

Social Media Marketing Channels for Kotka-Hamina

Aun Hyder

Bachelor's Thesis

Degree Programme in
International Business
POBBA 12



| | |
|---|--|
| Author(s) Aun Hyder | |
| Degree programme International Business | |
| Report/thesis title Social Media Marketing Channels for Kotka-Hamina Region | Number of pages and appendix pages 76 + 9 |
| <p>Thesis is commissioned by Cursor Oy, a regional development company, based in Kotka-Hamina interested in developing its social media marketing plan to market the region. Main objective of thesis is to make Social Media Marketing Plan which can attract IT students and IT experts to the region for study and employment purposes. Another objective of thesis is to highlight living and tourism opportunities in the region to the same target group. Thesis will cover all major factors linked with adapting social media marketing, managing social media channels in addition to calculating ROI occurred on running such channels.</p> <p>The primary research is based on marketing communication theory and social media marketing communication theory. Writer prepared questions on the basis of these theories those were then asked by interviewing regional development companies based in Sweden and Holland. Hence, writer used qualitative data for making reliable research. Hereafter, the data was collected, examined and utilised for making a solid social media communication plan for Kotka-Hamina Region.</p> <p>The conclusion discusses three four media channels used by regional development companies and Information technology students and experts: Facebook, Instagram, Twitter and LinkedIn for marketing purposes. It also contains data on how Cursor Oy should use these social media channels efficiently to reach its target groups and to achieve its goal. PRACE chart is the outcome of this study which is prepared on the basis of theory and qualitative research. This chart contains the whole social media strategy for Cursor Oy. Besides, writer also try to find inexpensive tools used in social media so that company spends less and gain more through launching social media channels.</p> <p>On the basis of primary and secondary research together with the discussion with IT expert, Trofimczuk Darren, marketing plan is designed for the Kotka-Hamina region.</p> | |
| | |

Keywords

Marketing Communication, Social Media, Social Media Marketing Communication, Regional Development, PRACE, Information Technology

Contents

| | | |
|-------|--|----|
| 1 | Introduction | 1 |
| 1.1 | Objectives and Commissioners: | 1 |
| 1.2 | Delimitations: | 3 |
| 2 | Background of Kotka-Hamina Region: | 4 |
| 2.1 | Investment Opportunities: | 5 |
| 2.2 | Living in Region | 6 |
| 3 | Project Plan: | 8 |
| 3.1 | Goal of the Project: | 8 |
| 3.2 | Timetable: | 8 |
| 4 | Theoretical framework | 10 |
| 4.1 | Marketing Communication: | 12 |
| 4.2 | Social Media as Marketing Communication Channel: | 12 |
| 4.2.1 | Social Media Defined: | 12 |
| 4.2.2 | Power of Social Media: | 14 |
| 4.3 | Create strategy and plan to manage social media: | 16 |
| 4.3.1 | Defining Listening and Reputation Strategy: | 16 |
| 4.3.2 | Transforming Brand through Social Media: | 18 |
| 5. | Social Media Communication Strategy: | 22 |
| 5.1 | PRACE Framework: | 22 |
| 5.1.1 | Plan: | 22 |
| 5.1.2 | Reach: | 27 |
| 5.1.3 | ACT (Encourage Interactions): | 29 |
| 5.1.4 | Convert: | 31 |
| 5.1.5 | Engage: | 33 |
| 6. | Research Methodology | 35 |
| 6.1 | Online research on regions: | 35 |
| 6.1.1 | Stockholm: | 36 |
| 6.1.2 | Umeå: | 37 |
| 6.1.3 | South Holland province (Innovation Quarter): | 38 |
| 6.2 | Interviews with Regional Development Companies: | 41 |
| 6.3 | Interviews with Trofimczuk Darren: | 46 |
| 7 | Recommendations: | 48 |
| 7.1 | Channels | 48 |
| 7.1.2 | Facebook: | 48 |
| 7.1.2 | Instagram: | 49 |
| 7.1.3 | Twitter: | 50 |

| | |
|---|----|
| 7.4.4 LinkedIn | 51 |
| 7.2 Application of PRACE Framework on Kotka-Hamina case:..... | 52 |
| 7.2.1 Plan: | 52 |
| 7.2.2 How to Increase Reach:..... | 54 |
| 7.2.3 ACT-Encouraging Interactions: | 55 |
| 7.2.4 Convert:..... | 56 |
| 7.2.5 Engage:..... | 57 |
| 7.3 Social Media Analysis and Synchronization Tools: | 58 |
| 7.4 Calculating Return on Investment (ROI) on Social Media | 61 |
| 7.5 PRACE Framework for Cursor Oy..... | 62 |
| 7.6 Validity and reliability:..... | 65 |
| 7.7 Scope for Further Study: | 66 |
| 7.8 Own Learning Reflection: | 66 |
| References: | 69 |
| 8. Appendices: | 76 |
| Appendix 1: Interview questions for Companies | 76 |
| Appendix 2: Interview questions for Cursor Oy | 76 |
| Appendix 3: Interview questions for Trofimczuk Darren | 77 |
| Appendix 4: Links for IT Companies and Recruitment Agencies to follow on Facebook, Twitter, Instagram and LinkedIn. | 78 |

1 Introduction

That era exists no more when consumers of the goods and service solely rely on traditional marketing campaigns and made purchasing decisions henceforth. Now, consumers are increasingly utilising social media channels to share their personal experiences, enfeebling the most conventional ones (Evans 2010, 4). Similarly, social media is widely used in B2B markets for: awareness, promotion, purchasing and feedback collection purposes. Joe Pulizzi's research on Content Marketing, has unravelled the increasing use of social media in B2B transactions. Accordingly, over 90% of businesses share content solely on LinkedIn. Whereas, Twitter is utilised by 85% of businesses in order to distribute their content and forming new business relations following Facebook with 81% of business users. (Pulizzi 2013.)

