Characteristics of social media usage in a B2B company

Case: UPM Raflatac

Noora Honkaniemi

University of Tampere

Faculty of Communication Sciences (COMS)

Degree Programme in Media Management

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Abstract

Social media has become a part of our daily lives. Consumers and companies both use social media as a means of communication, way to stay connected and a channel to report on important topics. There is plenty of research investigating how B2C companies use social media to their advantage, but very little information is available on how B2B companies utilize it. Keeping in mind digital future developments, B2B studies are becoming more and more important.

This research acknowledges previous research on social media marketing, analytics and social CRM. Based on theoretical findings a proposed model for a B2B social CRM strategy is presented. Relevant social media channels are explained, highlighting how they differ from each other. Twitter, LinkedIn and Facebook are the three social media channels that are further examined and used in the case study analysis.

The aim of this thesis is to explore and analyze the characteristics of social media usage in a B2B company. This is achieved by exploring the most successful and unsuccessful social media posts a B2B company has posted on their social media channels. The empirical study is conducted by analyzing social media posts in three different social media channels, during the course of one year. The empirical research identifies different content and post types a B2B company posts on their social media channels. The study explains the characteristics of a successful and an unsuccessful post on different channels and results are finalized into a B2B social CRM strategy. A cross tabulation and chi-square analysis are also conducted. Concrete recommendations are made to the commissioned company, UPM Raflatac.

The discoveries of this study show nine different content types, based on the focus point of each social media post. Results conclude it is recommended for the company to continue posting on Twitter and Facebook. Posts on LinkedIn should not be about sustainability and the updates should not be posted on Mondays, as they have low engagements. Technical jargon should be avoided, as well as long and difficult products names. Special attention should be put on the tone of voice of each post, as it should not be too formal but relaxed and conversational. The results of this thesis give guidance to social media managers and encourage them to analyze available data and act according to the results.

TABLE OF CONTENTS

List of abbreviations

B2B	Business-to-business
B2C	Business-to-consumer
SMA	Social media analytics
UGC	User-generated content
SNS	Social networking site
CTA	Call-to-action
SaaS	Software as a service
CRM	Customer relationship management
tov	Tone of voice

1 INTRODUCTION

Social media has changed the way people think, act and communicate. Today we can stay connected to friends on the other side of the world in a matter of seconds, watch TV-shows on the bus and read the news anywhere we wish. It has also changed the way people view companies. The shift from one-way to two-way communication has been radical. Now there are easier ways to reach organizations, ask questions and even apply for job openings via website chats. The way companies communicate about themselves on social media is now more open and sensible than before. What and how companies want to communicate to their social media followers is (hopefully) based on a carefully thought marketing strategy.

This thesis will bring together the different aspects and characteristics of social media, in a business-to-business (B2B) point of view. It is essential to acknowledge how the digital era has changed from static web pages to two-way communication forums and how it continues to rapidly develop. The role of marketer's has also changed from sending mass messages to readers to carefully crafting relevant and topical content on numerous social media channels. Marketer's now need to understand difficult data, interpret it into meaningful information and decide if, for example, a Facebook marketing campaign should be continued or not. The digital landscape is ever changing and it is important to understand the rising social media channels and how to use them as an advantage.

Previously social media studies have concentrated on the business-to-consumer (B2C) sector, making it essential to bring new knowledge about applying social media to a B2B context (Michaelidou et al., 2011; Keinänen, & Kuivalainen, 2015). Even though there have been studies made in the field of B2B and social media, it is still a new research topic (Siamagka et al., 2015). Lipiäinen & Karjaluoto (2015) and others (Siamagka et al., 2015; Habibi, Hamilton, Valos & Callaghan, 2015; Karjaluoto, Mäkinen & Järvinen, 2015) have stated there is little knowledge concerning social media in the B2B sector, thus this thesis contributes to the information gap. It is important to have studies that concentrate on B2C companies as well as B2B, especially when it comes to "new types of media". In this study the aim is to have a better understanding of the characteristics of social media usage in a global B2B company.

Current research in social media and B2B companies is at is very early stages as existing literature is still set on finding information in a B2C context. Even though B2B companies could significantly benefit from social media marketing (Enders et al., 2008; Cha, 2009) the adoption to use it has still been lagging (Michaelidou, Siamagka and Christodoulides, 2011). Research about B2B companies and social media needs to accelerate to the same level as the research of B2C companies. Even though some guidelines and research can be adapted to B2B companies from B2C companies they still differ from each other in numerous ways, as can be read in chapter 2.

For the sake of this thesis it is important to clearly define the differences between Web 2.0, social media and digital media. Web 2.0 originates from the previous term Web 1.0, originally defined by O'Reilly. Web 1.0 can be thought of as simply publishing on the Internet, while Web 2.0 concerns more with participating and online applications. (O'Reilly, 2007) Social networking on the other hand puts a focus on the social aspects, conversations, participation, and communities, of Web 2.0 applications. Web 2.0 is an assortment of online applications enhancing the power of the users as participants; it supports the idea of unofficial user networks and enables emerging ideas and knowledge sharing. (Kotler et al., 2012)

Web 2.0 is ultimately tied together with social media, emphasizing user-generated content (UGC) online through different websites (O'Reilly, 2007). This does not only include social networking sites (SNS) but blogs, company websites, forums and so forth. Over the past years the shift from Web 1.0 to Web 2.0 has been overwhelming. A vast majority of social media users feel a need to participate in conversations, appreciating two-way communication methods with companies, products, brands and the like.

In the recent years there have also been studies of Web 3.0 or the "semantic web", even though Berners-Lee first introduced it already in 2001 (Berners-Lee et al., 2001). Garrigos-Simon et al. (2012) explain that the new Web 3.0 puts an emphasis on machines, putting semantics and photos, sounds and feelings into a "concept where the traditional static web is transformed into another very interactive one". In a sense it can be understood as the emergence of artificial intelligence. Web 3.0 enables companies for better customer relationships and management adapted from information through data mining, social media, and the Internet. (Garrigos-Simon, et al., 2012) Figure 1 illustrates the transition from Web 1.0 to Web 3.0.
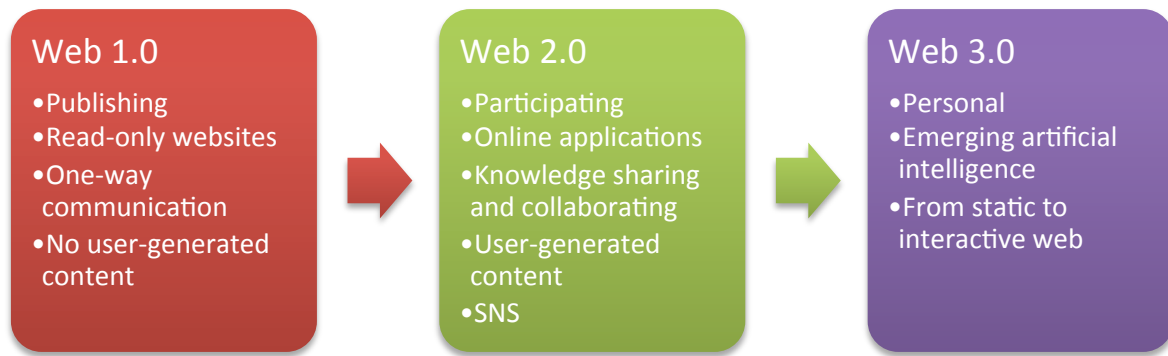
FIGURE 1: Transition from Web 1.0 to Web 3.0.

Kaplan and Haenlein (2010, p.61) state social media is "a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of user-generated content". The definition puts emphasis on the term "user-generated content", which is the fundamental idea of social media. UGC is content that is created by the audience, and the Organization for Economic Co-operation and Development (OECD) further explain (2007) it should not be used for commercial purposes but it should demonstrate some sort of creativity and is publicly accessible, or in the case of SNS, it should be accessible to a group of people.

1.1 Research problem, objectives and research questions

The aim of this thesis is to explore and analyze the characteristics of social media usage in a B2B company. This is achieved by exploring the most successful and unsuccessful social media posts a B2B company has posted on their social media channels. The purpose of this study is reached through two research questions:

Research Question 1: What type of content is posted on social media?
Research Question 2: What are the characteristics of successful and unsuccessful social media posts?

1.2   Structure of the study

This thesis is structured into six parts, visualized in figure 2. Introduction presents the aim of the thesis, research problem, research questions and personal motivations. Theoretical framework lays the theoretical base for social media, social media marketing, social media analytics and social CRM. Methodology presents the different methods on how the data will be analyzed, as well as introducing the case company and what kind of measures will be used in the study. Lastly, conclusions are made from the results of the data, and limitations and any future research suggestions.

1. Introduction
- Research problem, objectives and research question
- Structure of the study

2. Theoretical framework
- Social media channels
- Social media marketing
- Social media analytics
- Social CRM

3. Methodology
- Research design
- Case company
- Data and measures

4. Social media usage in a B2B company
- General analysis
- Category definitions
- Successful and unsuccessful social media posts
- Cross tabulation analysis
- Chi-square analysis
- B2B social CRM strategy based on findings

5. Conclusions and discussion
- Managerial implications
- Reliability and validity
- Limitations and future research
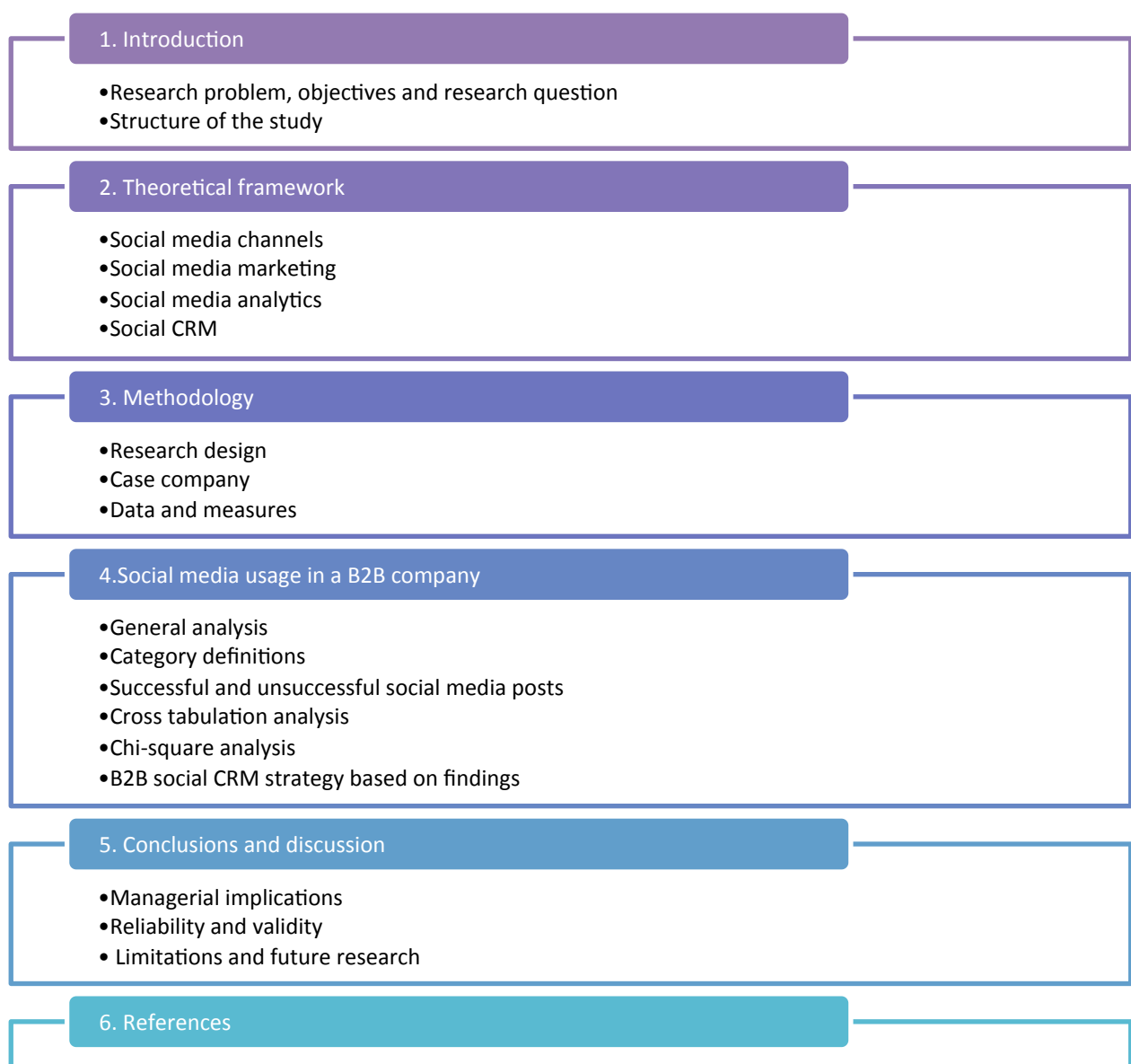
6. References

FIGURE 2: Structure of the thesis.

2 THEORETICAL FRAMEWORK

This chapter will provide a theoretical base into the different aspects of social media. It will start with an introduction of the different social media channels, putting a special emphasis onto Twitter, Facebook and LinkedIn, as they will be analyzed in the study later on. This will be followed by a summary of social media marketing and social media analytics. Social CRM will be introduced lastly. Given the purpose of the study of exploring and analyzing the characteristics of social media usage in a B2B company, there are three main literature streams that are read and reviewed. First Tuten and Solomon (2014) provide a general view of social media marketing, second Kärkkäinen, Jussila and Janhonen (2011) explore the B2B marketing scope and lastly, Malthouse et al. (2013) are referred in social CRM.

The differences between social media and digital media must be clarified, as they are terms that are similar but in reality very different. Simula, Töllinen & Karjaluoto (2013) state the line between digital and social media is blurred, but social media does not substitute digital media - on the contrary. Social media enriches digital media and is one piece of a larger digital media puzzle. Social media uses digital media as a tool in enabling social interactions taking place between users and different businesses. Various scholars (Huotari, Ulkuniemi, Saraniemi, & Mäläskä, 2015; Katona, & Sarvary, 2014) agree that UGC is of essential importance in social media, as well as the possibility to communicate with potential customers (Chaffey, & Ellis-Chadwick, 2012).

Huotari et al. (2015) have come to the conclusion that even though new technological innovations have brought us many different social media platforms, it is not the reason why social media has become popular. The reasons are deeper, focusing more on the motives of people wanting to be social and share experiences among one-another (Chaffey & Ellis-Chadwick, 2012) and this also makes social media an attractive tool in the B2B marketing area.

2.1 Social media channels

Users can choose from a variety of social media channels, ranging from platforms focusing on collaborative productions to microblogs (Kärkkäinen, Jussila & Janhonen, 2011). There are a total of eight types of social media categories according to Fotis (2015) and Kaplan & Haenlein (2010),

presented in table 1. These categories are: social networking sites, blogs, microblogs, wikis, content community sites, consumer review sites, Internet forums and location based social media. Kaplan & Haenlein (2010) have originally proposed virtual social worlds and virtual game worlds be added to the social media categories, but these have been left out of table adapted by Fotis.

It must be noted that although all of these social media categories can be used in B2B companies, some might suite company targets better than others depending on the line of business the company operates in. For example, companies in the airline business might find it valuable to take advantage of information on Flyertalk, unlike companies in the forestry business.

TABLE 1: Type of social media platforms applied to B2B companies (Fotis, 2015; Kaplan & Haenlein, 2010)

Category	Content	Platform
Social networking sites	Networking, sharing company information	LinkedIn, Facebook
Blogs	Communicating ideas and sharing latest industry news	Blogspot, external company blogs on website
Microblogs	Share content quickly	Twitter
Wikis	Managing information, externally and internally	Wikipedia, company intranet
Content community sites	Sharing media content	YouTube, Flickr
Consumer review sites	Share product, place and company reviews	TripAdvisor, Yelp
Internet forums	Asking and answering questions	Reddit, Flyertalk
Location based social media	Sharing geographical locations	Foursquare, Swarm

For the purpose of this study, the focus will be on the three following social media channels: Twitter, Facebook and LinkedIn. The case company uses all three channels extensively and they provide analyzable data. The case company uses the channels for different purposes and to reach different target audiences. It has been studied that LinkedIn is the best social media channel for B2B companies (Kontsevaia & Berger, 2017), Twitter is best used to share information on a fast pace (Cripps, Mejtoft & Singh, 2016), and Facebook being the largest SNS works well when wanting to take part in conversations (Barnard, Bothma & Cant, 2017). An overview of all three channels can be found from figure 3.

