to the 50/30/20 rule, 50% of the content was supposed to be from

other sources, 30% own created content by the company and the final 20% was more personal things. From the 36 posts on the platform, the division went as follows: 18 posts were from other sources, 10 posts were own created content by the company, and remain 8 posts included more fun content which was not related directly to work. Calculated from the engagement rates depicted in Table 2 on pages 44-45, the average engagement rates for different content types according to the content ratio were the following:

- Content from others 5%
- Content created by the company 46%
- Non-work related, fun content 24%

According to the list above, big differences were noted among the rates. The posts that were own created by the company itself generated engagement best, distinctly. The content which included more fun topics and was not related to work, generated engagement the second most. The posts which consisted of content from other sources received only a 5% average engagement rate. Few facts affected the numbers greatly: competitions and offers in self-created content and visual form of data in fun content posts. From the ten posts which included own created content by the company, six of them included either a competition or an offer. As noted in the literature review, competitions engage social media users largely in general. As a matter of fact, from all the 36 posts during the research period on Facebook, exactly the competition and offer posts generated engagement the most. The difference in the rates was derived also from the fact that the posts which were not related to work included visual content, either pictures or videos. As observed earlier, visual content creates engagement much more than textual content.

In addition to the analysis of the three characteristics of the posts, studying how the engagement rate developed during the trial run in overall was one of the objectives of the thesis, as the research examined how an increase in the company's activity on social media affected the existing customers. As discussed, the company had shared posts on the Facebook Page non-systematically, around once a month before. Sometimes, there were even three months of gaps between the posts. There was a significant change for this when the action plan decided to include three posts per week. It wanted to be examined whether the enormous growth in the company's social media activity affected the existing customers negatively. As discussed in the literature review, some people may not be tolerant of a great number of posts shared on social media platforms,

especially when the content does not bring any value for them. This may make them unfollow brands on social media. Figure 4 shows the development of the engagement rate during the three months research period on Facebook.

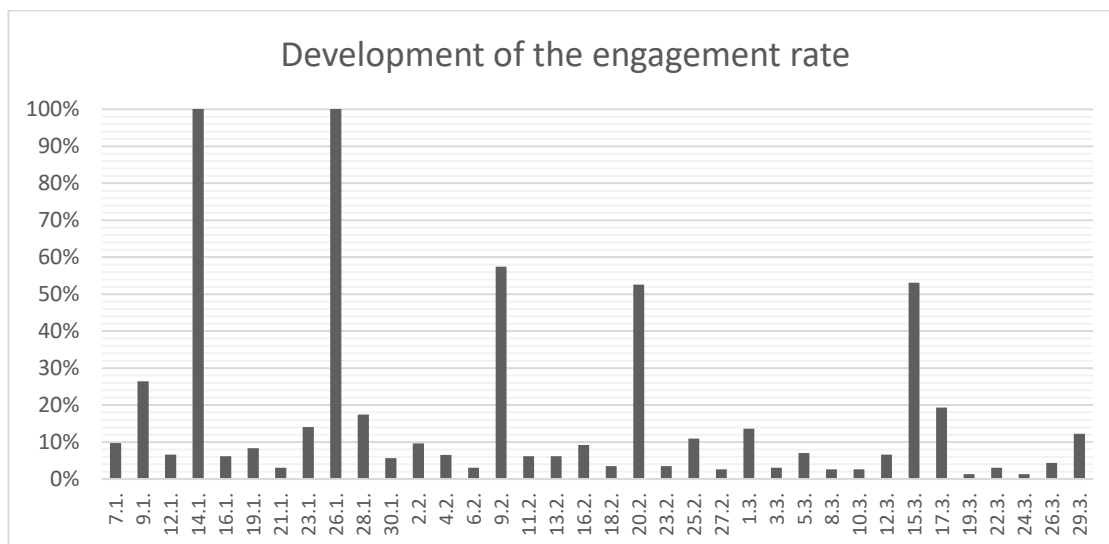


Figure 4. Development of the engagement rate.