Andy Lombard CEO and co-founder of SocialWhirled, states that social campaigns should not be confined to a single social network. In contrast, company's prospect can be anywhere making it inevitable for companies to disperse its synchronized marketing campaigns on every approachable social media channel (Lombard 2015.) For any kind of business either B2B or B2C, presence on social media increases its visibility and results in dispersing its marketing campaigns promptly (Mwpartners 2015). High significance of social media in B2B marketing can be assessed by Jay Bears' statement "Turning your customers into advocates and marketers on behalf of your brand pays off a lot more when you're selling \$10,000 pieces of manufacturing equipment, than it does when you're selling \$3 cans of Pringles."(Baer 2016) However, before choosing any social media channel company must tailor a plan which can incite awareness, sales, positive relations and most importantly, harmony between company and clients. Adversely, an unplanned and poorly designed social media plan does not malign company's image only but also distorts company's resources. Chaffey and Smith (2013,85) states that a well-designed plan includes content plan, response plan, data plan, processes (checking SM channels routinely) in addition to trained and properly briefed personnel.

1.1 Objectives and Commissioners:

This thesis is commissioned by regional development company Cursor Oy located in Kotka. Cursor Oy has been working for, and owned by five municipalities including: Kotka, Hamina, Pyyhtä, Virolahti and Miehikkälä in addition to few other industrial and financial institutions. This non-profit organization has been working for the well-being and development of the

region for last 25 years focusing on encouraging tourism, development of infrastructure and assisting a variety of businesses to operate in the region, Company states purpose of its existence in these words “We assist aspiring entrepreneurs with operational planning and brining their ideas to fruition.” (Cursor 2016)

Now, Cursor Oy is interested to promote the Kotka-Hamina region through social media marketing on behalf of Kotka-Hamina region to a new target group which includes IT students and professionals. Company’s main goal of commissioning thesis is to find out such channels which are increasingly used by regional development organizations around the globe for concerned target groups through social media marketing. Hence, research problem can be stated as “Finding the most efficient social media channels for Kotka-Hamina region to invite students and professionals (for living, working, studying and tourism) from other parts of Finland”. In short “Making social media marketing plan for Kotka-Hamina region to target IT students and professionals”. Writer has interviewed Hanna Nieminen, the communication manager of Cursor Oy. She is the one with whom writer will communicate throughout his whole thesis work. Hanna Nieminen has specified that her company is interested in targeting IT students and professionals through social media marketing in interview with the writer (see attachment 2 in appendix).

In order to generate a strong social media marketing plan, writer will make thorough study of social media activities of regional development companies based in Sweden and Holland. One can ask why these regions form these specific countries have been benchmarked for social media activities. The reason is these regions are running successful social media marketing campaigns which can be seen through their number of likes, shares, comments and mentions on their social media accounts (writer has already following their social media channels). Furthermore, the idea of choosing Swedish companies is that Sweden itself is located in Europe and more specifically, in Scandinavia; Kotka-Hamina is more likely to benefit from their strategy henceforth. On the other hand, Innovation Quarter based in Holland is selected for the reason that this region has many multiple IT firms working in the region. They target IT professionals through their social media campaigns which writer has observed on their LinkedIn and Twitter channels. One big challenge for writer is understanding the languages used on some of these regions’ channels, however, google translator and images posted with text tell much about the posts. After collecting the data from interviews, writer will make a short interview with IT expert Darren Trofimczuk to check whether Darren has same point of view being an IT expert, and if the writer can make conclusions on the basis of this accumulated data? Another purpose of interviewing Darren is to find more about social media habits of IT students and professionals.

In addition to giving recommendation on the basis of final results, thesis will also discuss shortly how it can calculate and improve its ROI (Return on investment) in terms of time and money. The idea is that company should not spend more than what it earns through social media usage. To remember, this is totally a new marketing area for the Kotka-Hamina, therefore, it has to invest very intelligently to meet its objectives.

1.2 Delimitations:

The study is only limited to those social media channels which are used by above mentioned regional development companies. Therefore, study will not include any other channel/s than used by above regions in order to stay efficient and focused. Also, Kotka-hamina is not using social media for targeting this target group at the moment therefore it will save its time when choosing only limited channels in the beginning. Furthermore, the research is purely about social media marketing plan for the Kotka-Hamina region, therefore, it will not discuss traditional marketing methods or other digital marketing tools, website, for instance.

Moreover, social media is continuously variable field, and with the introduction to new software and programmes everyday it changes every now and then. Therefore, it was decided to use both books and websites for making this research up to dated. Unavailability of most updated material at school and Porvoo City library, in addition to high cost to access their online versions creates a big challenge for writer. Therefore, writer has decided to take support from books and online material together. Writer will mostly utilise books in theory part; websites and other online sources will be used when discussing social media tools.

Apart from these issues, writer will not suggest social media channels separately by making separate chapter for student and professionals but will discuss them combined under same Social Media Communication Strategy. Moreover, no separate chapters for SEO and SEM will be designed and discussed.

2 Background of Kotka-Hamina Region:

Kotka Hamina is located in the south of Finland and consists of five municipalities: Kotka, Hamina, Pyhtää, Virolahti and Miehäikkälä. Region is situated along the Baltic Sea with its border touching the Russia. For this reason, it is also known as the door between South and East. Highly developed Infrastructure including E18 motorway and rail services have squeezed the vast distances between region and Russia: it takes about 2:30hs to reach St. Petersburg from the region by car. The region is on 90 minutes' drive by car from Helsinki Airport, and is connected by road and sea too. Region is also a home to 5700 private companies with 400 new companies starting their operations annually in the region. (Kotkahamina 2016a.)

Thereupon, easy access to Russia has made Russia a major target market for the region. Thus, region has designed separate projects such as, Rubicon, to target this market. As a result, many Russian ventures have moved to the region through such projects. On the other hand, KYAMK University of Applied Sciences and Vocational College located in the region also provides educated and skilled force for the region. (Kotkahamina 2016b.)