LinkedIn
- Platform for professional networking, job seeking
- +433 million members
- Profile acts as an online resume
- Corporate pages and analytics for companies

Twitter
- Most successful microblogging site
- +310 million monthly active users
- Hashtags and tagging
- Company and personal accounts are the same

Facebook
- Largest SNS available
- +1 billion users
- Personal updates
- Companies have their own pages, analytics and advertising possibilities
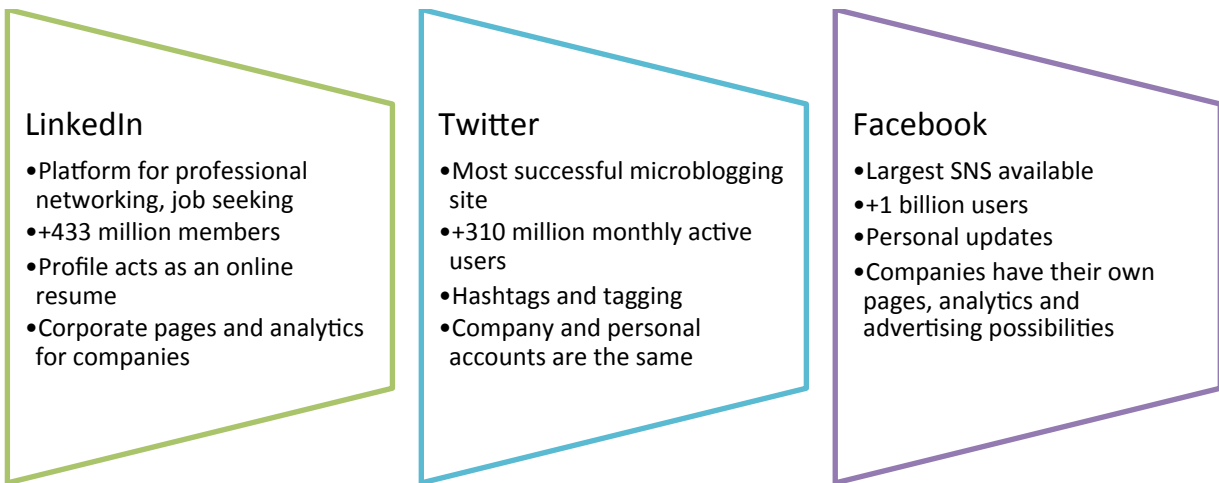
FIGURE 3: The different characteristics of LinkedIn, Twitter and Facebook.

2.1.1 LinkedIn

LinkedIn is the largest professional SNS, having over 433 million members (About LinkedIn, 2016) and figure 4 shows that the number of users continues to rise each year.
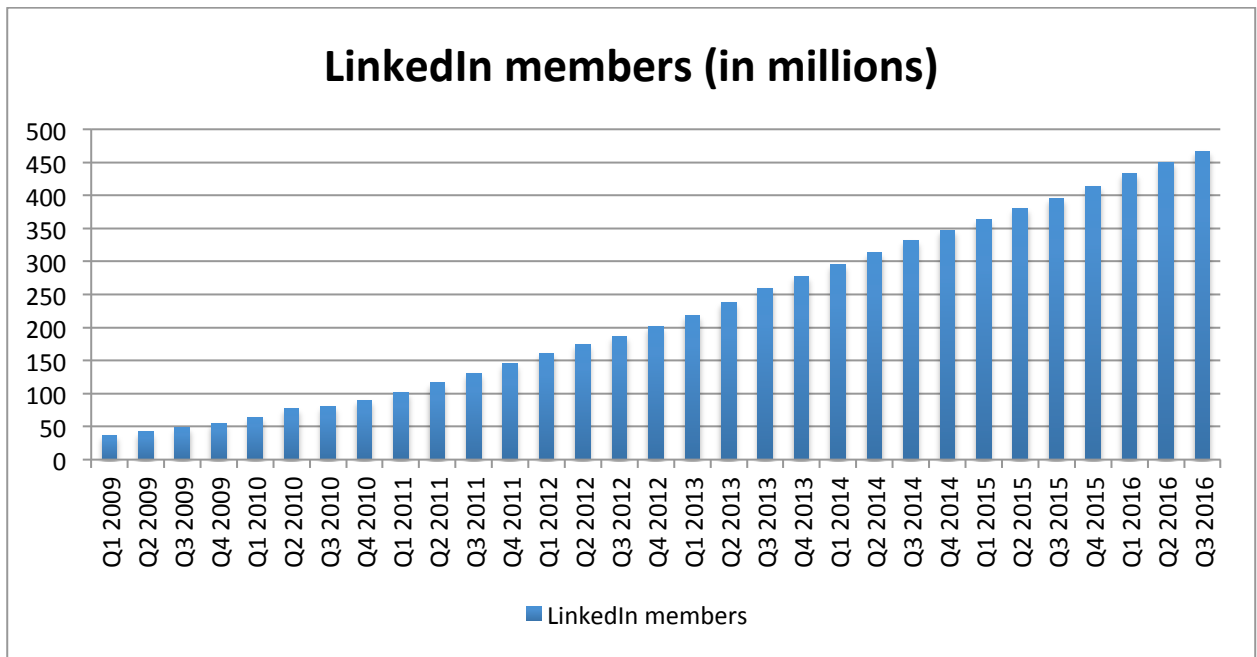

FIGURE 4: Number of LinkedIn members in millions from Q1 2009 to Q3 2016 (Statista – Number of LinkedIn users, 2017)

LinkedIn is traditionally compared to Facebook and referred to as the Facebook for professionals, where users network with each other in a professional manner and their profiles are actually online resumes. For the resume users fill in information about their work history, education, own competences and generally introducing themselves in a professional point of view. In order to engage with other users, LinkedIn requires a pre-existing relationship, unlike with Twitter where users can follow whoever they wish. LinkedIn has been recently studied by different scholars due to the sites job seeking aspect and is quoted as the most successful social media channel for companies searching for new employees, job seekers and headhunters alike (Chiang & Suen, 2015).

LinkedIn users can make their own short updates, write longer articles and upload photos for followers to see. These updates are not public for everyone - they are only visible to the user's connections. LinkedIn has the knowledge to suggest connecting with new people that the user might know and has the ability to send private messages to other users. Some LinkedIn users are Influencers, which "comprise a global collective of 500+ of the world's foremost thinkers, leaders, and innovators" (LinkedIn Influencers, 2016). These influencers can be followed without the requirement of connecting to them, and they usually write interesting updates in their own professional sphere. Some notable influencers are for example Arianna Huffington, Bill Gates and Richard Branson. LinkedIn also provides users with the ability to join different groups for a variety of purposes. These might range from recruiting reasons, connecting with professionals in the same industry, alumni's wanting to network with other university students and so forth. In groups users can brand themselves more professionally by actively taking part in conversations in topics that interest them. Unfortunately companies cannot as of yet join groups or take part in conversations.

On a company perspective LinkedIn offers somewhat different options. Companies have a corporate page and can post updates about organisational changes in the company, product launches, industry news, links to educational articles and so forth. LinkedIn offers update analytics where admins can see posts impressions, clicks, engagement rate and social actions. A quick view of the company page offers admins information on how many new likes, comments, shares and new follows it has received. Admins can also see information about follower demographics, for example by seniority and country, similar companies to keep track on and highlights of the last 30 days. (LinkedIn, 2017)

Companies can pay to advertise on LinkedIn, either by sponsoring normal company updates or making separate sponsored adverts. These paid advertisements can be used to gain more followers, find potential employees or increase visits to the company's website. Companies can also get more engagement on their posts by tagging other LinkedIn companies on their updates and answering questions asked by their followers. LinkedIn analytics offers more detailed information on how well updates have been doing. Such valuable information includes reach and engagement fluctuation, follower demographics, follower trends and a comparison on the biggest competitors. (LinkedIn, 2017)

2.1.2 Twitter

Twitter belongs to the range of microblogs, defined as "internet based applications which allow users to exchange small elements of content such as short sentences, individual images, or video links" (Kaplan & Haenlein, 2011). Even though there are other microblogs, Twitter is still the largest and most successful in the western world (Kaplan & Haenlein, 2011). There are over 310 million monthly active users as can be seen from figure 5, 83% of them using the platform with their mobile (About Twitter, 2016).
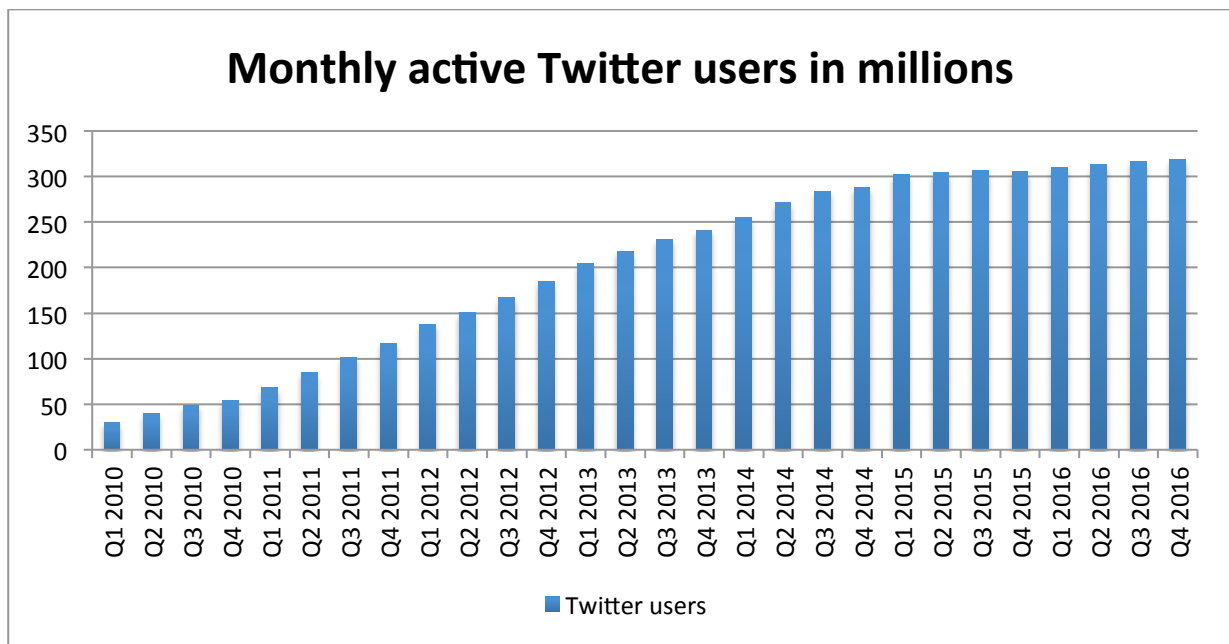

FIGURE 5: Monthly active Twitter users in millions (Statista – Twitter number of active users, 2017)

With Twitter users generate 140-character tweets, which can contain links, images, videos, GIFs and hashtags. Unlike with LinkedIn, Twitter users can follow and connect with anyone and there is no need to gain permission from the other user. This particular social media channel is a fast way to spread a message to millions of people using the right hashtags and tagging other users with the @ symbol. Recently Twitter introduced Twitter Moments where users can make short stories of their tweets and is testing on increasing the character count to 280, just some of the many ways this channel is curating to the needs of users.

Company accounts on Twitter do not differ from personal accounts, unlike on LinkedIn and Facebook. Twitter offers the same possibilities to both types of users, except on the business account companies can advertise their tweets to a targeted audience (Swani, Brown & Milne, 2014). By promoting tweets, companies can drive users to their website and generate leads, promote sales or giveaways, increase the reach of their tweets, connect with industry influencers and promote overall awareness for example around product launches (Promoted Tweets, 2016). Twitter gives companies an opportunity to follow conversations surrounding products, services or news of their interest in an easy way through relevant hashtags or keyword search. Potential customers may also use Twitter to ask more information about a product or service the company is offering, and answering is made possible publicly or privately through private messages.

Despite the 140-character limit, companies can get creative in order to gain more engagements to their tweets. By using hashtags, words beginning with the # symbol, companies can target tweets to a specific topic and take part in conversations. For example, UPM Raflatac uses #sustainability to take part in conversations concerning the environment and promoting their own products that are sustainable. Twitter analytics offers valuable information about followers, impressions, profile visits, mentions and engagements. More detailed information can be found of specific tweets and the users audience.

2.1.3 Facebook

Facebook is the single largest SNS available and has over 1 billion users. Since Facebook's release in 2008 users have grown rapidly as can be seen from figure 6. On Facebook users can post updates,

upload pictures, create and attend events, join groups and so forth. Similarly to LinkedIn, companies can have their own Facebook pages and share news relevant to their followers.
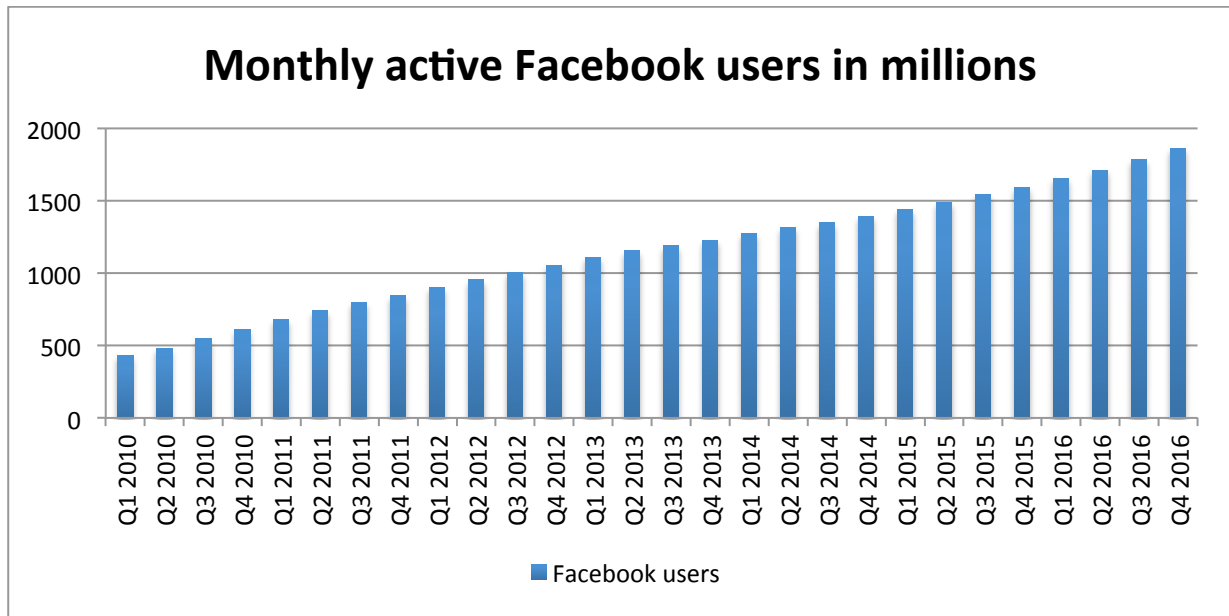

FIGURE 6: Monthly active Facebook users in millions (Statista - Facebook active users, 2017)

For companies Facebook offers a platform with the most active users per month (Greenwood et al., 2016), so they have the potential to reach enormous amounts of people in different age groups. In addition to personal users and companies, artist, brands and products can also make their own Facebook profiles. Facebook has recently changed their algorithm so it is now harder for companies to gain a large audience for their posts organically without paid advertisements (Boland, 2014).

Facebook insights offer essential analytics data for marketers and companies. Here Page admins can find information on views, engagements, reach and detailed data on what types of Facebook users like the company Page. Facebook Business Manager is a platform specifically made for marketers and it provides business-related material for marketers and a channel to create targeted Facebook advertisements.

2.2 Social media marketing

Social media has been studied in the B2C market significantly over the last years (Dessart, Veloutsou & Morgan-Thomas, 2015; De Vries, Gensler & Leeflang, 2012; Ashley & Tuten, 2015), but there is still a gap in the study of social media usage in the B2B market (Keinänen & Kuivalainen, 2015; Siamagka, Christodoulides, Michaelidou & Valvi, 2015). Social media marketing can be understood as the attempt to communicate directly to customers with the use of different social media channels. Even though many companies do communicate to customers it is significant to understand the importance of having a conversation with them. (Chaffey & Ellis-Chadwick, 2012) Social media marketing harnesses different social media technologies, platforms and softwares to "create, communicate, deliver and exchange offerings that have value for an organization's stakeholders" (Tuten & Solomon, 2014, p. 21). Figure 7 shows the evolution of how mass communication has developed from a push-oriented media towards a more pull-oriented.

Traditional Marketing

- Mass media and targeted online media
- Push orientation
- Outbound messaging, sometimes with interactivity enabled
- Attention gained via orientation and/or interruption
- Means: broadcast, print, radio, outdoor, banners, email, search

Social Media Marketing

- Nice online media
- Attraction orientation (pull)
- Content attracts inbound traffic
- Attention gained via interactivity
- Dialogue
- Participation
- Sharing
- Means: networks, communities, blogs, microblogs

FIGURE 7: The evolution of marketing communications (Tuten & Solomon, 2014)

Compared to traditional marketing, social media marketing differs in several ways. Traditional marketing sees the audience as passive, while social media encourages users to step in to

conversations and create content with them (Chaffey & Ellis-Chadwick, 2012; Huotari et al., 2015). Traditional marketing communicates messages to a target audience through a variety of channels, ranging from print to radio. These messages are aimed at a large amount of listeners, and contrary to social media marketing, there is no chance of actually interacting with the customer. (Tuten & Solomon, 2014)

Social media marketing is not solely about product promotion through social media channels. It is more of listening to users and engaging in conversations, rather than pushing the company's newest product innovations. It is essential to first listen, discover and find out what other social media users are discussing and afterwards joining in on the conversations. This way social media can have a positive effect on a company's profile, engagement and followers. (Ryan, 2014) Tuten & Solomon (2014, p. 21) conclude, "social media enable consumers to have more of a say in the products and services that marketers create to meet their needs." This affirms the fact that social media and social media marketing is and needs to be a two-way conversation. Consumer opinions and engagements matter in social media, and companies need to be aware of this. Participation is important in social media, so much so that Tuten & Solomon suggest it should be added as an additional P to the marketing mix's original four Ps (product, price, place and promotion) developed by Phillip Kotler.