In Figure 4, the engagement rate is portrayed to a maximum of 100%, even though two of the posts generated more. In the post on January 14th, the number of total engagements was 285 raising the engagement rate to 126%. On January 26th, the number of total engagements in the post was a remarkable 511. The calculated engagement rate was 223%. In contrast, the posts which generated engagement the least, the number of total engagements was three, and the calculated engagement rate only 1%. In overall, the figure is not very steady, major fluctuations can be seen in the engagement rate. Although, the rate is rather constant if the five high points are not considered. Only a slight decrease towards the end can be noted. Based on the figure, the engagement is depending more on the content of the posts rather than on the company's activity on the platform, as the fluctuations continue throughout the research period. There is not a drastic trend in the engagement rate, neither in a positive or negative direction.

Taking a closer look at the five days when the posts generated engagement the most, the qualities of the posts were as follows:

- 14.1. fun content including picture and riddle shared at 10:00
- 26.1. own created content including picture and offer shared at 18:00

- 9.2. own created content including picture and offer shared at 10:00
- 20.2. own created content including gift card competition shared at 14:00
- 15.3. own created content including product competition shared at 14:00

To confirm the analysis of the content attributes, the own created content engaged the customers best which were explained by the competitions and offers, as discussed. Moreover, visual content was in favor of the customers. The timing of the posts seemed to have no effects, though the evening time was not included in the top five posts which were generating engagement the most. This verified the analysis of the time, which depicted that evening posts generated less engagement which again was explained by the decrease in the customers' activity on the site.

To have an answer to the question of how the increase in the company's activity on Facebook affected the existing customers, the number of Page followers was also researched in the three months research period. At the beginning of the trial run, 227 people liked Pihlatek's Facebook Page and 232 were following it. After the three months trial run, there were 228 likers and 234 followers on the Page. The growth in the number of Page followers was two and in the number of Page likers only one. Figure 5 shows the development of the number of Page followers on the three months research period on the case company's Facebook Page.

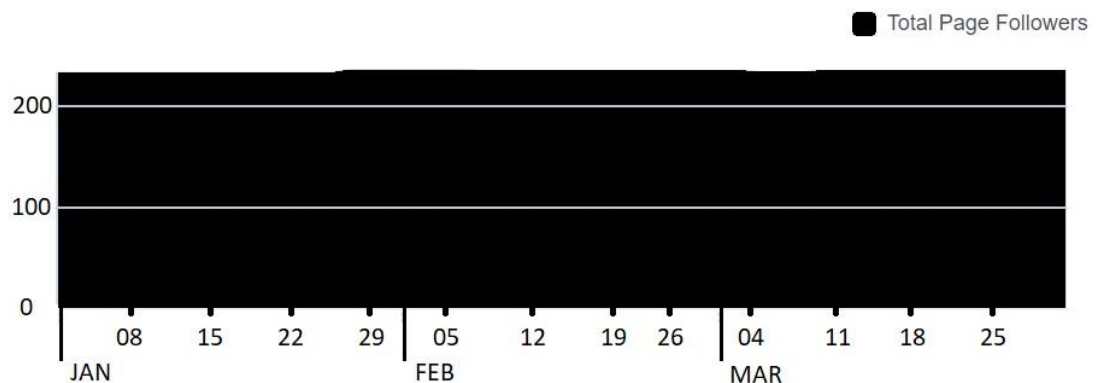


Figure 5. Development of the number of Page followers.

The figure has been taken from the company's Facebook Insights. As can be seen, the line is almost even, only extremely small fluctuations can be found. It cannot be discovered from Facebook Insights, whether it was the same person who decided to unfollow the page at some point and came back later or was the person who started to follow the Page later a completely new.

6.4 Reflecting

Based on the observations and analyses in the previous chapter, several conclusions were able to be made regarding the content of the Facebook posts. At first, it was distinct that the visual content generated much more engagement than the textual content. The difference in the average engagement rate between the two types of content was remarkable. Sharing visual content on Facebook engaged customers better than textual content, which is why visual content should be in favor. Although, textual content should also be in use to some extent, because it would make the content versatile. As recognized in the literature review, versatility among shared posts is something that customers value as it makes the content more interesting. The posts during the research period did not include any audio content which why it was not able to consider in the analysis.