Above all, Port of HaminaKotka makes the region special by connecting the region with all major sea ports around the globe. The port is the biggest port of Finland in terms of export, transit and containers. Between January-February 2016, 1617134 tons of goods have been exported through the port, and 2204093 tons have been imported during the same period. (HaminaKotka 2016a.)

KotkaHaminaRegion market itself as “raw by nature” which means that region has a long history of hardworking community in different sectors of life ranging from sailors to moonshiners, from architectures to soldiers and so on. The region owns tendency and strong commitment of working under harsh conditions as proved by its history. This is the reason region extends this concept to all of its four major industries which includes: tourism, gaming and ICT, and Logistics and transportation Industry. (Kotkahamina 2016c.)

It is also important to mention that there are number of businesses from different industries working in the region- ABB, an automation firm' Sirius, a sport resort for tourists and Google, are to name few. Google has established its data centre in 2011 in the region, and employs 90 people. (Kotkahamina 2016d.)

2.1 Investment Opportunities:

The historic **Fort Katarina** which has an area of 20 hectares is planned to be developed in near future. The idea of Fort Katarina Spa resort with 150 room-hotel, spa, marina and timeshare apartments has a positive feedback from municipality, community and museum authorities. Besides, Kotkansaari Island name will be soon converted into landscaped area. With its completion, the area will attract tourists from inside and outside Finland to enjoy beauty of Finnish nature, fishing points, winter Sports, picnic spots, a beach for sun bath beside other leisure activities.

Region is already an attractive destination for tourists with a number of restaurants, shopping centres, parks attracting local and international tourists. It had around half million visitors in 2011 with 30% yearly increase. With this increase, the number will rise to 700000 by 2030. (Kotkahamina 2016e.)

In addition, region encourages and provides enough space and environment for operating data centre from the region. As mentioned before, Google has already established its data centre in the region due to the fact Finland has the Safest Data Centre Location in the world according to The Data Risk Index 2013. Tax relieves on electricity, cool air environment, stable political and environmental situation etc. are further stimulating factors playing an important role in the establishment of data centres in the region. (Kotkahamina 2016f.)

Hurppu Horizon centre, located on the south-eastern coast of Gulf of Finland is another potential investment icon for the investors and an appealing tourist spot for visitors. The project when completed will consist of a hotel complex in addition to catering, and centre for multiple sports activities. The centre is easily accessible by land, sea and air from Finland and Russia. For investors, Hurppu is a unique place to invest in 60 room hotel with spa, 160-seat restaurant near sea or in a housing society consisting of 96 villas.

In addition, the **Designer Outlet Village** will be another potential destination for visitors and investors. The project includes a harbour with international ferry and cruise terminals, bus and rail interchanges, hotels, restaurants, cinemas, living apartments and a museum. (Kotkaoldport, 2016.)

On the other hand, Vaalimaa is another giant project already under development encompassing 230000-meter square area of Vaalimaa, the busiest crossing point between Finland and Russia (2.9 million of Russian has entered into Finland through Vaalimaa in 2013). The project comprised of Vaalimaa Shopping Centre specialized in stores and boutiques, Luxury Outlet with 60 branded stores and 150-room Best Western hotel' Zcar Outlet Village with 130 stores and a leisure park. Luxury Outlet is already under construction and it is expected completion time is end of year 2016. (Kotkahamina 2016g.)

2.2 Living in Region

Finland is the second the happiest nation in the world according to 2012 Union Nation Survey, thus making Finland a better place to live in. Kotka-Hamina is considered generally a peaceful city no matter one choose to live in city or in some nearby village. City's municipality centre and other private services are easily accessible from countryside by only 20 minutes' drive only. City has many choices for inhabitants to dwell in ranging from renting and buying an apartment to building one's own house. Very importantly, there are day-care centres which provide services in English and Swedish for non-Finnish speaking children. For higher education, Kymmenlaakso UAS offers bachelors and masters programmes in business and design with English as instructional language (kyamak2016). On the other hand, Etelä-Kymmenlaakso Vocational Institute, Jamilahti Folk High School and Harju learning centre are also working in the region for the development of technical and professional education. Parks, theatre, clean environment, attention grabbing nature etc. are also motivational factors to choose region for living and tourism. (Kotkahamina 2016h.)

As mentioned above, there are hundreds of national and multinational companies working in the region. This can be translated into presence of vast amount of jobs which can be searched through national job portal such as mol.fi or HR service providers operating in region. (Kotkahamina 2016i.)

From the above information, it is certain that Kotka-Hamina region provides a variety of opportunities for individuals and companies. These unique opportunities are offered

in a wide context ranging from living to working in the region, and from tourism to studying there.

Also, Finland is ranked as the 6th most peaceful country in the world according to Global Peace Index 2015. (Statista 2016c). On the other hand, Finland is the 12th safest countries in the world according to Global Risk Index with a disaster risk rate of 2.26.(Statista 2016d). Floods, earthquakes, hurricanes, volcano eruptions are all considered as natural disasters. Therefore, it does not have big internal or external threats making the whole Finland a comfortable and stable place to live in.

Moreover, region is located on the Russian border attracting Russian tourists along with other nationalities making region a multicultural place especially in summer season. This is a unique aspect of Kotka-Hamina region which is owned by few other Finnish cities. According to Morgan, Pritchard and Pride (2010, xxiv), differentiation is more crucial as it used to be previously in order to foresight increasing challenges of similarity, sustainability and intense competition. In addition, region has a long and historic place such as, Fort Katarina, Langinkosko Imperial Fishing Lodge Museum, Kotka Church, Haukkavouri Observation Tower in addition to 2kms long Sculpture Promenade street with a vast range of sculptures. These are known as “soft factors” which are more appealing to tourists and potential investors, they noted (Morgan, Pritchard, Pride 2011’ 137.)