With social media marketing companies offer a new channel for potential consumers to ultimately purchase products, which is the eventual goal and main objective. For the purchasing to take place, companies need to raise awareness of their services or products by being active across all their social media channels. This is crucial especially in the channels where the company has found there are the most amounts of potential customers. Depending on the product and industry, companies can use social media marketing also to recognize a sense of craving towards a certain product or lifestyle. (Tuten & Solmon, 2014)

Other ways companies can enhance the potential customers buying process is to urge in a free trial of the product (Tuten & Solomon, 2014). For example, UPM Raflatac has multiple times offered website visitors to order free samples of their products. Another tactic companies use in social media is giving followers the possibility to receive discounts on purchases, this way creating brand loyalty. Social media marketing enables marketers to provide economical access to a large target audience in a range of ways to get in touch with potential consumers and in different points at the purchase cycle. (Tuten & Solomon, 2014)

Kaplan & Haenlein's (2010) categorization of different social media channels has been a widely cited and used. Since the article originally came out social media channels have then multiplied. There is a variety to choose from and different channels now serve a range of different purposes. Tuten & Solomon (2014) propose social media be categorized into what they call "the four zones of social media", seen on figure 8.
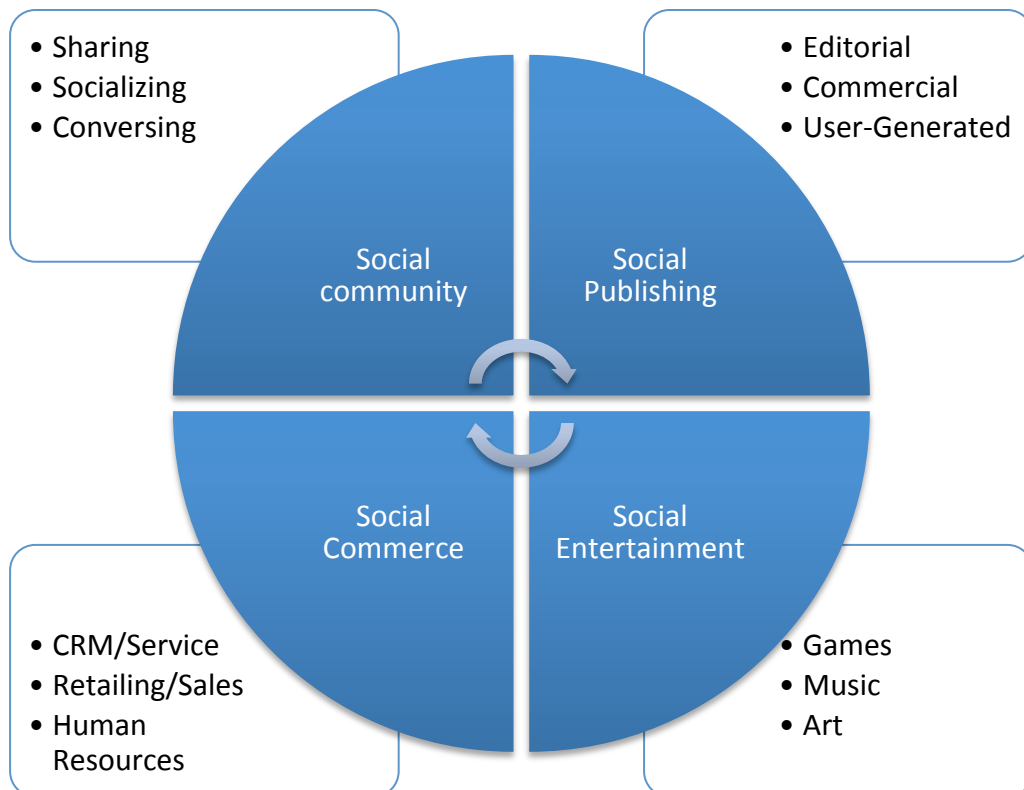

FIGURE 8: The four zones of social media marketing (Tuten & Solomon, 2014)

The zones are social community, social publishing, social entertainment and social commerce. Social communities put a focus on relationships and participation, and is the zone where most people interact. An example of social communities is Facebook and other SNS. Social publishing leans towards blogs and news sites, but also websites similar to Pinterest where users are offered the possibility to distribute content to their own audience. Social entertainment contains channels involving games, music or art, for example Spotify. Lastly, social commerce deals with online shopping of products or services, the most popular one being Amazon. (Tuten & Solomon, 2014)

Tuten and Solomon emphasize that some zones may overlap each other due to the fact that social media is based on networks and networking, or as they call "shared participation". The four zones offer social media marketers a general reminder of how social media can function, regardless if new platforms emerge. (Tuten & Solomon, 2014)

2.2.1 B2B marketing

B2B brands behave differently when comparing them to B2C brands (Kapferer, 2012). For example, in the buying process buyers participate more in relationships and not just in the trading of goods and services. What ultimately will define the cost of a product in a B2B corporate brand, are the multiple components it has and their costs. The final request for selling a B2B product results from the demand for the company's customer's products and ultimately the end-user's demand. (Kärkkäinen, Jussila & Janhonen, 2011)

There are many differences between the B2B and the B2C sector, varying from the markets, products even to product development. Kärkkäinen, Jussila and Janhonen (2011) separate B2B and B2C differences with explaining that the products used in the B2B sector are more multifaceted and the development of these products take considerably more time. It is also important to remember that the customers are usually larger corporations and organizations in the B2B sector, being also a fewer amount but with a far more intense customer relationship.

Ralph (2003) concludes the B2B market differs in a multitude of ways. Transactions and acquisition processes are more multifaceted in the B2B industry, but the amount of consumers is smaller than in the B2C market. Interestingly, the definition of value is decided by consumer perception in the B2C market, but in the B2B market how advantageous it is in the economy. Even though the number of clients is small in the B2B market, they require customization but in return are financially strong buyers. In exchange of lengthy negotiation processes, partnerships are long lasting and rarely do customers change their suppliers. A summary of the differences of the B2B and B2C market can be found from table 2.

TABLE 2: Comparison of the B2B and B2C market (Ralph, 2003).

B2B market	B2C market
Transactions are carried out within and between components of the distribution channels	Transaction are carried out through dealers to final consumers
Value is determined by the economic utility of the product	Value is determined by consumer perception
A small number of consumers, many of them requiring a custom marketing approach	Focusing on brand management
Financially strong buyers – in the B2B marketing customers are seldom competitors	Large number of relatively similar buyers
The acquisition process is more complex, lengthy and contains a large number of persons involved in the purchasing function	The process of sale and process of purchase are linear and performed within a short time-span
Long term partnerships between the members of the logistics channels, including customers	There is a transactional approach of the logistics channel management
The sales activities are focused on the management of the important customers and on the factors that influence the decisional process	The sales are focused on the final consumer

Generally, information about customers is more complex in the B2B scope because of the many different levels of interaction and people who play a part inside and outside of a company (Kärkkäinen, Jussila & Janhonen, 2011). For consumers, social media has become a place for them to find information about brands, products, services (Michaelidou, Siamagka and Christodoulides, 2011) and the trend in recent years has resulted in B2B companies not being far away from the same ideology.

The B2B and B2C sector have differences in markets, products, product developments and customers. B2B companies have fewer but larger buyers for their products and the few customers the companies have tend to buy products in bigger bulk. Due to small customer bases B2B companies often have close relationships to suppliers allowing them to customize products for individual needs. Purchasing products differs also from the customer sector; there are strict policies and constraints, and trained agents are often involved in the purchasing process. Quotes, proposals and contracts for the ultimate deals all differ from that of consumer buying. In the buying process

companies usually deal with multiple buyers and sales calls, which effect the business's buying decisions. For instance, buying committees involving experts and senior managers are common. This is the reason why B2B marketers have well-educated and trained sales representatives and teams. The overall demand for business goods differs from that of consumer goods; they ultimately originate from consumer goods and are the reason why buying patterns are being closely monitored. (Kotler et al., 2012) Personal selling and the overall physical performance of industrial products is key, unlike in consumer products where psychological qualities and advertising products are important (Urban & Hauser, 1993)

B2B companies use social media together with other marketing ventures to build relationships, maintain a steady flow of web traffic, research new business opportunities, distribute essential content, get customer feedback and in a general sense support their brand (Michaelidou et al., 2011; Breslauer & Smith, 2009; e-Marketer, 2013).

Industrial marketing is a term that can sometimes be confused with business marketing (Căescu & Dumitru, 2011) because of their similarities. However, it is important to understand the differences between B2B marketing and B2C marketing and industrial marketing. Industrial marketing is part of B2B marketing; it brings together the industrial manufacturer with the wholesaler. The wholesaler and retailer are connected through B2B marketing, while the retailer and final consumer are brought together through B2C marketing. The American Marketing Association (2016) has defined industrial marketing as "the marketing of goods and services to industrial markets (business markets)" and Webster (1991) defined it as "marketing of goods and services oriented towards the industrial and institutional consumers." Figure 9 shows a summary of these differences.
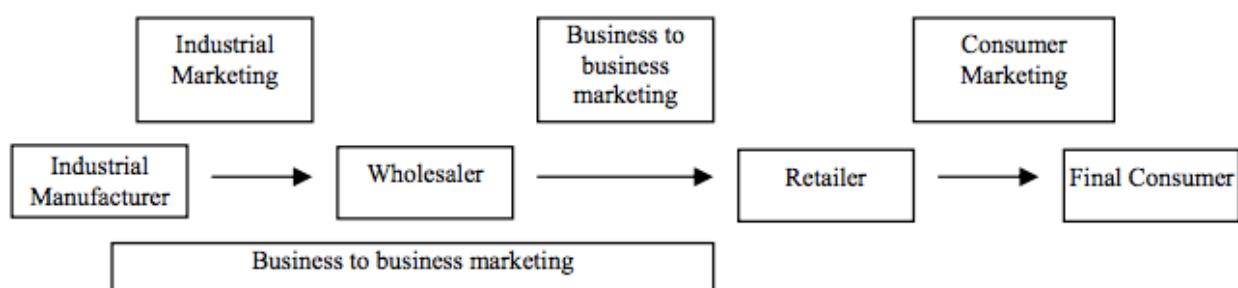

FIGURE 9: Differences between industrial, B2B and consumer marketing (Hutt & Speh, 1984).

Industrial marketing and B2B marketing differ in a sense that industrial marketing concentrates on marketing between the industrial manufacturer and wholesaler. Industrial marketing does not concern marketing between wholesalers trading with the distribution channels (Căescu & Dumitru, 2011). For example, a company manufactures steel rods and the wholesaler buys them in bulk. From here the wholesaler sells them to the retailer where the final customer can buy them.

This thesis understands the differences between industrial marketing and B2B marketing, but when talking about B2B marketing it will cover industrial marketing as well as B2B marketing.

2.2.2 Challenges of using social media in the B2B sector

Even though there is empirical data resulting in the positive effects of utilizing social media (Siamagka, Christodoulides, Michaelidou & Valvi, 2015) B2B companies tend to find it difficult to get adjusted to the new customer-controlled world. This makes social media marketing a difficult task for B2B (and also B2C) marketers. On the other hand it is a risk marketers must take, because social media brings a variety of positive outcomes, for example the possibility to interact with followers and foster relationships (Michaelidou et al., 2011). B2B companies now face new difficulties when adopting social media into their marketing. They are compelled to listen to their followers and engage in conversations with them. Open communication as well as transparency is important to keep in mind when having conversations in social media. (Karjaluoto & Mustonen, 2015)

Even though social media can give benefits to B2B companies by two-way communication and relationship development (Kaplan & Haenlein, 2010; Enders et al., 2008), firms are still wary to adopt this newfound technology. Because of the differences between B2B and B2C sectors, applying social media should also take the differences into account. For example planning and implementing social media content is far more complex in B2B companies because of the wide array of stakeholders involved. Users also have different motives to following a company on social media, depending if it is in fact a business or a consumer market. (Jussila, Kärkkäinen & Aramo-Immonen, 2014)

Taking social media approaches in the B2B sector differs from the B2C sector. Methods that may seem normal and casual in the customer sector are seen as difficult and far-fetched in the business side. Kärkkäinen, Jussila and Janhonen (2011) share an example of crowdsourcing where it can be applied to consumer markets having large number of customers, but is seen as a distant idea in the B2B context because of the small amount of customers there. (Kärkkäinen, Jussila & Janhonen, 2011) Michaelidou et al. (2011) even suggest (on the basis of Frambach and Schillewaert, 2002) that innovative small and medium B2B companies are more likely to adopt social media, than large B2B companies.

The B2B and B2C sectors have different motivators for engagement, for example "while the aspects of recognition and sense of community or self-esteem are undoubtedly important also for employees in the business-to-business sector firms, it is to be doubted whether they are important motivators enough to become drivers for them to act as a user-innovator" (Kärkkäinen, Jussila & Janhonen, 2011, p.3). Other problems that might occur in B2B context have to do with public relations, legal issues and accidentally revealing information about products. (Kärkkäinen, Jussila & Janhonen, 2011) Employees in the B2B sector may find it more difficult to understand what is to be disclosed in social media and what is not.

2.3   Social media analytics

In social media's growing times, it is imperative that companies understand the data behind social media. It is important to know why followers like, comment or share a post and on the other hand why they do not. When data is understood and there are concrete reasons for specific actions, companies can enhance the social media experience for their followers. Without developing their social media strategies, companies will eventually loose their social media visibility to competitors.

Social media analytics (SMA) takes the data of a social media account and based on retrieved information social media managers can fine-tune their social media activities. Bekmamedova & Shanks (2014, p. 3728) define SMA as the following "makes use of advanced techniques to analyze patterns in semi-structure and unstructured social media data to enable informed and insightful decision-making". SMA takes amorphous data from social media and finds patterns so social media can be used in the best way possible. Data can be gathered daily, weekly, monthly, quarterly or however frequently needed, either from inside a social media platform or from third-party

programs. SMA is an important piece when deciding social media strategies, venturing onto new channels or shutting down others. SMA is numbers and data, and if the benchmarking is done correctly, can be used as an advantage.

SMA is about collecting, analyzing and lastly interpreting the data retrieved from social media. According to Bekmamedova and Shanks (2014) it has already been used in e-commerce, marketing and brand awareness and even in government and politics when wanting to improve customer relationships in general. One way of understanding SMA is through mentions; it can take content from different social media platforms and present how a company is mentioned. SMA gives companies and private people information on how to for example create better-targeted Facebook campaigns. SMA also has the possibility of giving companies the ability to better understand customer views and topics that are trending in their social media sphere. (Bekmamedova & Shanks, 2014)

Holsapple et al. (2014) take the definition of SMA into a broader understanding, adding in content from social media networks but also blogs, wikis and review sites. Suitable analytics are applied to each source and data mining is focused on UGC. There is a variety of techniques SMA uses, varying from trend analysis to visual analytics, but the basic idea is the following: SMA listens to UGC and then acts accordingly. The key here is the term "listen": instead of actively asking for content SMA analyses content that is already made. (Holsapple et al., 2014)

Through the research conducted by Holsapple et al. (2014) SMA has an activity involving pre-analytics, analytics and post-analytics processing. Each processing phase is an important step dealing with the extracted data. Pre-analytics processing deals with the monitoring and identification of social media data, analytics processing's summarizes the data and lastly post-analytics processing reports the results. Figure 10 summarizes the SMA lifecycle and what kind of activities are involved in the process.
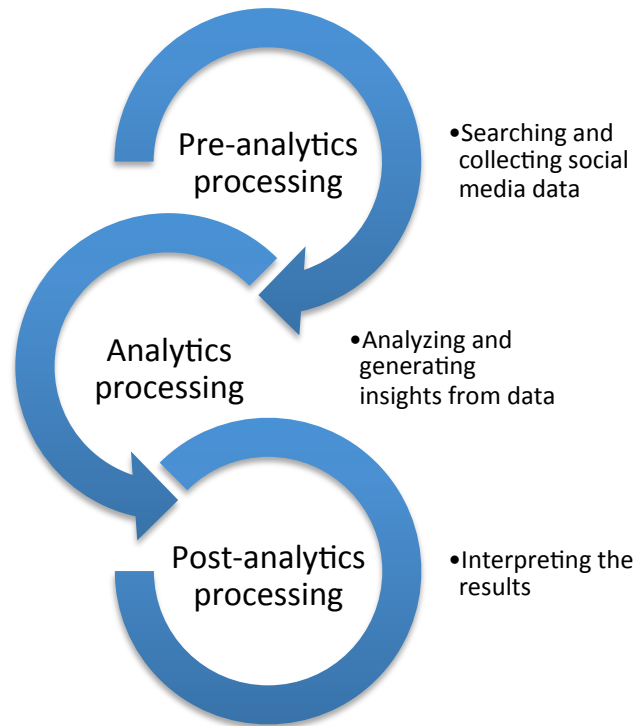
FIGURE 10: Social media analytics life cycle (Holsapple et al., 2014)

Research has conducted that SMA cannot be defined in one single manner. Some scholars understand it as collecting tools that enable the process shown in figure 10. Others recognize SMA as simply analyzing data from posts, comments or other conversations. Even though there is not a clear definition on SMA, benefits are numerous. These can be better marketing, improving customer interactions and giving better service, building a better brand awareness and distinguishing new business opportunities. (Holsapple et al., 2014)

SMA also has challenges that are essentially opportunities for further research. Challenges differ depending on if they relate to pre-analytics processing or analytics processing stages. Difficulties can relate to data extraction because of the amount of data, but also the processing of it. Other challenges have to do with time and how usable data is time-wise. (Holsapple et al., 2014)

Fan & Gordon (2014) present the most important social media analytics techniques behind SMA. These are: opinion mining, trend analysis, topic modeling, social network analysis and visual analytics. Opinion mining extracts opinions from different users about a variety of topics, while topic modeling is used to find trending themes in large amounts of texts. Social network analysis

aims to comprehend a social media channel's influential users and their relationships, while trend analysis puts focus on predicting different behaviors. Lastly, visual analytics work across multiple applications and supports a variety of different sources, but ultimately gives visualization of obtained data.