Another classification in the type of content was the division between hunting and information technology topics. The posts which included issues related to hunting generated more engagement which although were expected as topics around IT were completely new to the existing customers. Since the company had not shared any insights concerning information technology issues before, people were following the company's Facebook Page because of the content related to hunting. Moreover, as the research focused on maintaining relationships with existing customers it was easy to understand that information technology posts were not able to generate as much engagement as hunting posts. Nevertheless, IT posts engaged customers to some extent which denote that people are interested in that kind of content as well. Although the thesis did not focus on customer acquisition on Facebook, it can be recommended that Pihlatek should continue sharing content from the communications technology field of business also. Advertising the content including IT issues on Facebook could be an efficient way to attract new followers to the Facebook Page and eventually new customers to the company. Another way to persuade people to follow the Facebook Page and engage with the company regarding the information technology issues would be separating hunting and IT issues into two different categories and create own Facebook Pages for both. This would ensure that people who like to follow hunting issues are not negatively affected by the information technology content on the platform and the other way around.

The second way to separate the two topics on Facebook would be by utilizing the free tools on the platform and create different groups for both topics. In the groups, not only the customers would be able to interact with each other but also with the company much easier than on the normal Facebook Page. The groups would enhance WOM activity by the customers, which was recognized in the literature review to be a highly effective way of marketing online. Being able to provide the customers content they are genuinely interested in and bring value to them thereby, generates engagement. As noticed in the theory, the higher the engagement rate, the more people are promoting the brand on social media. Surely, creating the groups or Facebook Pages would require more investment in time from the company on social media practices to upkeep and be present in them. As discussed in the previous chapter of advertising the IT posts to customers, the same thing would apply in the creation of the different groups or Facebook Pages. It would be advisable for the company to use the Advertising function on the site and promote the information technology Page or group to users on Facebook. This way the company could get more customers from that field of business and create a solid, steady customer base from those people.

Separating the hunting and information technology issues into two different categories could also help with the equal sharing of both topics around a year. In hunting, there are specified hunting times in Finland. For example, hunting dogs are not allowed to be unleashed from the 1st of March to the 19th of August. Therefore, for example the season of dog GPS-devices focuses more on autumn and winter times. This influences the sharing of hunting posts on Facebook, emphasizing them more to autumn and winter times also, diminishing the share of IT posts at that time. Also, the customers who are interested in hunting, are more active at that time arguably. By separating the two subjects into own groups or Pages would ensure that either of the subjects would not be highlighted more than the other around a year.

Pondering the timing attribute on the posts, it was evident, that the posts which were shared on evenings engaged the customers the least whereas the three other times were nearly at the same level. As noted, the engagement rate was in-line with the chart of customers' activity on the site. Based on this observation, it is recommendable for the company to share content on the Facebook Page when the customers are active on the site. The customers' activity on the site was easy to be checked from Facebook Insights. Overall, the company should not share highly valuable, important content on the platform in the evenings since most of the customers are not going to be exposed to it due to their

passivity on the site at that time of day. Posts on the platform are more sensible to target in the daytime for the existing customers.

In addition to the content type and timing of the posts, also the use of the 50/30/20 content ratio gave clear results. It was recognized that the own created content by the company engaged customers best whereas the content from other sources was opposite. The posts which included more fun content were in the middle, engaging customers more than on average. There were multiple reasons which affected the results. First, the own created content by the company included a lot of competitions and offers which concerned hunting issues. Secondly, most of the content from other sources were mainly in textual form. And thirdly, the posts which were not related to work were mostly in visual form. As noted earlier, the IT posts generated much less engagement than hunting posts. Sharing them in textual form was a character of the posts which engaged customers the least. It is evident that if the company wants to share content on Facebook more often than earlier, it needs to use content from other sources, even though they did not engage customers that much. This is because there is not enough own created or entertaining content for the company to share on the site. This was noticed during the trial run. Also, Pihlatek should share more entertaining, fun content on the site than earlier as they were recognized to engage customers. These notifications are vital in the company's operations on the site; not only they bring value to the customers, but they also bring forth the company's professionalism as well as genuineness and authenticity. As noted in the literature review, entertaining content generates more engagement as people are often using social media for entertainment purposes specifically. Promoting only business and sharing sales content on the platform makes customers more reluctant towards the posts and less interested in the company and its produced content over time. What is more in the company's future, the number of competition and offer posts should be decreased from the past. Even though they activate and generate a lot of engagement among the customers, sharing continually competitions and offers on the platform does not give a professional picture of the company. Sharing them on the site should be in-line with other types of posts in terms of the number of posts.