3 Project Plan:

3.1 Goal of the Project:

Main goal of the research is to make the social media marketing plan for the company Cursor Oy. The plan will benchmark different social media marketing channels as well as their reliability and usability for the concerned target groups. Writer will suggest social media marketing tools and techniques in the end which will enable company to reach its target groups and convey its message more conveniently.

For this purpose, writer has chosen three companies based in Sweden and Amsterdam to observe their social media marketing activities. These companies are utilising social media to its fullest level in order to target its target audience. Therefore, writer has decided to go deeper into finding factors behind their competent social media strategies. These companies will be interviewed online where they will be enquired about their successful social media marketing jobs, skills, tools in addition to their recommendations for the Cursor Oy. On the basis of these findings, writer will put forward his recommendations to the Cursor Oy. Writer will also interview IT expert Trofimczuk Darren to add his valuable suggestion to his final marketing plan.

3.2 Timetable:

Timetable will keep writer attached with the work and will encourage him to accomplish his work on time. It will abstain writer to spend too much time on a single task to avoid using excess amount of time on any single task. Here is the timetable according to which thesis will be completed in the end of 2016 if everything goes straight.

| | |
|------------|--|
| 31.05.2016 | Thesis Started |
| 20.08.2016 | Theory Completed |
| 15.09.2016 | Questionnaire Prepared |
| 30.10.2016 | Social Media Channels Examined |
| 30.12.2016 | Companies contacted and Interviewed |
| 10.04.2017 | Results Accumulated and presented |

Table 1: Timetable for Thesis

4 Theoretical framework

This thesis will start with the importance of the topic and use of Social Media among individuals and companies in Finland and beyond borders. The Kotka-Hamina region is intended to be marketed through social media campaigns, therefore, it is equally important to discuss shortly the factors which motivate resettlement. Cursor Oy has already been working on the marketing of the region for more than two decades, therefore, it is more useful for them to know how they do the same job on social media. For this reason, the writer will only discuss social media marketing of the region and will not discuss branding theories. The framework will discuss marketing and social media marketing theories such as: Marketing Communication Theory, Social Media as Marketing Communication Channel, Social Media Communication Strategy (PRACE Framework). On the basis of these theories, a questionnaire will be prepared and companies based in Sweden and Holland will be interviewed later on. After the collection of results, their implication on Finland would be examined and discussed with the Cursor Oy and IT expert, Trofimczuk Darren.

The writer has made research on various marketing theories including "Social Media Integration Theory Model", however such models do not provide step by step guidance to develop a social media marketing plan. On the other hand, the chosen framework, PRACE, will provide a detailed guidance from planning the social media content to keeping a vibrant two-way communication with the clients. Another advantage of this framework is that Cursor Oy does not need to read the whole plan. Instead, the writer will make a PRACE table containing the summary, tools and recommendations for the Cursor Oy based on the PRACE framework which the company's social media team can stick into its office and stay committed to. The PRACE table (chapter 7.5) based on the PRACE framework will enable Cursor Oy to take actions instead of looking at the details.

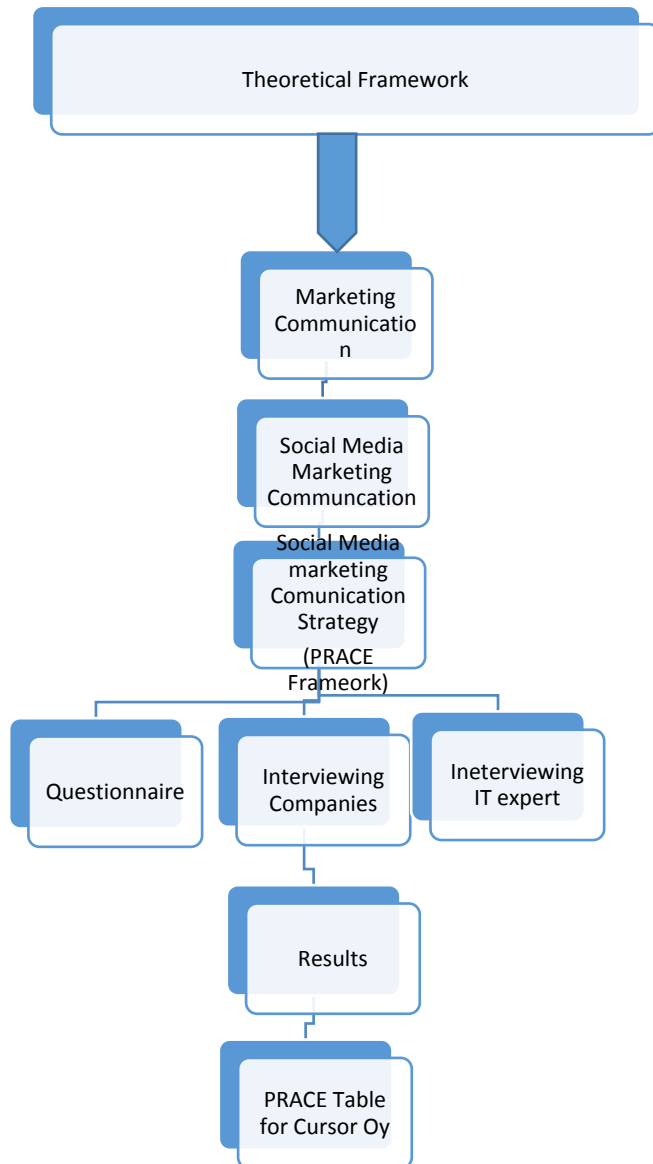


Fig 1: Theoretical Framework of Thesis

4.1 Marketing Communication:

Marketing communication, also known as promotion mix, is a mixture of advertising, public relations, sales promotion, personal selling and direct marketing. All these tools are integrated together and communicated to deliver current and potential customers brand's value. (Kotler, Gary, Harris & Piercy 2013, 418.) However, Shimp and Andrews (2013, 8) also add social media to these five promotional tools. Even though both, online marketing and social media marketing, are done on internet, they draw a line between these marketing channels. They state that online marketing is about advertising the product or service on internet by using advertisements in form of banners, mobile ads, and location based apps etc. Whereas, social media marketing is a communication mode in which user generated content is shared through internet which promotes companies' products and services. Kelley, Jugenheimer & Sheehan (2012' 161) add that the content shared on social media networking sites is generated not only by companies but also by users of such products. The most widely used social media networks are Facebook, Twitter, LinkedIn, YouTube, Instagram etc.