In this research SMA is understood in a simpler method and figure 11 shows how the data is analyzed. Data is extracted from a third-party program, it is then processed and analyzed, and lastly conclusions are made from the examined analytics. In the beginning data may be dispersed and spread about but the aim is the ultimately make a cohesive ensemble of the data. Analyzed data makes no difference if it is not meaningful to the company, as data becomes information only when it is significant (Drucker, 1988). Data itself is not valuable, but the information containing something essential and having potential to change behavior is.

| Data | Data | Information |

| Data collection | Processing and analyzing data | Conclusions and actions |
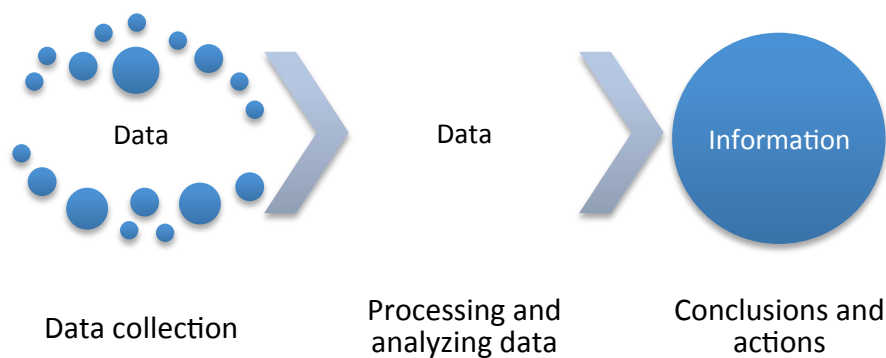
FIGURE 11: Data analysis in the study.

Even though Holsapple et al. understand SMA as the analysis of UGC on a social media network, unfortunately it is not the case in this thesis.

2.4   Social CRM

Customer relationship management (CRM) can be defined as a business process management strategy affecting the many functions in an organization. It deals with marketing, sales, human resources, finance and other operations that deal with customer interactions. The main idea is to

understand a company's customers and manage the relationships. CRM has evolved from basic technological solutions to making technology, processes and people equal. This includes managing relationships from the beginning to the end. (Chen & Popovich, 2003)

Malthouse et al. (2013) introduce in their study the social CRM house in an attempt to showcase the need of CRM requiring adapting to the challenges that social media brings, but also the challenges social media brings to CRM. Currently customers can contact companies and form conversations with them through social media, and it is also encouraged throughout. But, how much customers engage with companies is affected by the company's approach to acquisition, maintenance and termination, i.e. the more conventional components of CRM. (Malthouse et al., 2013)

The social CRM house is consisted of six different building blocks. The first block consists of the customer engagement interactions (part 1), varying from low to high depending on the level of engagement. The second is the company's own CRM strategy (part 2). Parts 3 and 4 comprise of the different customer data companies have, understanding them and developing understandings out of the analysis. The employees of the company and their skills, culture as well as operational excellence are needed to make a successful strategy (part 5). Lastly, measuring each building block is essential to avoid any drawbacks (part 6). (Malthouse et al., 2013)

As the name suggests, social CRM is formed of two parts: CRM and social media. CRM includes three actions (acquiring, maintaining and terminating), while social media has scale with two end-points (low and high levels of engagement) underlining the continuum of the level of engagements. (Malthouse et al., 2013) The social CRM house is a basic model connecting CRM and social media together. The theory introduced in the earlier chapters emphasizes different ways social media can be taken advantage of in the B2B sector. Relying on previous information, especially important building blocks in the social CRM house are a high level of engagement, having a good social CRM strategy and having the right insights concerning social media analytics as well as customers.

For the purpose of this thesis focus will be on parts 1 and 6. *The level of engagement* has an important meaning to this thesis, as a social media posts engagement rate defines its success. In the empirical study it will be more clearly defined but an update having an engagement rate of over 1% is successful, while anything under is unsuccessful. *Measuring outcomes* is important to understand what has happened and how to move forward. Having simple measurements and data extracted

from social media is vital when thinking about what are the next steps in a B2B company's social media strategies.
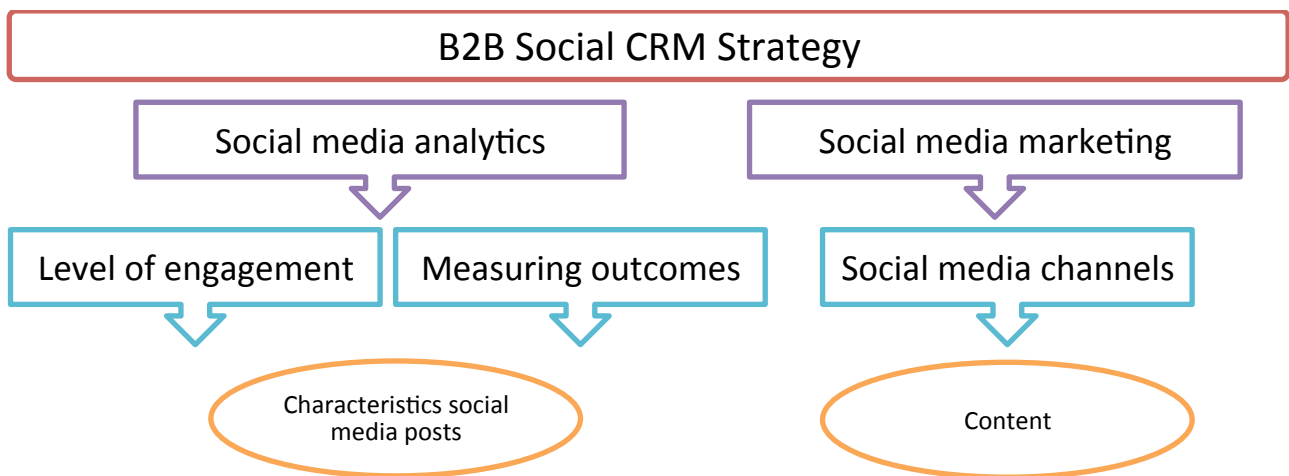

Figure 12: Proposed model for a B2B social CRM strategy. Partly adapted from Malthouse et al., 2013.

A visual representation to a proposed model for a B2B social CRM strategy can be found in figure 12. The two parts of the social CRM house gives guidance to the aim of the thesis, which is to explore and analyze the characteristics of social media usage in a B2B company. The level of engagement and measuring outcomes both give assistance when researching the most successful and unsuccessful social media posts in a B2B company. Equally important are also the theories of social media marketing as well as social media analytics, covered in earlier chapters. Through the theoretical and empirical studies, this thesis will be able to answer the two research questions: what type of content is posted on social media and what are the characteristics of successful and unsuccessful social media posts.

3 METHODOLOGY

The method of study chosen for this thesis is case study research setting with mixed methods. This is used to give more thorough answers to the research questions, than by using solely quantitative or qualitative modes. The aim of this approach is to have numerical data that can be analyzed and interpreted and thus bring answers to the research questions stated before. (Creswell, 2014) Creswell (2014, p. 290) states case studies "are bound by time and activity, and researchers collect detailed information using a variety of data collection procedures over a sustained period of time."

The analyzed data was gathered during the timeframe of May 1st 2015 to May 1st 2016 and each social media post was manually examined. The most successful and unsuccessful posts have been further reviewed to see if there is a common denominator in the high success rates. The analysis shows data on engaging topics, most engaging post types and what specific weekdays are most relevant to the followers on each social media channel. It is important to note the thesis is an empirical study, based on only one B2B company and during the course of one year. The findings are thus limited and not generalizable to other companies.

This thesis is commissioned by the case company, UPM Raflatac. The company aspires to streamline their social media strategies and want to clarify if there is a specific role with the content, type of post and day posts are updated to the social media channels, as well as if certain content receives higher engagement rates. Ultimately the commissioning company requires finding out the characteristics of a successful post on their most used channels. From the results of this analysis the case company may or may not go forward with changes in their social media guidelines, plans and future strategies. Nevertheless the results will be presented to the case company and its relevant stakeholders.

3.1 Research Design

The aim of this study is to explore and analyze the characteristics of social media usage in a B2B company. This is achieved by exploring the most successful and unsuccessful social media posts a B2B company has posted on their social media channels. Defining the type of content posted on

social media and investigating the characteristics of successful and unsuccessful social media posts, reach the purpose of this study. Additional focus will be put on categorizing updates depending on the type of posts and what weekdays the posts were updated on each social media channel.

The goal is to simplify complex content through measuring with content analysis. This way a communicated text is reduced to more convenient data and through this data conclusions are drawn. There are advantages as well as issues in using content analysis as a research technique. These are summarized in table 3. Issues of content analysis are the problem that quantification may lead the researcher to focus on an insignificant problem, analyzing obvious versus hidden content, emphasizing and putting a special interest on single symbols in messages, and using the right and available tools to gather information. The first two are the most important issues to be dealt with. (Riffe et al., 2014)

TABLE 3: Advantages and issues in content analysis (Riffe et al., 2014)

Advantages	Issues
Measurement technique is unassuming	Emphasis and importance of single symbols
Possibility of long-term research	Quantification leads to a focus on an insignificant problem
Analyzing large amounts of data in close inspection	Using available tools to gather information
Limitless in applicability	Problem with analyzing obvious and hidden content

Even though there are issues, there are correspondingly important advantages: the measurement technique does not assume anything, there is a possibility to do long-term research, content analysis gives the possibility of analyzing large amount of data not possible in qualitative methods, and finally there are virtually no limits in applicability. (Riffe et al., 2014)

There are three phases in learning about a phenomenon that can be applied to content analysis research as well. All three parts are equally important and must be taken into account when planning research design. First, the inquiry needs to be conceptualized. This is achieved by keeping in mind the ultimate purpose of the study and research questions. Second, a research design is planned in order to gather information. Simply put, this means planning the research design and all of its steps. Lastly, the data is collected and analyzed. (Riffe et al., 2014)

Research will be done by analyzing the case company's social media posts from three different social media channels: Facebook, LinkedIn and Twitter. These channels are chosen for two specific reasons:

1. For B2B companies, these channels are the most popular ones used (Karjaluoto, Mäkinen & Karjalainen, 2015; Statista, 2016)
2. The case company in question is active on all three channels

These motives give enough reason to choose these specific channels for further inspection. The data was gathered from May 2015 to May 2016 to prevent from analyzing posts that have been written after the start of the thesis.

Each social media post was extracted from a third-party programme RivalIQ, and they were inspected and categorized. On the unfortunate event that RivalIQ had skipped data it was later retrieved specifically through the analytics of the social media channel in question. Emphasis was put on finding the engagement rate of each post, what weekday they were originally posted, if the posts had visuals or links and lastly, what the actual content was about. By analyzing the posts according to their success rate it was possible to find out if there was a significant denominator for posting on specific days of the week, specific content in a specific channel or if the posts should have links and visuals in them.

Two research questions were made to examine the importance of post types according to Facebook, Twitter and LinkedIn.

Research Question 1: What type of content is posted on social media?
Research Question 2: What are the characteristics of successful and unsuccessful social media posts?

3.2 Case company

The case company being researched is UPM Raflatac, "a global supplier of pressure sensitive labeling solutions. Our films and papers are used for product and information labeling across a wide range of end-uses – from pharmaceuticals and security to food and beverage applications" (UPM

Raflatac, 2016). According to the company website (UPM Raflatac, 2016) they employ approximately 2 900 people and have an annual sale of 1.4 billion EUR. UPM Raflatac has been active on multiple channels, but in 2015 employed a social media specialist to take care of all the platforms, write updates, modify images and be a liaison between social media, sales and marketing teams. This has enabled for more internal training regarding social media, a dedicated specialist taking care of all channels and a more consistent approach on to social media activities. The company has also focused more on defining general guidelines regarding social media that employees can also benefit from. There has also been a peak in activity amongst employees due to internal training and encouragement for using social media from the management.

The researcher is an active member in UPM Raflatac, thus gaining special insight from inside the company. The company has grown its follower base on all channels, launched and successfully completed multiple online campaigns and activated on new social media channels. These activities have increased internal and external awareness in social media, and the marketing team has received positive feedback about social media actions. The focus on this thesis will be on the three following social media channels: Twitter, Facebook and LinkedIn. This is because the case company has used these particular social media channels extensively, analyzable data is available from them, and they are among the most popular social media channels used.

The case company is chosen because the researcher currently holds a job there as a social media specialist, supported by an international marketing and communications team. The researcher has access to company data, information and the employees. As stated before, there is very little knowledge about global B2B companies using social media for branding purposes. The information that can be accessed through UPM Raflatac will help to know more about social media usage in B2B companies. UPM Raflatac has granted permission to access information through their social media accounts.

3.3 Data and measures

The data used in the analysis is extracted externally from a Software as a Service (SaaS) company RivalIQ, as well as the social media channel's own analytics. The data is measured from Facebook, Twitter and LinkedIn all in the date range of 1.5.2015 – 1.5.2016. Data extracted from RivalIQ and the social media channels own analytics includes the following:

- Link to the actual post
- Date posted
- Post message
- Type of post in question (photo, link or video)
- Content of the post
- How many users did the post reach
- Engagement rate
- Total engagement (likes, comments, shares, update clicks)

For analyzing the posts on the company's social media channels, engagement rate was used as an indicator if a post was successful or not (Niciporuc, 2014; Hwong et al., 2016). Engagement rate is calculated using the following formula in each social media channel:

- Facebook: ((engagement on post + link clicks) / total reach) * 100
- LinkedIn: total engagement ((likes + comments + shares + link clicks) / total reach) *100
- Twitter: total engagements ((retweets + replies + likes + user profile clicks + link clicks + hashtag clicks + detail expands + permalink clicks + follows + media views + media engagements) / impressions) * 100

There is a significant difference between the ways the engagement rate has been calculated. Facebook and LinkedIn use reach to indicate how many people have been reached, while Twitter uses impressions as data. Impressions are the amount of times content has been displayed, while reach is the number of users who have seen the content. It is important to understand that reach can be smaller than impressions because one person might see multiple impressions, for example when a LinkedIn post is displayed on the feed and when a connection has shared the post. This will account for two impressions for the same post. (Facebook Insights, n.d.; Beese, 2017) Twitter does not allow users to know the reach of their tweets, but figures for impressions are available. Twitter defines impressions as "times a user is served a tweet in timeline or search results", (Twitter Activity Dashboard, n.d.), simply put a time when another user has seen the tweet. (Beese, 2017)

Studies have shown (Leander, 2017; York, 2016) 1% is considered a good engagement rate on social media. This rule of thumb has been taken into account in this study and all posts receiving an

engagement rate of over 1% are qualified as successful. All posts having an engagement rate of less than 1% are categorized as unsuccessful.

Analyzing the data from RivalIQ occurred in six steps. First, the data is extracted to an Excel-file format. Second, the updates were manually opened to see if the data had any mistakes. For example, the updates might have a wrong number of likes, the file could have had information of an update that was previously deleted, and so forth. All data was double-checked to in order to avoid analyzing any wrong data. Third, the updates were carefully read to identify each posts content and type. Fourth, dates were converted to days of the week. Fifth, the engagement rate was calculated for each individual post on their social media channel. Lastly, the cross tabulation and chi square tests were conducted.

4 SOCIAL MEDIA USAGE IN A B2B COMPANY

In the following chapter the data retrieved from RivalIQ will be analyzed. Starting, the study will show a general breakdown of the data in the form of followers, amount of posts per channel, post types and content per channel, distribution of the days posted in each social media platform and the engagement rate distribution on Twitter, LinkedIn and Facebook. The most popular and least engaging posts will also be briefly looked into, to see if there is a common factor within the posts. Cross tabulations will also be conducted for each channel and lastly a chi square test and results is presented for Twitter and LinkedIn.