To defeat the above-mentioned problems, the solution is the use of social media content ratio. The content ratio would help the company in the future to share entertaining as well as informative content side by side with a perfect ratio, as discovered during the research period. Even though there were multiple posts including competitions and offers

on the Facebook Page on the trial run, they were in proportion with other content. Therefore, it is highly suggested for the company to start using social media content ratio when designing the posts on the platform. Not only it ensures that the content on the company's Facebook Page is diverse including both, professional and fun related issues in harmony, it also secures that the shared content is not only created by the company itself but from other sources also. As realized, even though it takes some time to search applicable content from to share on the platform from different origins, it makes the content versatile, something the company should aim for in the future.

Also, it should be pondered how Pihlatek could utilize competition posts more in its operations on social media, and not just share them to make the customers happy and engaged. Since the company had shared a lot of competition and offer posts on the platform earlier, part of the people may have followed the Page only because of them, as they got used to them. This might have influenced the engagement negatively in other types of posts during the research period and be the reason why those posts generated the most engagements. The company should engage the customers with other types of content also in the future, as discussed. One way to utilize the competition posts would be using the user data of them for retargeting and trying to turn those users into actual customers in the long run. Taking advantage of the user data and reminding the company's products/services to those Facebook people who participate only in competitions, would allow the company to reach them again, and possibly get them attracted to the company and its business, not only to the competitions and lotteries.

When reflecting on how the increase in the company's activity on Facebook affected the existing customers during the three months trial run, it was recognized that it did not have a negative impact. The observation was made based on the fluctuation in the engagement rate and the number of Page followers during the research period. The engagement rate did not fluctuate during the research period due to the increase in the activity, it was more because of the content of the posts. Also, the number of Facebook Page followers did not decrease during the research period, instead, it grew by two followers. As noted, the customers were not affected by the growth of the posts in a negative way and did not make them unfollow the Page, which indicates that the posting frequency with three posts per week was workable for the company, and also the content shared on the platform was interesting and valuable for the customers. Things the company can continue to carry out in the future.

It is good to point out, that the posting frequency should not be denser as there would not be enough valid content to share on the site. During the trial run there were a few times when finding the applicable content to share was a little difficult. Certainly, the decision to follow the action plan precisely affected to it. Following the plan obliged to produce a certain type of content in terms of the content ratio, even though there was a toughness to find that type of content to share. Following an action plan is recommendable for the company in the future, but it should not be done too rigorously. Otherwise, the content can quickly become nonvaluable to the customers if it is only based on the reason that something is needed to be shared. As noted in the literature review, the quality of the posts for customers is more important than the quantity of them. The posting frequency before the trial run was infrequent and needs to be increased in the future. If the frequency according to the plan, three times per week, is too dense for the company to follow, less frequently is applicable, however, it should be logical. Sharing posts systematically on Facebook would offer the customers on the site an opportunity to realize and presume when the posts are expectable on the platform. This might generate more engagement on the posts when more people are exposed to the content.

The scheduling function on Facebook was discovered to be useful and beneficial during the research period when following the action plan. Without the function some of the posts were not shared completely right on time. If wanting to follow a detailed plan in the future, the feature is recommendable to use. Also, it helps to plan the posts. When pondering the other free tools on Facebook which were examined in the literature review, it would be recommendable for the company to take the Stories and Shops functions into use along with the Groups function. As discussed, using the Groups function would help the company to separate hunting and information technology issues into two categories and always offer the customers the content they are interested in. Sharing stories on the company's Facebook Page would bring more versatility to the produced content on the platform and provoke discussions among customers at a fast pace. The Shops function might generate more interactions among the customers when they would be able to comment and rate the products online. Certainly, it is time-consuming to put the products available to the shop and maintain it. Though, it is a good place to present the products since they are not available on the company's website. Moreover, the Advertising function could be useful in the company's operations on the platform in the future for retargeting as well as to engage customers more in the field of information technology.

7 CONCLUSION

The whole report discovered how worthwhile Facebook is for the micro-enterprise in maintaining customer relationships on the platform. When the company's customers are based all around Finland, Facebook offers a great base for reaching them in a prompt way and making it easy to be in touch with an exceptionally low cost. Based on the literature review and the action research, five factors were discovered to be important in maintaining customer relationships on Facebook:

- Sharing valuable content
- Communicating with customers
- Being authentic and entertaining
- Rewarding customers with competitions
- Responding quickly to any comments

Sharing content that brings value to the customers is one of the most important issues the company can do on Facebook to maintain customer relationships. Engaging the customers with valuable content not only keep them interested in the company and do not make them unfollow the Facebook Page but also help them to carry out buying processes. This again may strengthen the relationships and turn the customers to be more committed which enhances the WOM marketing online. Communicating with customers on Facebook is also important. The posts which create discussions generate engagement and are more likely to be shown on users' Facebook News Feeds in terms of the Facebook algorithm which affects greatly to the prevalence of posts. Interacting more with customers in the posts increases the exposure of the shared content, and thus, increases brand visibility.