This research work is concerned with finding appropriate social media channels for Kotka-Hamina region. Therefore, writer will focus mainly on exploring pros and cons of different social media networking sites for company's promotional activities, and thus, forming social media marketing plan for the company. To say more, writer will not discuss all conventional social media channels but will examine only those social media channels which are used by interviewed companies and endorsed by IT expert, Trofimczuk Darren. (See chapter 6.2' 6.3 and 7.1).

4.2 Social Media as Marketing Communication Channel:

4.2.1 Social Media Defined:

Social Media are networking websites those aim at encouraging and strengthening relationship among individuals, groups and companies (Kelley, Jugenheimer & Sheehan (2012' 161). Chartered Institute of Public Relations (CIPR,2011) social media panel defines social media as all the internet and mobile tools through which users can communicate and interact with each other. Thus, Blogs, YouTube, Myspace, Facebook, Snapchat, Pinterest, are all included in social media definition which are popular among internet users (Loanas & Stoica 2014, 295).

Main aim of social media is to involve current and potential customers on social media activities so that they can create their own content and respond to company generated content. According to Kelley, Jugenheimer & Sheehan (2012' 161), highly interesting content is generated and shared by both brands and users on social media channels. People with specific interests, motives, activities join these SNS (Social Networking Sites) to increase their interaction with similar individuals and thus, form a social circle. This means that when a content is shared by a user, all the SNS users present within his circle can see and react to that content. This can be translated into more publicity for the brands in the form of word-of-mouth. Dahl (2015, 173) argues that previously WOM has only been limited to the familiar ones however with the increasing use of social media its impact has increased tremendously.

Following the above discussion, social media can be divided into 6 major types: Social Networks, Bookmarking Sites, Social News, Media Sharing, Microblogging, and Blog Comments and Forums (Grah! 2016) However some experts, Greg Thompson (Thompson' 2016), for instance, also adds search engines as one type of social media. He noted that with help of this technology one can search, refine and save results.



Fig 2: Types of Social Media

This is also important to remember that core functions of each social media i.e. Interaction, remains same though trends continue to change over time. For instance, Pew research (In Socialmediaexaminer' 2015a.) has found that percentage of Facebook users for reading news increased dramatically from 47% to 63% during years 2013-2015. On the other hand, usage of Twitter, which has already been known for its news services, grew from 52% to 63% during the same time period (In Socialmediaexaminer' 2015a.) The research shows that more people have used Facebook for news purposes, which is famous for staying in touch with friends and family.

4.2.2 Power of Social Media:

Social media is becoming increasingly powerful as more people are having access to internet. This has spurred their desire to get connected with people across the world and follow recent trends. Consequently, this effect their own living styles, and the way they see themselves and others. Within no time, people get connected with other side of the world through social networking websites. This quick connection enables them to discuss and follow current happenings in every field of life from: politics to fashion, science to religion, technology to sociology and so on.

Simultaneously, companies are utilising same tools to get into the minds of people to recognize their brands and to improve their image. According to Kozinets, “Informational society influences effects the consumer decision processes and product evaluations. Social media provides a new channel to acquire product information through peer communication.” (Kozinets’ 1999)

Now, people do not just hear about some popular product and go to market to purchase it; instead, they read reviews and listen to the experts’ opinions too. They in fact benchmark different products available in the market from their mobiles and computers, and then pick the best fitted for them. This all has developed with the amassed power of social media. Consequently, this has a direct impact on marketers as they know that consumers are more aware of the market and brands being offered in the competitive market. “The unique aspects of social media and its immense popularity has revolutionized marketing practices such as advertising and promotion.” (Hanna, Rohm & Crittenden’ 2011).

According to a study conducted in 2009 by Internet Retailer (In Ioană & Stoica’ 295) top 100 companies have their business profiles on Facebook(79%), Twitter(69%) or both(59%). Similarly, businesses and Individuals in Finland are growingly utilising social media to enhance their marketing and purchasing decisions. In 2010, Finland gave every citizen right to get access to at least 1Mbps internet (BBC’ 2010). Since then, internet usage has tremendously increased in terms of entertainment, social, business, welfare and for many other purposes in the country. According to Statista (Statista’ 2016a), there will be 3.4 million social network users in Finland by 2018 against 2.9million in 2014. Another study conducted by Buzzador in 2014 has also found increased percentage of all internet users on social media networks. Accordingly, Facebook is the most widely used social media network in Finland with 82% of all internet users have accounts on Facebook, following Instagram and Twitter with 15% and 5% usage rate. Study also found that use of Google+ has also increased in Finland with 9% of all online population has created an account there. (Bennett’ 2014.)