4.1 General analysis of data

A total of 361 tweets, 270 Facebook updates and 274 LinkedIn updates were analyzed for the purpose of this study. From figure 13 the follower development is shown for UPM Raflatac on LinkedIn, Twitter and Facebook during the timeline of the analysis.
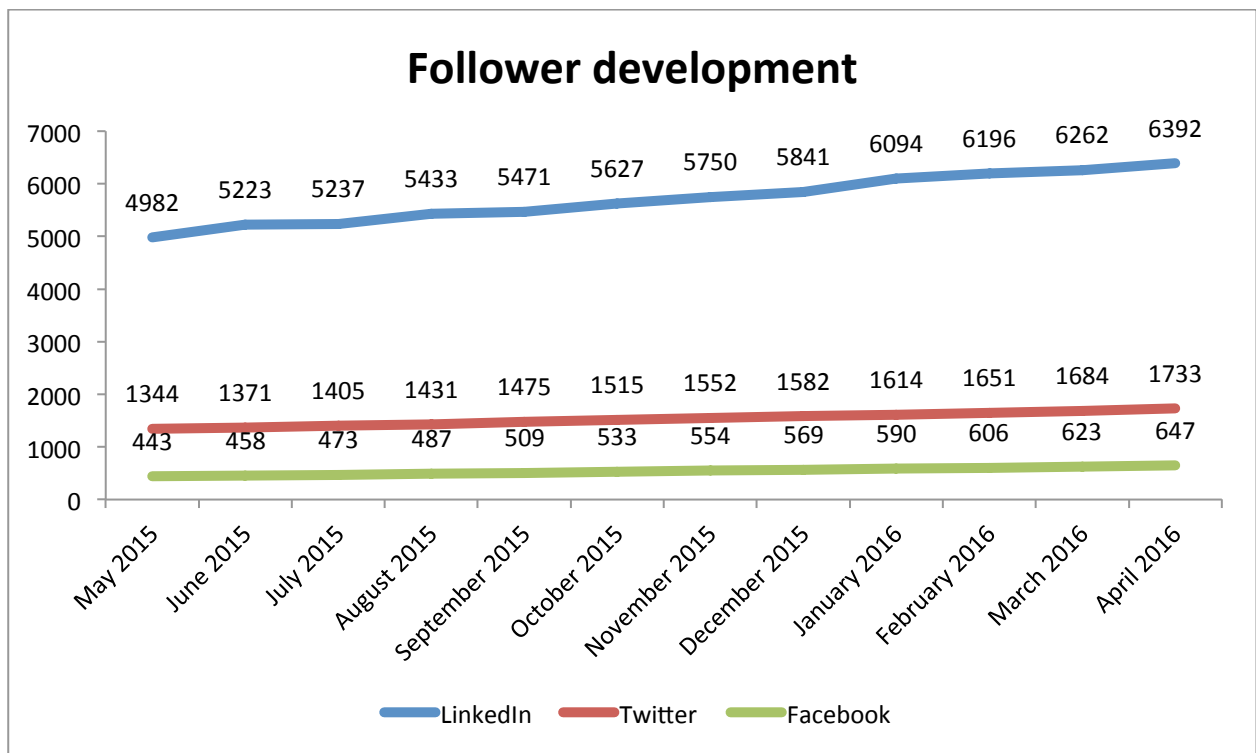

FIGURE 13: Follower development on LinkedIn, Twitter and Facebook from May 2015 – April 2016.

36

The analysis began May 1st 2015 and ended May 1st 2016. Figure 14 shows the breakdown of how many posts were sent per month from their respective channel.
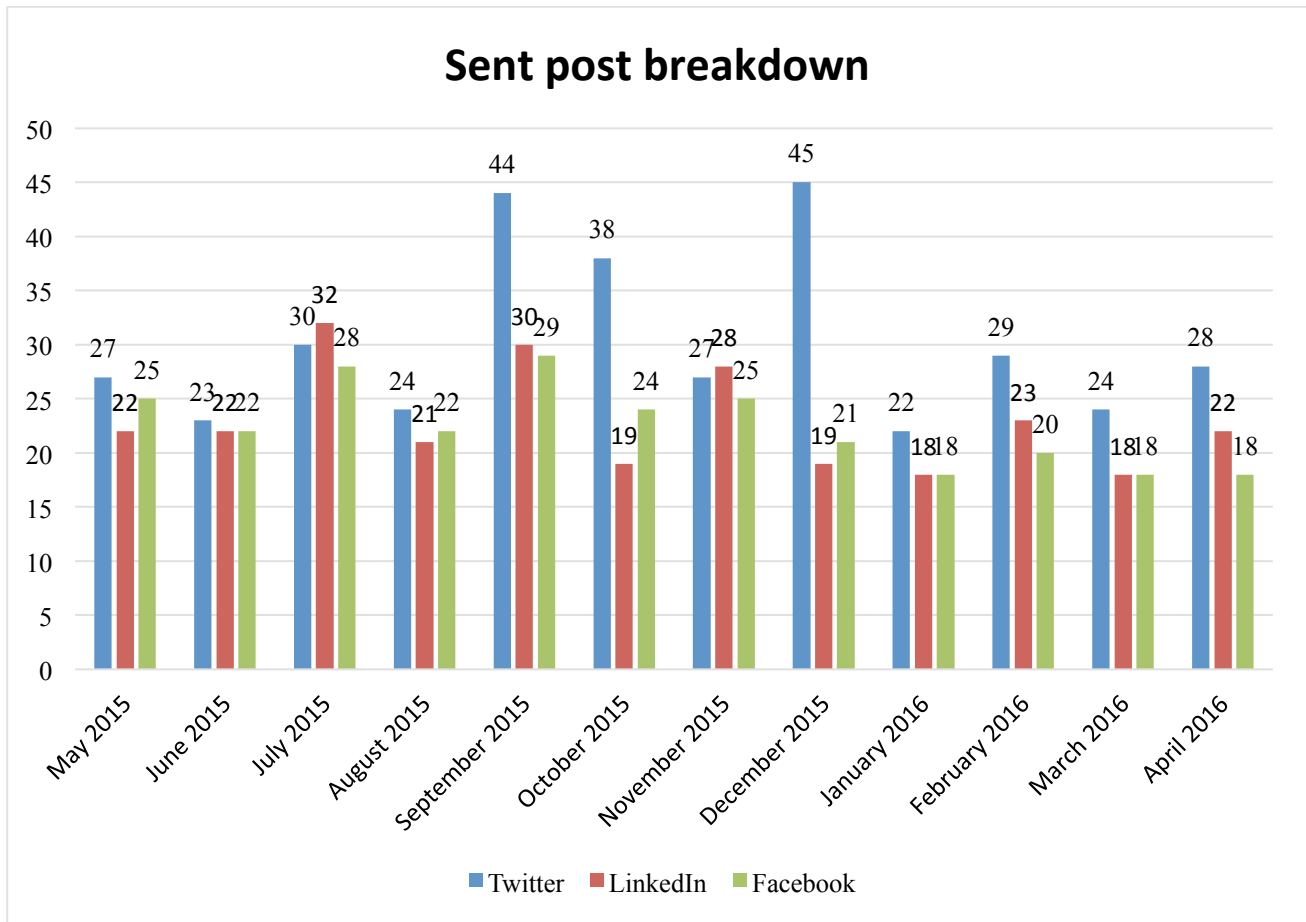
FIGURE 14: Breakdown of sent posts per channel per month.

Throughout May 2015 to August 2015 a relatively steady amount of posts was published across all channels, ranging from 21 posts to 32. There was a peak of posts in September 2015, October 2015 and December 2015 with Twitter, but no significant changes regarding the other channels in these months. January 2016 onwards the social media posts continued in an established manner.

Figure 15 shows a breakdown of what type of posts were published in which social media channel. It is clear the dominant type of post is a link, LinkedIn having a clear different between a link post and other post types. Facebook has the least amount of link updates, but the most photo updates. Twitter is in the middle when it comes to photos and links, but had the least amount of video tweets.
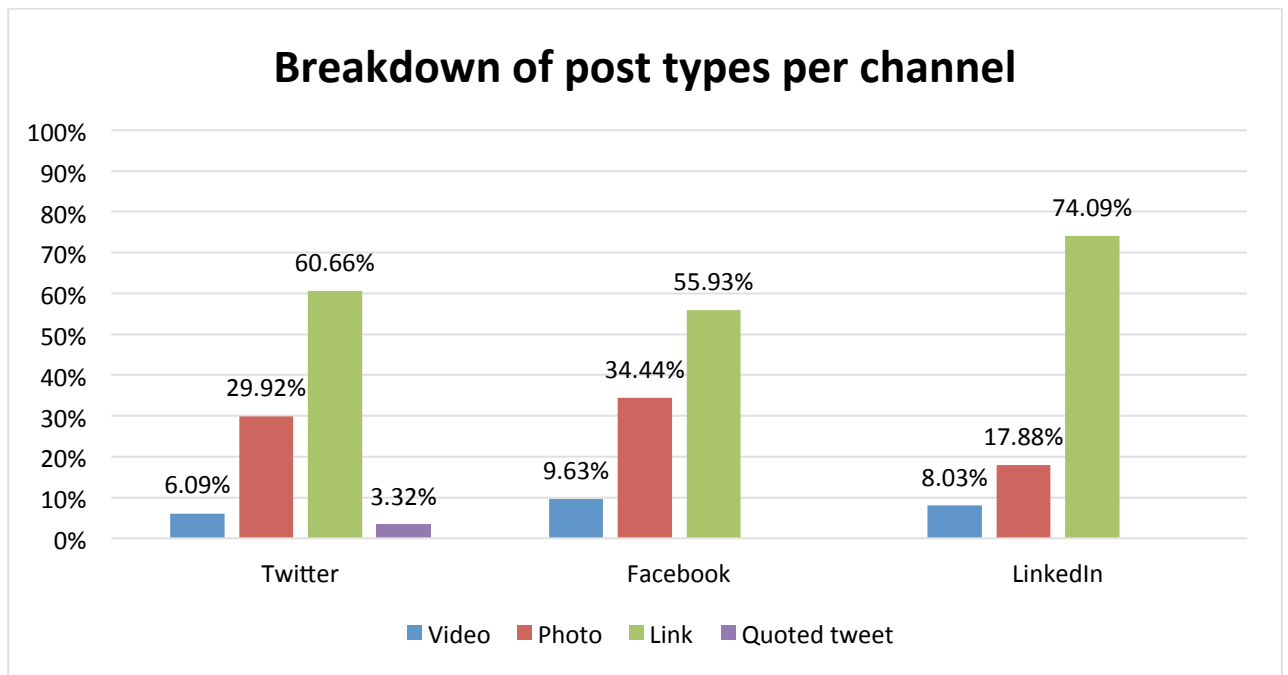
FIGURE 15: Breakdown of video, photo, link and quoted tweet post types per channel.

Figure 16 shows the breakdown of the different content each channel had over the analyzed time period. The majority of LinkedIn posts fell into the product category, sustainability and event topics being the second most popular content. Least amount of content published on LinkedIn related to industry co-operations, educational updates and recruitment topics. Events, products and sustainability posts were the most popular topics on Facebook and Twitter alike. Facebook content that was published the least related to recruitment, educational posts and industry articles. Quoted tweets, recruitments and educational posts were the least amount published on Twitter.

Breakdown of post content per channel

Content	LinkedIn	Facebook	Twitter
Product	33%	25%	25%
Sustainability	20%	16%	14%
Event	19%	30%	32%
Industry article	6%	6%	4%
Other	6%	7%	6%
News	5%	6%	5%
Industry co-operation	4%	5%	7%
Educational	4%	3%	3%
Recruitment	3%	3%	2%
Quote			3%
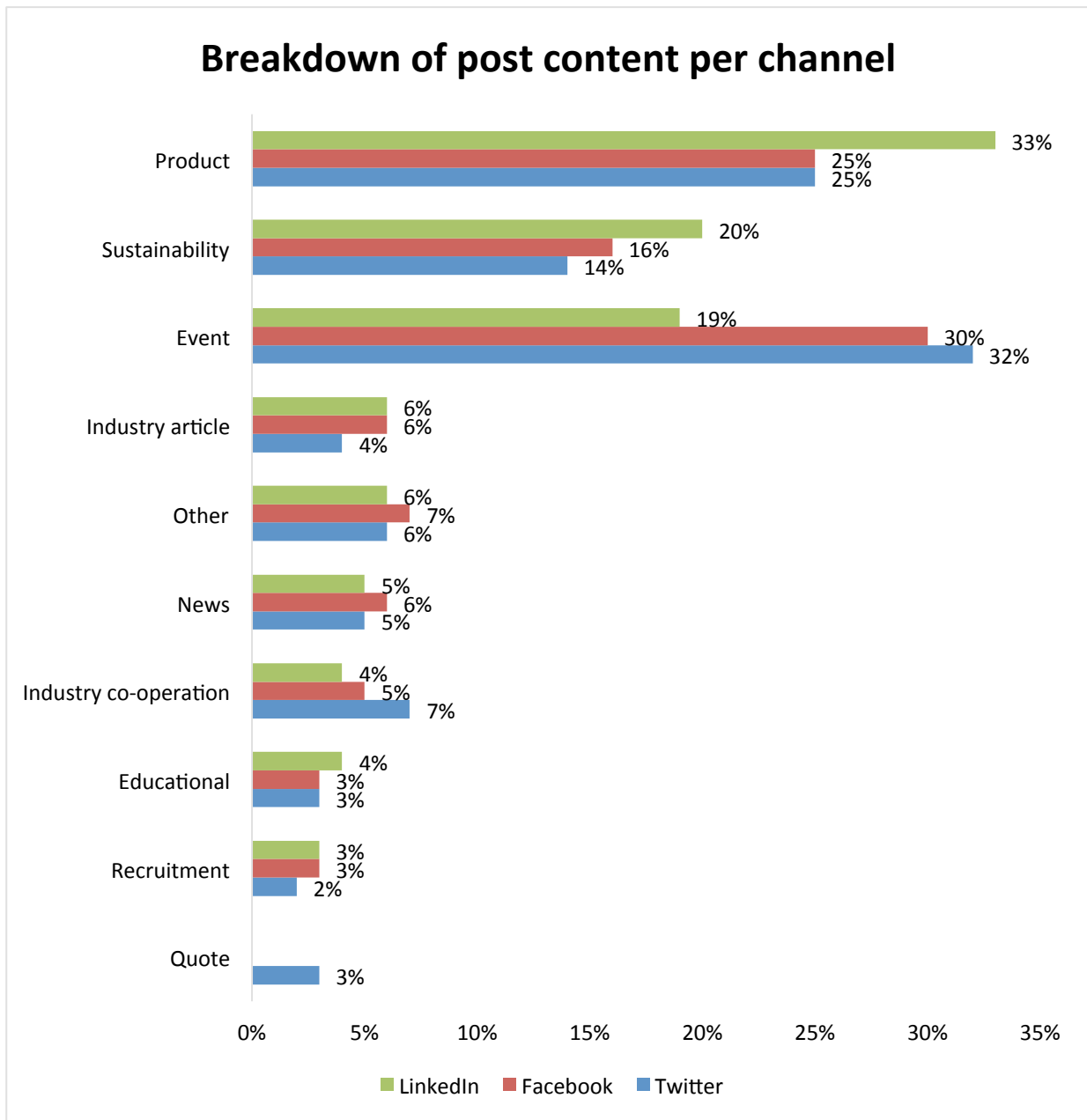
FIGURE 16: Breakdown of published content on LinkedIn, Facebook and Twitter.