With communication and all other activities on Facebook, the company should always remember to be authentic as well as entertaining. Sharing only posts with a sales aspect pushes the customers away over time and gives a cold feeling of the company. Entertaining content engages the customers and gives a more humane picture when sharing also posts that are not related to the business. Also, rewarding the customers of their engagement with competitions helps the company to maintain relationships with the customers. Competitions are one of the most engaging and activating content on Facebook and should be shared from time to time. Although, it is good to remember that the prizes of the competitions should also bring value to the customers.

The final issue which was observed in the report that helps the micro-enterprise to maintain customer relationships is replying to any comments customers are sharing on the platform promptly. People are expecting quick replies to their comments and being able to accomplish that, builds trust between the company and the customers which again may provoke the WOM marketing and increase brand visibility. Although, answering to comments on Facebook in a prompt time can be a stumbling block for the micro-enterprise in terms of time. Social media does not offer a free, easy-care place for the company to utilize and take advantage of when maintaining relationships with the customers. It requires a lot of investment in time to accomplish all the five issues presented above and many more. For the micro-enterprise, using the time to necessary issues on business activities is important since most of the activities need to be carried out by the company itself. On Facebook, being present is not enough anymore in today's competitive atmosphere among businesses, the company needs to be active to stand out from others and thus, engage customers. Moreover, the use of Facebook is not a short-term activity, it is more of a long-term action that requires sustainability and persistence. All in all, the use of Facebook for maintaining customer relationships is all-encompassing and requires a solid use of all the aforementioned issues.

Features and content of the Facebook posts are of great importance in social media activities on the platform. The posts attract the customers to follow the Facebook Page, engage them, and eventually turn them into trustful, actual customers. The action research gave good single discoveries of the content creation based on the piloted actions' impacts on the engage rate in a short time frame. It was discovered that the posts should be published when the customers are active on the company's Facebook Page, mostly on daytime, and the content interesting and valuable for the target audience preferring more visual content. Moreover, sharing versatile content with the help of the content ratio is recommendable so that the company could offer professional as well as entertaining issues in harmony on the site, not forgetting the competition posts also. The content ratio would bring orderliness to the posts on the platform. What is more, the company should separate the two fields of business and create own Facebook Pages or groups for both. This would ensure that the produced content on Facebook by the company would always be valuable for the customers regarding the content type and not be negatively affected by the content from other fields of business. Also, it was recognized that the increase in the company's activity on the platform did not affect the existing customers negatively which confirmed that the posting frequency of three posts per week was workable for the company and something to be used in future operations.

8 DISCUSSION

Social media is persistently changing and developing alongside digitalization and continues to have a strong influence on business practices worldwide. People's buying habits are varying in-line with the development of social media and its different types and variations. Competition among businesses is turning online increasingly and rivalry of customers gets tougher day by day. To keep up in the competition, customer engagement has become vital on social media platforms, like Facebook. For small companies like micro-enterprises, maintaining customer relationships on Facebook is worthwhile due to the low cost of it as well as the easiness to reach customers. Micro-enterprises' limited financial resources make it important to learn how to take advantage of social media and its platforms efficiently and profitably to engage customers.

The objective of the thesis was to examine how micro-enterprise can maintain customer relationships on Facebook. Also, the research studied what kind of content engages customers on Facebook and how an increase in the company's activity on social media affects the existing customers. The thesis was conducted as a case study based on action research and literature published by scholars. It was discovered that sharing valuable content and communicating with customers are issues the case company needs to carry out when maintaining relationships with customers on the platform. Also, being authentic and entertaining are important features in the company's operations on Facebook. Rewarding customers with competitions and responding quickly to any comments complete the actions. The three months short-term research period on Facebook revealed that the posts should be published when the customers are active on the platform, mostly in the daytime. Along with visual content, competitions and offers are excellent ways to engage customers. Also, it was recognized that the increase in the company's activity on the platform did not affect the existing customers negatively.