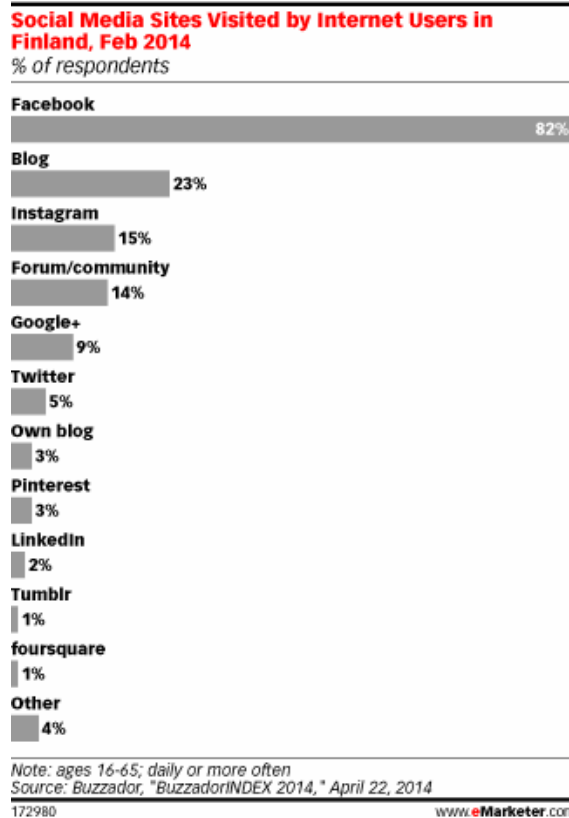


Fig 3: Social Media Sites Visited by Internet Users in Finland, Feb 2014.

Interestingly, the study conducted in the end of same year i.e. December 2014, revealed dramatic growth of Twitter and Google+ in Finland: 10% of all Finnish Internet users were active on Twitter, and 18% were active on Google+, exactly double than February 2014 (Statista' 2015b). Furthermore in 2013, among all enterprises from various sectors in Finland, 38% used social media for improving company's image and advertising their products. Following this, social media networking websites were the most widely used social media sites with 34% of all those enterprises have accounts on these websites. Last but not least, study also found that percentage of multimedia usage for sharing content like photos, videos was 14% following blogs and microblogs usage with 8% usage rate (Stat 2013a).

4.3 Create strategy and plan to manage social media:

Chaffey and Smith (2013, 225) point out six social media activities those should be adapted and implemented for successful social media marketing plan. However, this strategy is more linked with online selling and not specifically with social media marketing, therefore, writer will not discuss all elements of this plan in detail.

1. Listen and manage social media reputation
2. Transforming brand through social media
3. Acquiring new customers
4. Increase sales to current customers
5. Deliver customer service
6. Developing the brand using social media

4.3.1 Defining Listening and Reputation Strategy:

Very first step in social media communication strategy is to listen, and find out why and how different groups are using social media channels. Knowing your audience and their specific activities linked with your brand is indeed a good start. In next step, benchmarking your own social media activities with your competitors will open up more diverse options of social media usage for your own company. Also, there are variety of independent publishers, bloggers, review forums and websites, where customers go and seek for the information. (Chaffey and Smith 2013, 225.) Paul Gillin (2009, 41) argues that listening to social media discussions about your product, company and employees is crucial as it makes companies aware of their online reputation and market developments. In turn, they can take appropriate steps to defy rumours concerning company's products and performance. More importantly, with increased awareness about the market companies can spend their resources on the most vital influencers and potential clients to convert them into ones' own favour.

Stephan Rapport (in Chaffey and Smith 2013, 236) defines two types of online listening: social monitoring and social research. Social monitoring is all about online brand mentions for enhancements in company's operations, customer's feedback, brand specifications etc. On the other hand, social research is closely linked with the study of customer's behaviour: what is core role of brand in their lives, why do brand users have specific behaviours, how do company's branding strategy affect brand owners purchasing decisions etc.

There are several tools for social listening and analytics which vary in their cost and functions. Some of the tools are even free, however, such tools do not provide as much insights as required.

- I. **Search Engines:** Google Real-Time gives updates about an activity as soon as it happens on an app or website. It is useful tool which saves company's time as updates comes directly to the publishers without visiting the website or social media channel individually. Another tool of Google is Google Alerts which is useful tool for tracking enquiries about brand, competitors' activities, brand mentions and about market development with specific keywords. Google Advanced Search is also an advanced tool which enables companies to refine and specify results based on pages, regions, keywords etc. Thus, companies can collect specific data linked with their products and services using these social media listening tools. For Twitter, Twitter Advanced Search provides brand mentions made on Twitter accounts with specific words, hashtags and other keywords. In addition, Yahoo Search Engine (2016), Ask.com (2016), Digg (2016) etc. also provide advanced search options which keep users updated with different news and developments. These all are handy and free to use.

- II. **Blogs:** According to Mooij (2010, 204) blog or weblog is an online forum which discusses opinions of a certain group or groups on regular basis. Dave Evans (2010, 170) asserts that influencer identification is about finding and building a productive relationship with dynamic individuals most commonly known as Bloggers.

In blogs world, BuzzStream, Sysomos and lithium are few paid tools for finding relevant content, and impressive bloggers those people listen to and follow. Negative side of these tools is their high cost; however, they are highly effective as they show real insights from content and its impact. For instance, with lithium, companies can find publishers with respect to their level of influence on readers, and hence, can build strong relationship with them. Paul Gillin (Gillin 2009, 59) argues that it is highly important to familiarize yourself first with the work of such bloggers before contacting them.

Social Media Monitoring and Analysis Tools: Dave Evans (2010a, 179) argues that measuring the effectiveness of social media content is directly connected with business' success, hence its monitoring is nonetheless worthy. Tools such as Lithium (2016), Viral heat (2016), Sproutsocial (2016) are widely used paid social media monitoring tools. On the other hand, there also exist many free monitoring tools such as Socialmention (2016), Klout (2016), Buffer (2016), however their approach is limited in examining content's impression. GoogleAnalytics (2016) is also a free web examining tool which generates reports

highlighting the success of different social media forums in terms of visiting website or making purchase decisions etc.