Figure 17 shows the distribution of what days the posts were published and on which channel. LinkedIn posts were mainly published on Wednesday's, while Facebook updates happened on Tuesday's and Thursday's. Twitter updates were published on Wednesday's and Thursday's. The least amount of posts was published on Sunday's and Saturday's across all channels. Due to the posts being less frequent on these days, the study has combined Sunday and Saturday posts and they will be referred to as weekend posts for the rest of the study. It must also be noted that there is a

very even distribution on the days posted from Monday to Friday with only a few percentage point differences.
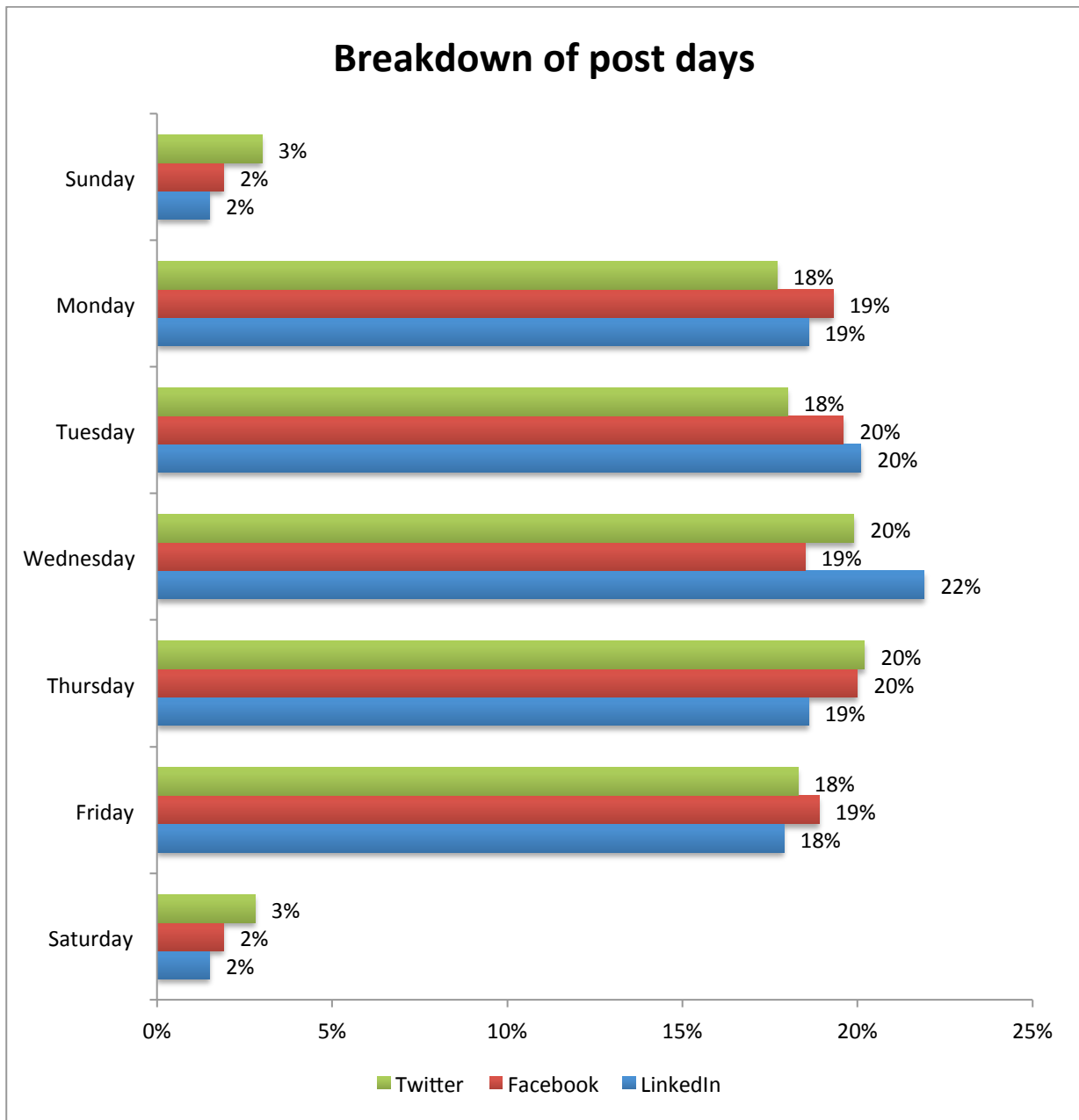
FIGURE 17: Breakdown of post days on Twitter, Facebook and LinkedIn.

Figure 18 analyses the engagement rate distribution across Twitter, LinkedIn and Facebook. 129 tweets had an engagement rate of over 2%, while a total of 159 tweets had en engagement rate of 1% - 1,99%. 73 tweets had en engagement rate of less than 1%. Unlike Twitter, the majority of

LinkedIn updates had an engagement rate of less than 1%, exactly 148 posts of the total 274. Only 16 posts had over 2% engagement rate, and 110 posts had an engagement rate ranging from 1% - 1,99%. Lastly, an overwhelming amount of Facebook posts had an engagement rate of over 2%. Only 28 posts had an engagement rate of less than 1,99%, which is a significant amount to the total 270 updates. This uneven distribution may be due to the fact that UPM Raflatac had the least amount of followers on Facebook resulting in imbalanced engagement rates.

Engagement rate distribution

	0 - 0.49%	0.5% - 0.99%	1% - 1.49%	1.5% - 1.99%	2%>
Twitter	14	59	90	69	129
LinkedIn	30	118	81	29	16
Facebook	7	2	10	9	242

■ Facebook   ■ LinkedIn   ■ Twitter

FIGURE 18: Engagement rate distribution on Twitter, LinkedIn and Facebook.

4.2 Category definitions

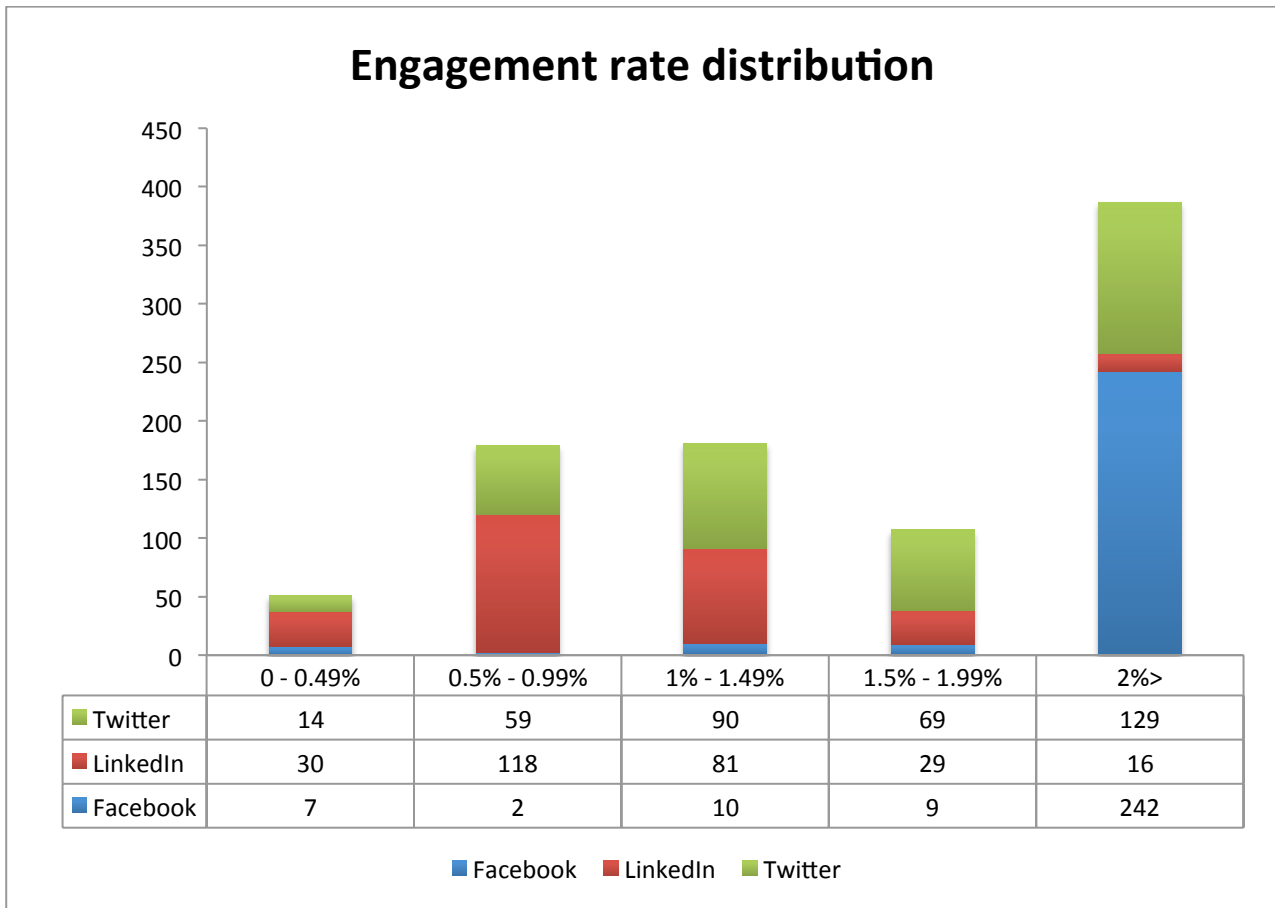In order to analyze the updates they were categorized according to the content and post types.

4.2.1 Content types

The updates were classified according to different content types. First the updates were read twice in order to understand the variety of topics. The updates were then temporarily categorized based on preliminary findings. Finally recurring themes emerged, and as an end result a total of 9 different categories were defined. Special attention was put on posts that had multiple meanings and were categorized according to the main point on that particular message. A summary of them can be found from table 4.

TABLE 4: Summary of content types and their characteristics.

Content type	Characteristics
1. Educational	Educating the company's followers in matters regarding the industry.
2. Event	Annual observations, industry events the company attended.
3. Industry article	Links to other websites, information about events and other topics in this industry written by other authors.
4. Industry co-operation	Information about partnerships with the company.
5. News	Information about the company in general, key acquisitions, milestones and co-operations.
6. Other	Miscellaneous updates no fitting any other category.
7. Product	Updates promoting the company's products.
8. Recruitment	Posts about open positions inside the company.
9. Sustainability	Information about sustainable solutions, co-operations and tools.

Educational posts are links to the company's own site in an attempt to educate followers in the industry. These ranged from defining what a label is composed of, to downloadable white papers written by the company. Only one post written by another company was categorized as educational because it was written about the meanings of different ISO standards. *Event* related posts range from annual observations to industry events the company was attending. It must be noted that during October 2015 the most popular industry event was arranged and this resulted in a high amount of posts categorized as "event". The event in question is arranged every two years and UPM

Raflatac put emphasis on having a presence on the premises and on social media. *Industry articles* contain links to other websites and included information written by industry magazines related to this specific industry. Such magazines were for example Label and Narrow, The Guardian, Narrow Web Tech, Labels and Labeling and Packworld. All of the links to these articles included information and events on related industry topics.

Industry co-operation is a category including information about UPM Raflatac's partnerships, sponsorships or collaborations with other companies and entities. The *news* category has information about the company, acquisitions, key milestones and co-operations with companies that were not in the industry. Generally, the links on these types of posts went to the UPM Raflatac News section of the website, but not all. *Other* posts are miscellaneous updates ranging from questionnaires to Throwback Thursday pictures to promotional links to other social media channels and safety related posts. The posts categorized as "other" were not fit to any other category or they were very specific on the key message the post had. The researcher attempted to keep posts under "other" as minimal as possible.

Product posts are updates that promote various UPM Raflatac's products. These range from a specific adhesive to YouTube videos showcasing how a pharmaceutical labeling solution could help the industry. *Recruitment* posts include updates about open positions inside the company, but also updates about employer branding and what it is like to work at UPM Raflatac. *Sustainability* is an important topic for the company and it is widely promoted across all social media channels. Sustainability updates include information on new sustainable innovations, co-operations and tools.

4.2.2 Post types

UPM Raflatac's social media updates that were analyzed for the purpose of this thesis were categorized according to four different post types. All post types vary visually from social media channel to another and they are explained in detail below. A summary of posts types can be found in figure 19.
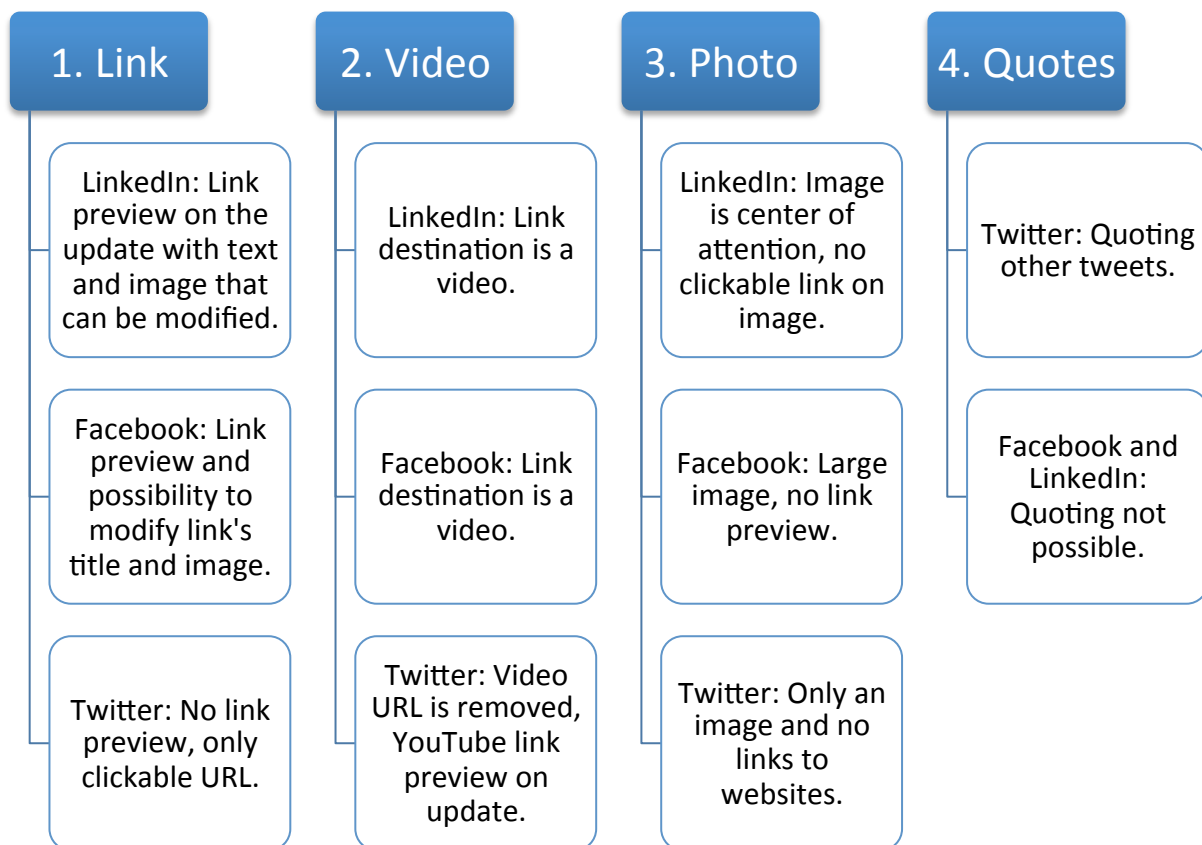
FIGURE 19: Summary of post types and their characteristics.

Link updates have a URL in the update that takes the user to another website. For the purpose of this thesis these updates were categorized as links. LinkedIn link updates have a text and a link. LinkedIn generates automatically a "link preview" from the shared URL. In the link preview the admin has the possibility of changing the title and description texts, as well as uploading an image. Similarly to LinkedIn, Facebook links have text and a link. Facebook also generates a link preview from the URL, and gives the option of editing the title, description and image. These types of updates that have a link have been categorized as links on Facebook for this thesis. Twitter links are shown differently from Facebook and LinkedIn, as there is no link preview, only a clickable URL link for the followers. The image has been uploaded separately; otherwise the tweet would have no image at all. There is no title or description that can be modified.

Video updates were either links to YouTube videos or videos that were uploaded to that specific channel. Depending on the social media channel in question, some YouTube video links look different than others. For the purpose of this thesis these updates were categorized as videos.

LinkedIn video updates are similar to LinkedIn link updates. The difference from a link update and a video update is that the link's destination is a video, so for the purpose of this thesis these are categorized as video updates. Facebook video updates look similar to previously explained Facebook's link updates, but on the image there is a round "play" button. Twitter video updates behave differently than Twitter's link updates. The Twitter platform removes the video URL and in its stead generates a YouTube link preview. There is an image, a title and description, similar to Facebook and LinkedIn updates, but the admin is not able to edit these, unlike on Facebook and LinkedIn. For the purpose of this thesis, these types of updates have been categorized as videos.

Photo posts are updates where the main idea of the update is the photo and not the link. Photo updates may include links to external websites, but the photo is the main topic and piece of attention. For the purpose of this thesis these updates were categorized as photos. LinkedIn photo updates are visually different than a link update. Awareness is drawn to the image before the text, and the image is the center of attention. The image is not a link, so there is no title or description. For the purpose of this study, LinkedIn updates that are similar to these are categorized as photos. Facebook photo updates are similar to LinkedIn photo updates. They have normal text and an uploaded, large image. Facebook updates that have an image with the update are categorized as photos. The updates can have a link, but the link cannot be shown as a link preview, but the picture has to be in the main role. Twitter photo updates do not have a link, but they can have hashtags and tagging other Twitter handles. The photo is the main attraction.

In addition to the previous three categories, there were some Twitter updates that were categorized as *quotes*. When writing this thesis quoting another post on Facebook and/or LinkedIn as a company was not possible. Twitter quotes enable Twitter users to add their own comments, from another users tweet. For the purpose of this thesis these tweets were categorized as quotes.

Each social media channel's updates have been gone through the same process: first the updates were extracted from RivalIQ, then they were roughly gone through, and lastly all were manually checked. This prevents the researcher from categorizing updates accidentally into the wrong category and it also increases the reliability of the study.

4.3   Successful and unsuccessful social media posts

This chapter concentrates on analyzing the most and least engaging social media posts on the company's Twitter, LinkedIn and Facebook profiles. 10% of the posts were individually analyzed, paying special attention to the tone of voice of each update, if the post had an image and what the copy entailed. Based on the analysis a summary was made to give an outline of the characteristics of a successful and an unsuccessful post, which can be found from table 5.

TABLE 5: Summary of the characteristics of a successful and unsuccessful post on Twitter, Facebook and LinkedIn.