The research responded to the objectives adequately and gave solid results that can be utilized by the case company in the future. When conducting scientific research, requests for research are its validity and reliability. Validity of research defines if the right issues have been researched. In other words, whether the chosen research method measured what it was supposed to measure. Validity of research is ensured by using a correct research method. Reliability of research means the persistence of measuring, meaning that the results are not based on coincidence. Research is reliable if the same results

are received when repeating the research. (Kananen 2014, 126.) In the thesis, the chosen research method was suitable and produced results that it was supposed to. The action research enabled the collaboration between the researcher and the case organization during the research period which was a request when carrying out the trial run on the case company's Facebook Page. Moreover, as the aim of action research is to develop a solution based on a diagnosed problem, this was succeeded with the recommendations of the content in Facebook posts. The action research gave good single discoveries for the content creation that can be utilized in the future. Also, the research produced new knowledge on the use of Facebook to develop the case company's operations on the platform and increase the know-how by the researcher.

Although, the thesis included several limitations. The research concerned only operations in the particular social media site, Facebook. The results cannot be applied to other platforms since they have different functions and objectives. Every new platform should be examined separately if the company decides to take them into use. Furthermore, the trial period on Facebook was only three months long. Longer research period might have produced different results, especially for the case of how the increase in the company's activity on the platform affected the existing customers. As discussed, social media activities should be more of long-term practice, as it can take multiple years before connections on social media turn into valuable relationships, for example.

Based on the limitations of the study, it is valuable to ponder whether Pihlatek should be using other social media platforms concurrently with Facebook. The use of Facebook should be continued in the company's future operations as the platform offers a free of charge place to reach and be in touch with the customers who are based all around the country. Moreover, the platform offers multiple other functions in one place for enhancing the brand development and business growth. In the future, when the company needs to focus also on customer acquisition, Facebook is a great place for it, as the site is one of the most popular social media platforms in the world measured by the number of active users per month. The use of other social media platforms is recommendable because people's use of social media increases continually. However, the company needs to ponder whether the other social media sites would enhance the company's business and support its future operations. Moreover, it is crucial to find out how much the company could invest in terms of time to each site, and whether the new platforms would serve the customer base at best. Though the cost of using social media is small in monetary value, as discovered, it takes a huge amount of time which is taken away from other

things. This might be a problem in micro-enterprise where human resources are limited. Even though it is recommended that every company should be active on social media since most of the customers are there, it needs to be determined precisely, what the company wants to achieve with the use of the different social media platforms and whether it has enough time to accomplish all them. The objective of the use of social media sites should be carefully determined in advance before the operations even begin. Just because everyone else is on social media is not an adequate reason for the company to take part in other platforms also. What is more, the company should measure all social media activities regularly with metrics that are in-line with the objectives of the usage. What it comes to post sharing on Facebook, it could be reasonable for Pihlatek to set up a survey for the customers on the platform to find out their opinions about the content the company is sharing on the platform. This way the company could get a more humane aspect for the content creation, and not only share them based on the engagement rate, even though it was recognized to be one of the most important metrics in the use of Facebook.

For future studies, it would be good to examine the other social media platforms, how micro-enterprise could utilize them, and which one would work best for the company. Certainly, the subject is broad as social media platforms grow and alter at a fast pace. Another subject for future studies could be social media content ratios. It would be interesting to see which one of the content ratios would be the most convenient for the company and its actions on Facebook. As it was recognized in the literature review, there were not any clear guidelines in the use of the ratios. Every company should investigate which one of them fits best for the company corresponding to the objects of the use of social media. In addition to the two subjects presented above, it could be interesting to study what the company could gain with retargeting, and by using paid advertisements on Facebook. Also, at what cost the advertisements would start to bring defined results. In addition, with the use of Facebook, it would be valuable for the company to study, how it could utilize the site also in customer acquisition to grow the number of customers.