4.3.2 Transforming Brand through Social Media:

According to Chaffey and Smith (2013, 226) when a company decides to choose social media for promotional, communicational, or any other purpose it needs to implement some major changes in its working and communicational structure. These changes are inevitable as they show how much a company is committed to social media adaptability. They further state that such transformations become successful if and only if they are communicated throughout the entire business structure.

Paul Gillin (2009, 185) argues that companies should leave the tactic of conventional marketing when making communications through social media. He points out that traditional marketing relies solely on “sales pitch”, instead marketers must carry out such dialogues on social media channels which are short, long-lasting, effective and problem-solving. He suggests that marketers must come out from marketing thinking which focuses on short term relationships; in contrast, they should consider themselves as publishers who aims at developing long-term relationships. He stresses that core focus and purpose of using social media is and must be engagement. Chaffey and Smith (2013, 231) argues that businesses must count their resources first, and then plan where and how they can achieve their goals using social media campaigns. Thus, Paul Fennemore (in Chaffey and Smith 2013, 231) has crafted a framework (fig 5) for adapting social media channels against company’s capabilities:

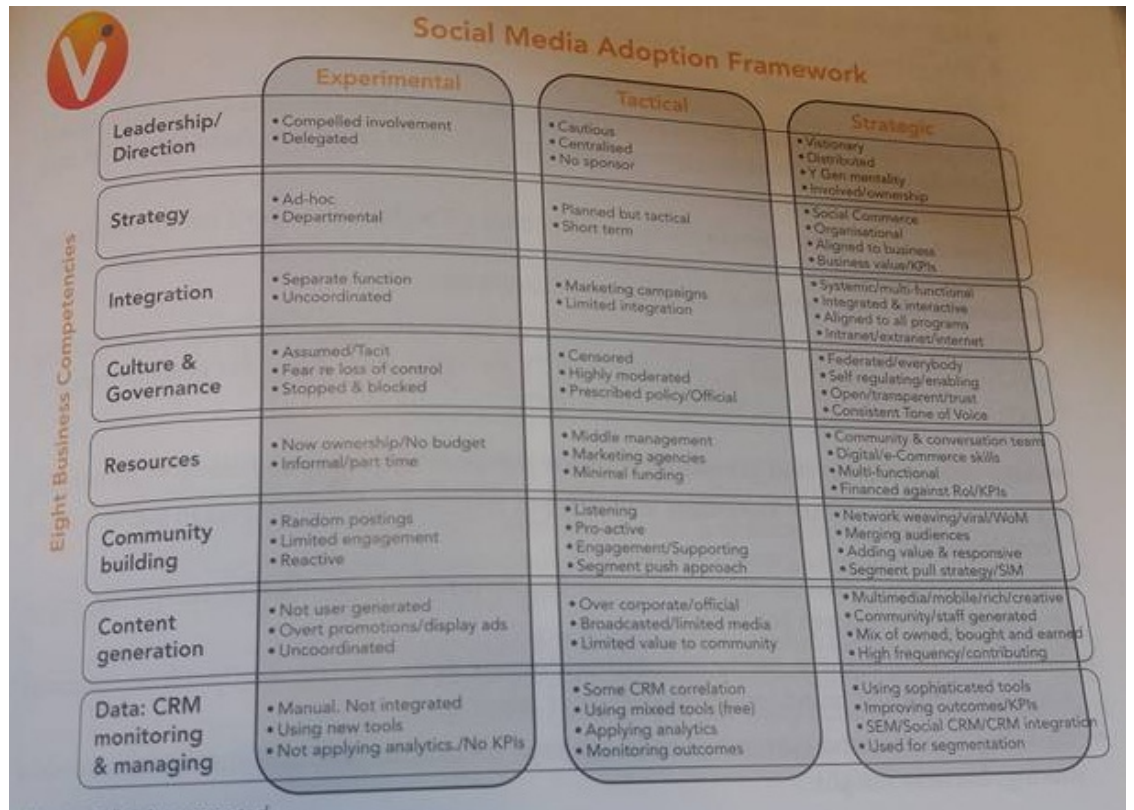


Fig 4: Social Media Marketing Capability Assessment Framework (Source: Chaffey and Smith 231)

The above figure shows how deep interest and strong commitment a company shows in adapting social media marketing in its business model. It can be seen clearly that low involvement has been shown in experimental phase as compared to high involvement in strategic phase when company has designed a proper strategy for social media.

Dave Evans (2010a, 76) argues that distinct policies must be set when shifting business from most conventional marketing to social media marketing. Primarily, such policies must discuss and clarify who will have power to share content on social media channels: governance issue is a key question when starting social media campaigns. Same matter has also been discussed by Chaffey and Smith (2013,231): they noted that dividing employees' roles in performing social media activities is much more a concern of larger organizations as compared to smaller organizations where communication is not so tricky. It is significant to remember that governance issue is not limited to social media publishing authority only, rather it encompasses all the areas identified by McKinsey (

2008) in his 7s model. His 7s model includes: strategy of the organization, need of separate team, changes in current working styles and processes, need of learning new skills, importance of implementing new processes as a result of adaption, and passing those throughout the whole organization.

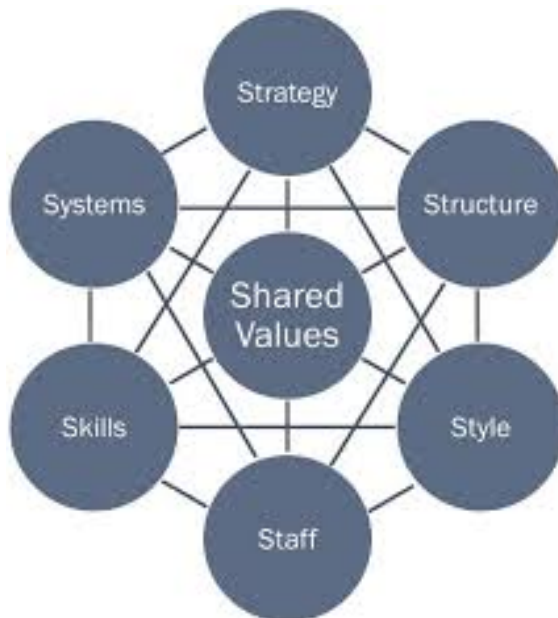


Fig5: McKisney 7s Model (Source::