	Characteristics of a successful post	Characteristics of an unsuccessful post
Twitter	Images of employees and events, tone of voice is playful and relaxed without highlighting a product. Copy is short, simple and has positive information.	Product highlighting, tone of voice "sloganny" and robotic. Copy is long and has technical jargon. Tweets have no images or they were not interesting.
Facebook	New job openings, popular events, tone of voice conversational and asking questions. Product posts, if have an engaging copy.	Technical product posts with industry jargon. Long copy with product names. Tone of voice formal and selling.
LinkedIn	People updates, product posts (if combined with a people image), copy has a reason why followers would open a link. Tone of voice is formal, but sometimes relaxed in event-related updates.	Basic product posts (excluding launches), copy with "humorous" text or text that does not give useful information. Tone of voice is technical and difficult to read, or it does not have any real valuable information.

4.3.1   Characteristics of a successful post on Twitter

It was clear that all of the top 10% most successful posts on Twitter had an image that was in relation to the tweet text. The pictures did not seemingly have anything to do with the business, the company, or the products they have. They were pictures of employees, pictures taken in events and historical pictures of the company from when it first started 40 years ago.

The tov of the posts was not pushy or attempting to sell anything to the followers. It was playful and relaxed, only sometimes combining products with an event or annual observation. For example, among the top 10 posts was a tweet wishing all followers a happy Mother's Day. The image had products on it, but it was cut out to the shape of a heart. None of the pictures were trying to sell anything, none of them were urging to click on a link or order some product samples. They were simple, short and genuinely giving happy information about an event or the employees in general.

Even though the company has many employees, news about events the company is attending is generally known across all company workers. This makes them very engaging as employees and Twitter followers know there will be pictures from the event on social media. Employees have a lower threshold to like or retweet company tweets when they themselves are in the pictures, versus tweets that are about products. Inside the company it generally is a rule that the marketing communications team members remind people going to an event to send pictures for the social media specialist to post on the company channels, but also reminding them to like the images. This spreads the word to marketing managers, sales staff and anyone attending to the event that the pictures will most likely be posted on social media. Again, this creates a lower threshold to like and retweet company tweets. Using event hashtags and tagging Twitter handles enables spreading the message to an even wider audience on Twitter.

4.3.2 Characteristics of an unsuccessful post on Twitter

The majority of the posts that were unsuccessful on Twitter either dealt with products or events that highlighted the company's products (and not the people, for example). The tov was very robotic or sloganny, and it was clear that the tweet was trying to sell the product rather than portray the qualities. Some of the updates were more technical, telling followers industrial product names or qualities. Jargon should be minimized in posts as they only confuse followers who are not in the industry. Quoted tweets did not do very well on Twitter, and the copy seemed to be lacking sharpness or something that would grab the attention of followers.

There were lots of event-related updates, but the copy and pictures were not interesting or engaging to the followers. The copy highlighted the products from the event and had too many facts in one tweet. For example, some tweets had information about the event, days the company would be

attending, the location of the stand and main products that were to be showcased. The event updates were all very similar: "come join us at our stand!" rather than having something fun or including a detail of the event.

4.3.3   Characteristics of a successful post on Facebook

10% of the most successful posts on Facebook accounts for analyzing a total of 27 posts. Many of the successful posts were about recruitment opportunities and had a good engagement rate, compared to similar posts on Twitter that did not do so well. Several of the posts dealt with a popular industry event Labelexpo and the people manning the company's stand. Other types of event-posts, for example wishing a happy New Year and the opening of a new terminal, were also successful. Surprisingly product-related posts and educational posts were also among the top 10%, as well as posts about the history of UPM Raflatac. Tov is playful and conversational; the copy for example had questions encouraging followers to take part in the conversation.

When reviewing the top 10% of the posts, it must be kept in mind that these are based on the engagement rate. As explained in chapter 3.3, the engagement rate is calculated on Facebook in the following formula: ((engagement on post + link clicks) / total reach) * 100. This means that even though posts do not receive many likes, they have a high engagement rate because of the small reach amount they have received. The results are quite different when categorizing them according to the amount of engagements a post has received and not by the engagement rate. This is a reminder to say that the engagement rate % is not always the most reliable figure when inspecting the success of social media posts.

4.3.4   Characteristics of an unsuccessful post on Facebook

Unsuccessful posts on Facebook were mainly about products and events. The pharmaceutical range stood out as on specific product which did not get high engagement rates. This could be because Facebook users do not necessarily want to see medicinal images on their personal feed or the topic itself is not of special interest. Multiple unsuccessful updates had specific information about a product, including technical names, adhesive information and industry jargon. For Facebook followers these are difficult to remember, for example not very many were interested of an adhesive

with the name RP 3H. This information could be useful to UPM Raflatac employees and sales, but not for followers outside of the company. Industry white papers were very unsuccessful and not relevant to the follower's interest.

The copy on unsuccessful event posts was very encouraging, urging followers to join UPM Raflatac employees at their stand, but the image attached to the text was not engaging. For example, they were not of high quality, employees were posing in a very formal manner or the people in the image were not looking towards the camera. Images really make the difference as quite many unsuccessful posts had small pictures, were lacking quality or did not have anything interesting for Facebook followers. The tov on the updates is a mixture of formal (relating to product posts) and playful (relating to events). It would be better if a common tov could be used across all updates.

4.3.5   Characteristics of a successful post on LinkedIn

10% of the most successful posts on LinkedIn amount up to a total of 27 analyzed posts. Most of the posts had pictures of employees or people on the updates, but there were some product-related posts that did have product pictures. In these posts the copy was engaging, announcing a new launch or encouraging the followers to order a new, limited edition sample book. Even a post about a new white paper available for download was engaging because of the engaging tov. The tov always remained positive even when at a negative event, for example at the departure of the CEO.

Pictures from different events with people in them were successful and product posts were successful when tied to an event. For example, one update was about a product being showcased at an event. The picture was a company employee smiling with the device. There were also a couple of industry articles with engaging pictures and an interesting copy advocating followers to click on the link to learn about next years trends in the labeling industry.

4.3.6   Characteristics of an unsuccessful post on LinkedIn

Unsuccessful posts were about products, sustainability and events. What made them non-engaging were the pictures and copy used in the updates. For example, some product posts had a sloganny copy, such as "get more bite for your business" or "seal up a new approach". These should be

avoided as they might seem humorous and amusing, but they are actually confusing for the followers. This is especially true when the company has a somewhat formal tov normally, but suddenly try to be laid-back through these types of updates.

Reminders of employees attending an event were not engaging, especially because of poor images on the updates. Quoted updates did not work well on LinkedIn, particularly short posts that did not really have a strong opinion but rather just a statement of something. Product names should be avoided on updates as well as industry jargon. They are often complex and followers rarely remember difficult letter combinations.

4.4 Cross tabulation analysis

In the next chapters posts done to Twitter, Facebook and LinkedIn will be analyzed through cross tabulation.

4.4.1 Twitter

Cross tabulation was performed on Twitter in order to find out any similarities with the success of a post, type of post, post content and weekdays. A total of 11 replies were not taken into account in the analysis and one GIF-post was categorized as a photo. Five tweets were paid advertisements and were not accounted for in this research, as it studies only organic posts and not paid advertisements. Data analysis included quoted tweets. A total of 361 tweets were analyzed.

When analyzing the correlation between days tweets were posted and the success of those posts there was generally an even distribution between days of the week, with the exception of posts made on weekend. 40% of all posts were published on Thursday and Wednesday, and generally performed well with the majority of the tweets having an engagement rate of over 1%. Tweets posted on Monday's and Tuesday's mostly have an engagement rate of over 2%, and overall had a similar engagement rate distribution. 5% of the tweets published on Thursday received an engagement rate of below 1%, which was the largest amount of all the days that received such a low engagement rate. On the other hand, 8% of all Thursday tweets received an engagement rate of over 2%. Friday tweets had a similar spread as Monday's; few tweets that did not receive a high

engagement rate but most of them falling into the 1%> category. Tweets posted on the weekend lack in amounts, but from the information gathered it can be analyzed that over 70% of weekend tweets received an engagement rate of over 1%.

In the analysis of the performance of different content types on Twitter, majority of the posts fall under event or product tweets, sustainability type content coming up as the third most posted. The least amount of content types posted from the company's Twitter account was recruitment topics, educational and industry articles; all having posted less than 10 tweets per content type. These contents engagement rate spreads evenly through the whole engagement rate range, having tweets with engagement rates varying from 0% to over 2%. Event type tweets perform well, mostly having an engagement rate of over 2%. On the other hand, 17% of all event tweets had an engagement rate of less than 1%, so there is some fluctuation. Industry co-operation tweets are not many in numbers, but 87,5% of all tweets in this category had a successful engagement rate of over 1%. News related tweets principally had engagement rates over 2%, as well as tweets categorized as other.

Tweets relating to products have the most obvious difference. From the 92 tweets, only 20% had an engagement rate of over 2%, compared to event tweets where 42% had the same engagement rate success. 23% of product tweets had an engagement rate of less than 1%, and the majority of the tweets settled in the 1% - 1,99% range, this being approximately 55% of the product tweets. Despite the low number of quote tweets, 45% of them performed under 1%. Sustainability topics on the company's Twitter account performed generally well, 79% of them having an engagement rate of over 1%. Even though there was a fair amount of sustainability topics (N=52) tweeted, only 1 had an engagement rate of under 0,50%.

The analysis of the type of tweet and engagement rate shows the majority of the tweets posted on the company's Twitter account fall into the category of links (N=219) or photos (N=108). Quoted tweets (N=12) and video tweets (N=22) amount to only approximately 9% of the total amount of tweets posted. Quoted tweets generally have an engagement rate ranging from 0,5% - 1,49%, while video tweets are more evenly distributed across the whole engagement rate range. Of all the links tweets, 28% had an excellent engagement rate of over 2%, 47% had a good engagement rate of 1% - 1,99% and 25% of all tweets with links had a low engagement rate of under 1%. Tweets with photos performed generally very well, the majority of them having an engagement rate of over 2%. Only 6 tweets had an engagement rate of less than 1%.

4.4.2 LinkedIn

Cross tabulation was performed on LinkedIn in order to find out any similarities with the success of a post, post types, content and weekdays. A total of 293 posts were published on LinkedIn in the timeline, 18 of which were deleted manually and not found for the analysis. 1 update was a sponsored status and was not taken into account in this study. A total of 274 updates were analyzed.

The cross tabulation between days of the week and the engagement rate show the updates are fairly evenly distributed across weekdays and only 8 posts were published on the weekend. Approximately 69% of all the posts published on Monday had an engagement rate of less than 1%, and only 31% had an engagement rate of over 1%. Compared to all other weekdays, Monday posts performed significantly poorly. The best performing posts take place on Wednesday and Thursday, where approximately 50% of the posts received an engagement rate of over 1%. Approximately 50% of Friday posts had an engagement rate of less than 1%, on the other hand posts done on Wednesday and Thursday had approximately these same figures.

Cross tabulation between different content types and their engagement rates shows approximately 82% of all sustainability topics had a poor engagement rate of less than 1% and only 10 of these updates had an engagement rate over 1%. Product related topics succeeded a bit better, 50% of them having an engagement rate of over 1% but on the other hand 50% of these posts had an engagement rate that was less than 1%. Surprisingly news topics performed well on LinkedIn, although the number of posts is still quite small (N=15). Industry co-operations mostly had an engagement rate of over 1%, similarly to posts about industry articles. Other updates had posts varying across the engagement rate range, only a little over 50% of them having an engagement rate above 1%. Over 50% of all event topics had an engagement rate of less than 1%, similarly to educational topics.

The analysis of types of posts and how they have performed on the company's LinkedIn Page show 74% of all the posts are categorized as link updates, while only 18% had an image and 8% a video. Photo updates accounted for 18% of the total amount. 55% of all link posts had an engagement rate of less than 1%. Updates with an image generally performed well with the majority of the posts having an engagement rate of over 1%. This being said, approximately 43% of all photo updates had an engagement rate of less than 1%. Video updates did not perform well on LinkedIn,

compared to Twitter and Facebook, as 68% of the video updates had an engagement rate of less than 1%.

4.4.3 Facebook

Cross tabulation was performed on Facebook in order to find out any similarities with the success of a post, post types, content and weekdays. Here the engagement rate distribution is not similar to Twitter or LinkedIn. The majority of all the posts fall into the over 2% category. This can be due to the fact that at the time UPM Raflatac only had a maximum of 647 followers, which is significantly lower than the other social media channels. Also, Facebook's algorithm makes it significantly difficult for users to see organic company updates resulting in a lower reach. Therefore even small engagements on a post add to the engagement rate success. Nevertheless these figures were analyzed and the results are presented below.

The cross tabulation between days posts were published on Facebook and their engagement rate shows the majority of the posts were published on a weekday, with only 4% of the posts being updated on the weekend. Only 5% of all posts published on Facebook had an engagement rate of less than 2%. There are no significant discrepancies between the days and the engagement rate distributions.

Cross tabulation between different types of content and their engagement rate demonstrates that event, product and sustainability posts were the most popular post types, adding up to 70% of all the posts published on Facebook. Four product posts had an engagement rate of less than 0,5%, but the rest of the posts had a good engagement rate above 1%. From this data no other inconsistencies can be found.

Cross tabulation analysis between the types of posts and engagement rate distribution reveals 56% of all the updates posted on Facebook had a link, while 34% had an image and only 10% a video. 2% of all link updates and 4% of all photo updates had an engagement rate of less than 0,5%.

4.5 Chi-square analysis

In addition to cross tabulation, a chi-square test of independence was conducted in order to analyze any associations between weekdays, post types, post contents and the popularity of the posts. The chi-square test was conducted on Excel 2011. The analyzed data was gathered from RivalIQ during the time of 1st May 2015 to 1st May 2016. A total of 361 Twitter updates and 274 LinkedIn posts were analyzed. The purpose of the chi-square test was to explore disparities in the success of a post, content, post type, and the day of the week updates were posted. An alpha of 0,05 was used as a criterion for significance. The chi-square test for independence is appropriate to use as it finds out if there are associations between variables. Table 6 summarizes the chi-square test findings.

TABLE 6: Chi-square analysis of Twitter and LinkedIn posts.

Social media channel	Twitter			LinkedIn		
	N	% of group	Chi square, (df), p-value	N	% of group	Chi square, (df), p-value
Content type	*361*	*100 %*	***16,35 (9), p=0,06***	*274*	*100 %*	***30,66 (8), p=0,00***
Educational	10	3 %		10	4 %	
Event	115	32 %		53	19 %	
Industry article	13	4 %		16	6 %	
Industry co-operation	24	7 %		12	4 %	
News	18	5 %		15	5 %	
Other	19	5 %		15	5 %	
Product	92	25 %		91	34 %	
Quote	11	3 %		0	0 %	
Recruitment	7	2 %		7	3 %	
Sustainability	52	14 %		55	20 %	
Post type	*361*	*100 %*	***25,50 (3), p=0,00***	*274*	*100 %*	***4,34 (2), p=0,11***
Link	219	61 %		203	74 %	
Photo	108	30 %		49	18 %	
Quoted tweet	12	3 %		0	0 %	
Video	22	6 %		22	8 %	
Weekday	*361*	*100 %*	***6,92 (5), p=0,23***	*274*	*100 %*	***12,00 (5), p=0,04***
Monday	64	18 %		51	19 %	
Tuesday	65	18 %		55	20 %	
Wednesday	72	20 %		60	22 %	
Thursday	73	20 %		51	19 %	
Friday	66	18 %		49	17 %	
Weekend	21	6 %		8	3 %	

Due to some limitations in the chi-square test of independence (Bewick et al., 2003), analysis of Facebook could not be conducted. Preliminary calculations resulted in multiple cells in table having an expected frequency of less than one and more than 20% of these cells had an expected frequency of less than five. Therefore the results for Facebook were unreliable and not presented in these results.

4.5.1 Twitter

The chi-square test of independence reveals that there is a correlation with the post type and the success of a post. The chi-square value is 25,50 with 3 degrees of freedom and a p value of 0,00. The cross tabulation conducted earlier in the thesis revealed this might be the case, as approximately 5% of all tweets with photos had an engagement rate of less than 1%. This is a significantly high figure, compared to the other post types. 25% of link tweets, 50% of quoted tweets and 32% of video tweets all had an engagement rate of less than 1%. The chi-square test thus comes to the result that it is a significant factor to have photos on Twitter updates. The chi-square test of independence reveals there is no correlation between the day of the week the post was updated (p = 0,23) and the content of the tweet (p = 0,06) to the success of the post.

4.5.2 LinkedIn

The chi-square test of independence shows there is a correlation in the success and the type of content (p = 0,00) as well as what day (p = 0,04) posts have been updated on the LinkedIn account. Previously table 10 showed the distribution of the type of content on LinkedIn. 82% of all sustainability posts on LinkedIn received an engagement rate of less than 1%, while industry articles, news updates and recruitment posts performed significantly well. Here it must be noted that although these topics mostly had an engagement rate of over 1%, the amount of posts is very low (N=38).