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Action plan for Facebook posts

		DATE	TIME	CONTENT TYPE
January	WEEK 2	Tue, 7	18:00	X
		Thu, 9	10:00	-
		Sun, 12	22:00	X
	WEEK 3	Tue, 14	10:00	O
		Thu, 16	10:00	X
		Sun, 19	14:00	-
	WEEK 4	Tue, 21	18:00	X
		Thu, 23	14:00	O
		Sun, 26	18:00	-
	WEEK 5	Tue, 28	10:00	X
		Thu, 30	18:00	X
		Sun, 2	22:00	-
February	WEEK 6	Tue, 4	18:00	O
		Thu, 6	14:00	X
		Sun, 9	10:00	-
	WEEK 7	Tue, 11	22:00	X
		Thu, 13	10:00	X
		Sun, 16	22:00	O
	WEEK 8	Tue, 18	14:00	X
		Thu, 20	14:00	-
		Sun, 23	18:00	X
	WEEK 9	Tue, 25	10:00	O
		Thu, 27	22:00	X
		Sun, 1	18:00	-
March	WEEK 10	Tue, 3	10:00	X
		Thu, 5	22:00	-
		Sun, 8	14:00	O
	WEEK 11	Tue, 10	22:00	X
		Thu, 12	18:00	X
		Sun, 15	14:00	-
	WEEK 12	Tue, 17	18:00	O
		Thu, 19	22:00	X
		Sun, 22	10:00	X
	WEEK 13	Tue, 24	14:00	X
		Thu, 26	22:00	O
		Sun, 29	18:00	-

X = content from others
 - = own created conten
 O = personal content

Original Facebook posts

■ Reach: Organic / Paid
 ■ Post Clicks
 ■ Reactions, Comments & Shares

Published	Post	Type	Targeting	Reach	Engagement
03/29/2020 6:02 PM	 Oletko käynyt vielä vilkaisemassa nettisivujamme?			171 	24 4
03/26/2020 10:00 PM	 			166 	4 6
03/24/2020 2:00 PM	 Metsästäiliiton uudet verkkopalvelut: MetsoRekisteri			117 	3 1
03/22/2020 10:00 AM	 ULTRACOM R10 HYBRID - KOIRATUTKA Perjantaina			148 	4 3
03/19/2020 10:00 PM	 Etättyö, joka on hyvin ajankohtainen aihe tällä hetkellä			126 	1 2
03/17/2020 6:13 PM	 Vaikka maailma on melko sekaisin tällä hetkellä			475 	27 17
03/15/2020 2:00 PM	 Nyt iski retroa. 😊 Kuvan seurantalaitte lähtee huomenna			359 	103 19
03/12/2020 6:00 PM	 Varsin erinomainen todennäköisyys voittaa uusi			143 	15 0
03/10/2020 10:00 PM	 Korona tulee vääjäämättä jokapäiväiseen elämäämme. 🖌️			142 	5 1
03/08/2020 2:00 PM	 Ennen vai nyt. 😊😊 https://www.youtube.com/watch			135 	6 0
03/05/2020 10:00 PM	 No jopas, vaihtotarjouksia tulikin sen verran mukavasti, että			230 	6 10
03/03/2020 10:00 AM	 Tiesitkö, ettei koirien kiinnipito koske ihan kaikkia koiria.			128 	5 2
03/01/2020 6:00 PM	 Jaahas, kausi on pulkassa ajavien koirien osalta. Pääsevät			259 	17 14
02/27/2020 10:00 PM	 Onko sinulla usein tarve ottaa leikkeitä tai kuvakaappauksia			140 	6 0
02/25/2020 10:34 AM	 Positiivisella asenteella tähän viikkoon! 🤞			145 	18 7
02/23/2020 6:04 PM	 Uusimmassa Jahti-lehdessä Antti Saarenmaan kolumnissa			150 	5 3
02/20/2020 2:00 PM	 Pientä arvontaa pitkästä aikaa kehiin! 🍀🍀 Tykkäämällä ja			638 	62 58