Since the chi-square test also showed a relationship between the weekday and engagement rate of a post, these will also be analyzed. From table 12 69% of all the posts published on Monday had an engagement rate of less than 1%. In addition 88% of all the posts published on the weekend had an

engagement rate of less than 1%. On the other hand, 58% of all Tuesday posts had an engagement rate of over 1%. It can be concluded that posts done on the weekend and on Monday do not perform well, and updating the company's LinkedIn posts should be concentrated on Tuesday through Friday.

4.6   Summary of chi-square test findings

The findings were presented to the case company. A managerial summary can be found from table 7. Unfortunately due to limited data in the cross tabulation and chi-square analysis results from Facebook could not be determined.

TABLE 7: Summary of findings from the data.

	Encourage	Avoid
Twitter	Pictures, short and simple texts. If event-related tweets post about the people at the stands or customers visiting. Always have a picture and keep the copy relaxed.	Technical jargon, product names, quoted tweets. If event-related tweets avoid posting about the *products* showcased at the event.
LinkedIn	Post on Tuesday to Friday. Generally all content is good with a few exceptions, but the posts need to have a good copy that shows what the value is for the followers. Always have a picture and keep the copy simple yet informative copy.	Posting on Mondays and on the weekend, sustainability *product* posts, general event and educational topics. If it is a product-related post, keep in mind the value for the follower: is this post of interest to the +8000 UPM Raflatac followers? Not all posts need to have links, only if necessary.

Twitter updates need to have a combination of pictures with short and simple texts. People are always interested in other people, so images of employees are encouraged. The tweet copy should always be related to the image; not keeping this in mind will result in tedious updates where the image and text have nothing to do with each other. There was no significant correlation with the day a tweet was posted and the success of the tweet. This means tweets can be posted on any day of the week and it should not affect the engagement rate. Technical jargon, product names and quoted

tweets should be avoided, as these updates were not successful with the company's follower base. Event-related tweets were successful, but not when the company's products were promoted. For example, instead of posting a picture of products at an event the company should post a picture of an employee showing how the product works in said event. It is also courteous to thank any visitors who came to the company's stand at an event and include a nice picture.

LinkedIn updates need to have an interesting angle to the followers. Informative and simple copy combined with an interesting image will guarantee a high success rate. For example, an update of a new, global product launch combined with a professional image of the products will result in a favorable engagement rate. Monday updates did not succeed as well as posts from Tuesday to Friday. Product posts about sustainable products, general event updates and educational topics were some of the subjects receiving low engagement rates. Value to the follower needs to be kept in mind when thinking of the copy: will this be of interest to the company's followers? If all relevant information is on the update then a link is not necessary.

4.7   B2B social CRM strategy based on findings

The social CRM house as it is, is a good, general guideline for social CRM. For the purpose of this thesis, two parts of the social CRM house were extracted the social CRM house is modified to better respond to the B2B social media field. Based on theoretical and empirical findings, figure 20 illustrates a B2B social CRM strategy.
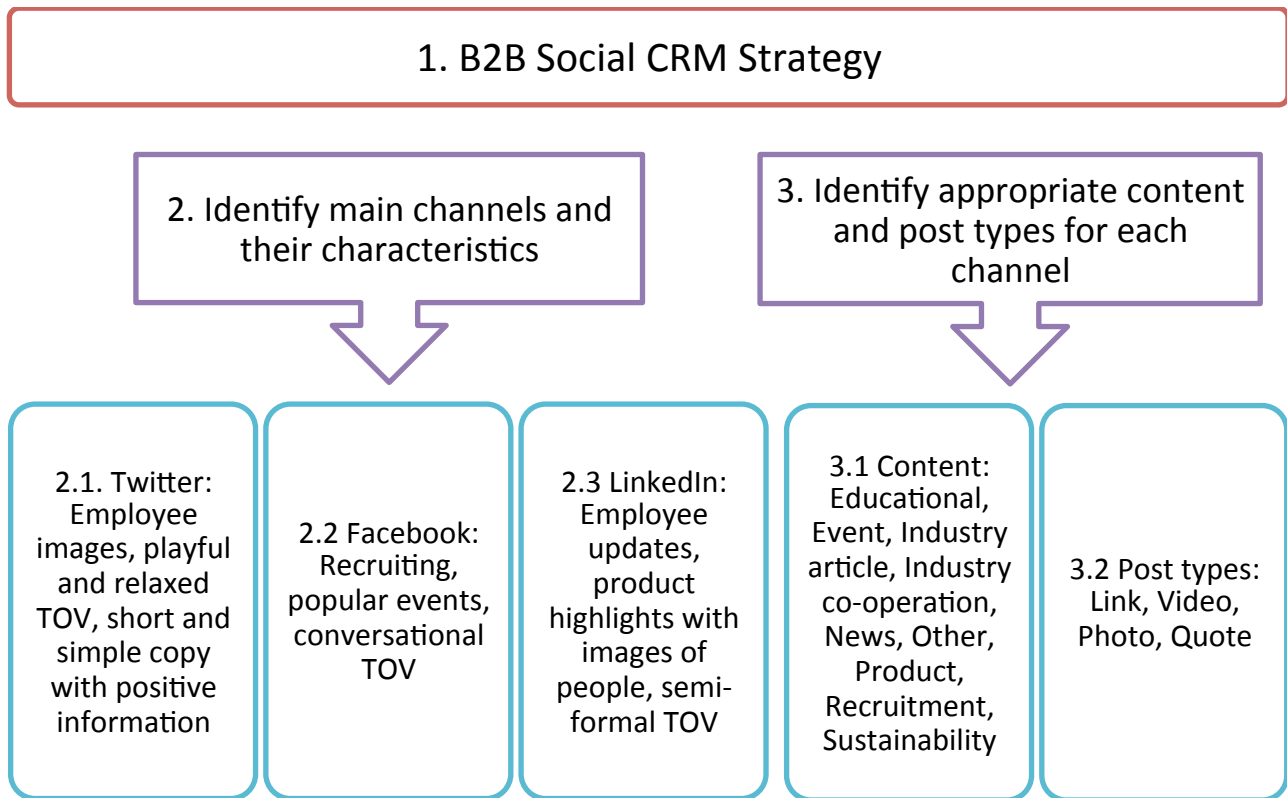
1. B2B Social CRM Strategy

2. Identify main channels and their characteristics	3. Identify appropriate content and post types for each channel

2.1. Twitter: Employee images, playful and relaxed TOV, short and simple copy with positive information	2.2 Facebook: Recruiting, popular events, conversational TOV	2.3 LinkedIn: Employee updates, product highlights with images of people, semi-formal TOV	3.1 Content: Educational, Event, Industry article, Industry co-operation, News, Other, Product, Recruitment, Sustainability	3.2 Post types: Link, Video, Photo, Quote

Figure 20: B2B Social CRM Strategy based on findings

Part 2 puts emphasis on identifying the right channels and their particular characteristics. From this thesis it has become clear that each channel has their own peculiarities and they should be treated differently as the followers are quite different. For example, a post about new job openings might be exceptionally successful on Facebook but will not receive engagements on Twitter. Due to the fact that there are a variety of social media channels to choose from, a company must identify the right ones and pay attention to their special attributes. From the results of this thesis, conclusions of each channel and their traits have been made. For Twitter images of employees, short and simply copy and a playful and relaxed tov are some features of a successful post (part 2.1). Facebook favors recruitment posts, updates about popular events and a more conversational tov (part 2.2). Successful updates on LinkedIn included updates about employees, product highlights with images of people in them combined with a semi-formal tov (part 2.3).

From the case study findings the researcher was able to identify what kind of content and post types a global B2B posts on their different social media accounts (part 3). The updates need to be relevant to each channel, as they are different. Social media content can be arranged into nine different categories: educational, event, industry article, industry co-operation, news, other, product,

recruitment and sustainability (part 3.1). The content is specific to the case company in question, but despite the field in which the company operates, similar content categories should be defined. When there is a balance between each category the followers will receive a versatile amount of updates regarding different topics.

From the content analysis of the case company, four relevant post types were discovered: link, video, photo and quote (part 3.2). Having different post types results in all-around content that serves as many followers as possible. It is also a nice change varying the type of posts from quotes to photos. Note that social media channels change frequently and some new post types will emerge quite quickly, for example live videos on Instagram and Facebook. B2B companies and their social media experts need to be aware of the new possibilities each social media channel has and apply them to existing social media strategies.

The answers to the thesis' research questions together with the theoretical findings are brought together into the B2B social CRM strategy figure. B2B companies having issues related to social media can use the figure for guidelines. Of course due to the limitation of the research, the findings cannot be generalized but it gives an overview to some of the topics that needs to be considered when social media is already established as a valuable marketing channel.

5 CONCLUSIONS AND DISCUSSION

The objective of this thesis was to explore and to analyze the characteristics of social media usage in a B2B company. The study was commissioned by one case company, UPM Raflatac. The results are only from a single case study, thus not generalizable. In this chapter the conclusions from the analyzed data are presented. The ultimate aim is to help UPM Raflatac perform better in their social media accounts by gaining more followers, increasing post engagements and receiving positive feedback from relevant stakeholders. This is done by combining theory with results from data.

The study starts with a literature review, building the base for the theory. This includes information generally of social media, the different social media channels, social media marketing and analytics, and ends with social CRM. It was clear from the theory perspective that B2B marketing behaved differently than B2C marketing, both digitally and traditionally. Social media marketing in the B2B arena is still in the early stages, compared to B2C companies. In addition to the theoretical background the following research questions were formed:

Research Question 1: What type of content is posted on social media?
Research Question 2: What are the characteristics of successful and unsuccessful social media posts?

From the analysis nine different types of content were found: educational, events, industry articles, industry co-operations, news, other, products, recruitment and sustainability. These contents were discovered by manually reading and going through the company's social media updates from May 2015 to May 2016. The updates were categorized depending on the focus point of each social media post. Special attention was put on posts that had multiple meanings; these were categorized depending on the main topic. In addition to analyzing the content types, an exploration was made of the characteristics of successful and unsuccessful social media posts, depending on the social media channels. A common rule for each channel was avoiding technical jargon, long and difficult product names, as well as having an excessively formal tov. Quality images were successful, combined with short and simple updates.

From the general analysis it was studied that each channel had the same top three contents posted. Product news, events and sustainability content were the top three most posted topics on Twitter, LinkedIn and Facebook alike. The cross tabulation done for the success of the posts and content types revealed that there were some differences with the content types and success rates, but nothing too significant on Twitter, even though generally tweets about events succeeded very well. The chi-square test of independence supported these preliminary findings. From these analyses it is recommended that the company proceed in posting various topics on Twitter, although special attention might be put on the least succeeded posts, as product content was the least successful. LinkedIn's cross tabulation revealed surprisingly that sustainability topics were not very successful, and the success rate distribution was much more obvious than on Twitter. The chi-square analysis supported these preliminary findings, revealing that there is a significant relationship between the success of a post and the content type. Facebook's cross tabulation was done, but the results are unreliable as most of the posts had an engagement rate of over 2%. A chi-square analysis was not performed on Facebook.

From the data analysis it was found that the company posted less on weekends (Saturday and Sunday) and mostly on weekdays. LinkedIn's updates were mainly published on Wednesday's, Facebook's updates were posted on Tuesday's and Thursday's, while Twitter had the most tweets updated on Wednesday's and Thursday's. Later in the study Saturday and Sunday posts were combined and referred to as weekend posts.

The cross tabulation for Twitter revealed there were no significant impacts with the day of the week the post was updated and the success rate. The chi-square analysis done later supported these preliminary findings. LinkedIn's cross tabulation was again much more obvious. Monday posts performed poorly, nearly 70% of them having an engagement rate of less than 1%, while Wednesday and Thursday posts had a good engagement rate overall. The chi-square analysis of independence revealed there is a significant relationship with the day posts were updated on LinkedIn and the success rate, supporting the preliminary cross tabulation. Facebook's cross tabulation and chi-square analysis did not lead into any significant findings concerning the success rate and weekdays posted.

Lastly a social CRM strategy for B2B companies was found, based on theoretical and methodological findings. Identifying a company's main channels and knowing their own characteristics is highly important, as well as identifying the appropriate content and post types for

each channel. The tov can vary depending on each channel, as well as the content. Twitter encourages a relaxed tov, while LinkedIn is more successful with it being semi-formal. Facebook on the other hand is more conversational, with topics about recruiting and popular events taking place around the world.

5.1 Managerial implications

The results of this thesis give guidance to managers working in a B2B company, specifically social media managers or marketing and branding managers. The cross tabulation analysis gives an easy way for managers to analyze social media posts and helps them make further developments or corrections in the social media strategies. All of the numerical studies can be done on Excel and executed in a moderate amount of time. The study indicates which direction managers should go towards in regards to social media planning and content.

The cross tabulation, chi-square analysis and individual post analysis confirm there are certain directions managers should take concerning social media channels and their posts. Depending on the channel, there should be a wide variety of content available for followers. The research questions and their answers give guidance for managers on how behavior on specific social media channels should be done. For example, as was already presented, posts done on weekends should be reduced to a minimal amount because they do not yield high engagement rates or impressions.

Social media is becoming an important marketing channel for B2C companies and B2B companies alike. It is important that media managers today understand the differences between certain channels and their capabilities in serving the followers interest. Especially important is to understand the analytics behind each channel, because they reveal the true behavior of different social media posts in their respected channels. It is not enough to know that social media exists, but to also have a deeper understanding in how it functions. This is true with any company, but especially in B2B's as they are more complex in nature (Kärkkäinen, Jussila & Janhonen, 2011). Managers should ultimately put thought into what is wanted to communicate and through what channel. Also the overall feel and active follower base defines the content and tone of voice.

Researching the use of social media in B2B companies contributes to media management as a field of study because of the rising importance social media has today. Media managers need to have

knowledge and stay aware of changes in the media field, as developments are made frequently. Social media is bringing new types of jobs, degrees, educational departments, ways to spend free time and ways to connect with other people and companies. Having up-to-date knowledge of social media can only have positive outcomes and it is important to research this rising field in media. It is equally important to have justification as to what channels should be used to what ends. Mindlessly posting the same content on various channels can be tiresome for customers and followers, as they will see the same updates. The results of this study will also bring knowledge to media managers on how different channels should be handled.

5.2 Reliability and validity

The reliability of a research is defined as the ability to give results that are not random, or that the introduced results are the same when measuring them a second time. In the simplest form reliability is a matter of repeating the study and it can be considered accurate when another researcher will result in the same results. When questioning the reliability of the study, the researcher must think of the sample size and quality. Furthermore, details on how carefully the variables have been entered to the program before analyzing them should also be considered. (Vilkka, 2007)

The reliability of the study is improved by taking special care into the original research questions and the arguments concerning a successful post on social media. Correct data insertion was also a focus on this study and all data was later manually checked in being accurate when comparing it to the original retrieved data.

The validity of the study means that the study has been able to measure what it was meant to measure. This means the researcher has the ability to transfer theory used in the research to the instrument for data measurement. Studies that have good validity are generally the ones that do not have systematic mistakes and understand the concepts used in the study. For example, in questionnaires some questions might be understood differently by the people who answer them than what was the intention of the research. (Vilkka, 2007)

The theory used in this thesis is current, understandable and related to the qualitative case study analysis. They support the research questions and provide a basis for understanding what is being asked. The instrument used is cross tabulation and chi square analysis, both popular and relatively

easy instruments to compute. The data collected from RivalIQ is accurate and answer the research questions. The thesis is valid on the basis that the data supports the research questions and has provided appropriate results. The validity of this thesis has been examined throughout the study, from beginning to end.

5.3 Limitations and future research

In the beginning of the thesis it was acknowledged the researcher has an interesting role. The researcher has personally written all of the social media posts analyzed, but it must be noted that they were written before deciding to analyze them for a master's thesis. Thus, it has not had an impact on the results or affected the style in how the posts were written. The social media posts were written in the capacity of the researcher's position in the company and not as a researcher. Another limitation in this research is the fact that the results are not generalizable and cannot be adapted for other B2B companies, as the results are based on a single case study during the course of only one year.

Even though the results cannot be generalized because they are based on one case study, it may be relevant to think of these results in another context as well. It could be possible that the discovered characteristics of successful and unsuccessful social media messages may have common features with private social media users; therefore the results may not be applicable solely on the B2B side. For example, using rich media content (images, videos, GIFs, emojis, and so forth) on updates could result in more engagements, regardless if the content is from a B2B company, B2C company or a regular social media user. LinkedIn has recently (Davies, 2017) allowed members to upload videos on their updates and it is only a matter of time when this feature will come to LinkedIn company pages. Updates on Facebook, LinkedIn, Twitter and other social media platforms are pointing towards favoring rich media updates on social media.

For future research it would be beneficial to have a similar analysis done with multiple B2B companies in the same industry field and see if there are any correlations. This type of study could be adapted to B2C companies as well as social media influencers. It would also be interesting to see if there are any associations with the time and day a post was published online and success of it, or if there are certain topics that are successful in specific times of the day. As social media develops it will be noteworthy to see other post types and content, and for example how B2B companies have

utilized virtual reality, videos and other formats in social media. At some point a very detailed analysis of the update itself would be beneficial. For example, does the use of videos affect the success of an update? If so, how long should they be? The length of an update is also of interest to social media managers and it would be useful to have a thesis studying the length of updates and their success rates.

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