02/18/2020 1:56 PM	 Tracker-ohjelmistosta on tullut uusi Android-versio, joka			155		6 2	
02/16/2020 9:32 PM	 Tähän vikaan ei taida meilläkään olla ratkaisua 😞			172		10 11	
02/13/2020 10:00 AM	 F-Secure on julkaissut ilmaisen Identity Theft Checker -			146		14 0	
02/11/2020 9:51 PM	 Kaikille metsästyksestä kiinnostuneille seuraajille vinkki			142		9 5	
02/09/2020 10:05 AM	 Nyt olisi ainutkertainen mahdollisuus laittaa tutka-asiat			333		119 12	
02/06/2020 2:00 PM	 Ylös, ulos ja metsälle! 🌲			157		3 4	
02/04/2020 5:54 PM	 Eipä taideta saada tänne etelään, tai ainakaan Varsinais-			181		7 8	
02/02/2020 9:57 PM	 Tiesitkö, että Tracker-sovellusta voi käyttää myös ehkäisemään			195		10 12	
01/30/2020 6:10 PM	Postilaatikkoon tipahtanut Metsästäjä-lehti nykyään			158		10 3	
01/28/2020 10:03 AM	 Muista tarkistaa puhelimesi käyttöjärjestelmäversio ennen			216		33 7	
01/26/2020 6:15 PM	 Kaksiakkuisiin Ultracom Koira-GPS pantoihin nyt kaupan			3.1K		493 18	
01/23/2020 2:01 PM	 Torstain kevennys: mikä kappale? 🗣️ Vanhojen VHS-			229		26 6	
01/21/2020 5:50 PM	 Reilu viikko sitten muistutimme Windows 7 -käyttöjärjestelmän			163		5 2	
01/19/2020 1:43 PM	 Akunvaihtohuolto menossa. Kaikki uudet Tracker G-sarjan			193		9 10	
01/16/2020 10:28 AM	 Vaikka metsästykskausi alkaakin kääntymään jo pikkuhiljaa			155		11 3	
01/14/2020 10:00 AM	 Hukka vai haukku? 🐾			350		272 13	
01/12/2020 9:41 PM	 Tärkeää tietoa Windows 7 -käyttöjärjestelmän tuen			175		12 3	
01/09/2020 10:00 AM	 BURREL S12 HD+SMS3 -RIISTAKAMERA Burrelin S12			327		45 15	
01/07/2020 5:59 PM	 "Ennen jopa rakenneltiin erilaisia lamppuvirityksiä, joilla			162		20 2	

Engagements and classifications of the posts

	POST	NUMBER OF TOTAL ENGAGEMENTS	ENGAGEMENT RATE	Textual (T) Visual (V) Audio (A)	Hunting (H) Information technology (IT)
7.1.2020	Battery life truths on phones	22	10 %	T	IT
9.1.2020	BURREL S12 HD+SMS3 camera	60	26 %	V	H
12.1.2020	Windows 7 support ends	15	7 %	T	IT
14.1.2020	Wolf or dog?	285	126 %	V	H
16.1.2020	The end of hunting season is coming	14	6 %	T	H
19.1.2020	GPS-device battery replacement	19	8 %	V	H
21.1.2020	Windows 7 support ends reminder	7	3 %	T	IT
23.1.2020	Thursday comic relief	32	14 %	V	IT
26.1.2020	Ultracom dog GPS-device offer	511	223 %	V	H
28.1.2020	WhatsApp news	40	17 %	T	IT
30.1.2020	Metsästäjä magazine online	13	6 %	T	H
2.2.2020	Tracker software	22	10 %	T	H
4.2.2020	Snowy hunting pictures	15	7 %	V	H
6.2.2020	Article on health benefits of hunting	7	3 %	T	H
9.2.2020	GSM+VHF-device offer	131	57 %	V	H
11.2.2020	Riista magazine YouTube channel	14	6 %	T	H
13.2.2020	F-Secure Identity Theft Checker	14	6 %	T	IT
16.2.2020	Error 404: no winter found	21	9 %	V	IT
18.2.2020	Tracker-software	8	4 %	T	H
20.2.2020	Gift card competition	120	53 %	V	IT
23.2.2020	JAHTI magazine article	8	4 %	V	H
25.2.2020	Computer update comic strip	25	11 %	V	IT
27.2.2020	Screenshot article	6	3 %	T	IT
1.3.2020	The end of hunting season	31	14 %	V	H
3.3.2020	Hunting dogs holding time	7	3 %	T	H
5.3.2020	Tracker G-device maintenance offer	16	7 %	T	H
8.3.2020	YouTube video of expressions	6	3 %	V	IT
10.3.2020	Protection of coronavirus on phones	6	3 %	T	IT
12.3.2020	Information of Tracker-device competition	15	7 %	T	H
15.3.2020	Tracking device competition	121	53 %	V	H
17.3.2020	Pac-Man video	44	19 %	V	IT
19.3.2020	Remote working	3	1 %	T	IT
22.3.2020	ULTRACOM R10 HYBRID	7	3 %	V	H
24.3.2020	Finnish Hunters' Association online service	3	1 %	T	H
26.3.2020	Computer update comic strip	10	4 %	V	IT
29.3.2020	Pihlatak website	28	12 %	V	IT