<https://www.google.com/search?q=mckinsey+7s&tbm=isch&tbo=u&source=univ&sa=X&ved=0ahUKEwii-urg46DMAhWHJSwKHUvYD-YQsAQIHA&biw=1366&bih=605#imgrc=L9ztpQzvAR3OiM%3A>)

If we apply this model of social media adaptation framework to our case study we may consider:

- a) Need of new separate team for social media actions
- b) Changes in systems, new budget planning, for instance
- c) Setting and communicating goals of adapting social media throughout whole organization
- d) Quick actions need to harmonize the current objectives with newly developed social media marketing plan
- e) New skills for managing social media activities

f) Who will manage social media activities

These changes must be implemented throughout the whole organization. Dave Evans (2010a, 22) argues that social media marketing is worth paying when whole organization is involved in and accounted social media activities for brand developments. Chaffey and Smith (2013, 232) add that clear and measurable goals must be set for each social media team working in sales, HR, management, customer support department etc. For instance, Human resource management team will be able to hire more efficient workforce by using social media such as LinkedIn, or social media will empower sales team to win more leads when they have more information about customers' preferences. In short, results of social media must be seen and measured in every department after its adaptation.

In addition to above described social media transformation issues, supervising the social media activities and setting limits for its usage is nonetheless substantial. Chaffey and Smith (2013, 233) lay stress on importance of coaching and training sessions for employees for using social media channels. This will maximize their output and will make them more confident with social media tools and applications. Furthermore, restricting employees from certain social media actions at workplace, setting 'communicating' understanding and following brand guidelines will all allow staff to represent brand in a way that company wants to signify on both online and offline channels. Scott and Mike (2011, 67) add that both internal and external stakeholder must be kept into consideration when designing such policies; internal policies are linked with how employees and organization can and cannot behave on social media. On the other hand, external stakeholder policies are related to clients and people encompassing what they can say on company's social media pages and what is forbidden. One big advantage of crafting such regulations, and reinforcing them is that it gives companies right to remove or take actions against such participants who sabotage company's policies. In this way, company has right to take actions against such stakeholders. Dave Evans(2010a,76) noted that " by setting expectations, policies and objectives in advance, you can get where you want to go much more quicker than you would otherwise."

5. Social Media Communication Strategy:

Chaffey and Smith (2013, 226) state that in addition to serving current customers through social media, another objective of social media campaigns is to go for new customers in current and fresh markets. They suggested PRACE framework for designing social media marketing strategy for this purpose. PRACE includes different phases of social media adaption process: P represents plan, R stands for reach, A refers to Act, C stands for Convert and E is about engaging the target audience.

5.1 PRACE Framework:

5.1.1 Plan:

Scott and Mike (2011, 25) argues that a good strategic plan identifies real purpose of social media usage: forming and strengthening relationships with, and among people. As a result, it searches for the technological support which makes it possible to fulfil this core determination, and hence encourages two way conversations i.e. between company and clients.

According to Barker, Bormann and Neher (2013,26) social media marketing plan not only accommodates the goals of using social media but also discusses the actions needed to achieve those goals. Planning social media marketing strategy is all about managing social media communication strategy and focusing on reputation management in addition to taking decisions on the type of content to be published (Chaffey and Smith 2013, 244).

This means that before using social media, businesses must create a plan that provides answers to some highly crucial questions. Chaffey and Smith (2013, 245) has identified following issues to include in the marketing plan before showing company's presence on any social media channel

a. Content Update Frequency:

Chaffey and Smith (2013, 244) argue that enterprises have to communicate more on social media channels as compared to traditional ones. Therefore, they must decide in advance how to generate quality content, and how frequently it should be posted across social media platforms. Barker, Bormann and Neher (2013, 26) point out that such decisions depend on the type of social media platform which company is using. They

noted that these platforms vary in design, content type, users etc. Therefore, content update frequency is purely specifically related to the platform used by the company.

Socialbakers (2011a) has analysed world's top brands including Coca-Cola, I-Tunes, and Starbucks etc. and found that they have posted 1 update per day as an average on Facebook. On the other hand, firm (socialbakers2011b) also examined 11000 tweets from well-known brands. It was found that engagement level decreased after 3 posts per day on Twitter. Consequently, firm has suggested that 5-10 post per week is a good update frequency for Facebook whereas three posts per day strengthens companies' interaction with followers on Twitter.

b. Editorial Calendars:

Chaffey and Smith (2013,245) argue that editorial calendars are crucial to monitor content's relevancy, and for scheduling future posts. They criticized that writers do not care about Keywords or SEOs when writing their work; here editing becomes inevitable. Barker, Bormann and Neher (2013, 340) state that no matter content is generated by internal or external sources, careful examination and editing is nonetheless significant to keep it relevant with the set objectives and to avoid unnecessary discussions.

c. Define internal and external sourcing:

Chaffey and Smith (247) point out that company must count its resources, and thus decides which operations need to be outsourced and which needs to be carried out in-house. Few major functions on social media for any company include: defining social media communication strategy, creating content (videos, infographics, and writings), publishing and synchronizing content, and lastly, monitoring and evaluating results. They argue that continuous content creation is admittedly very challenging solely by the company itself. They suggest that companies have to outsource some of their content production at some point to keep fluency in content generation. Thomas and Barlow (2011' 90) note that it depends on the size and style of a company what to do internally and what must be outsourced. They also state that it is a big challenge to find such external party which can make exact social media strategy for a certain company, though many brag about it. They add that one function which can be outsourced to social media service providers is monitoring and analysing of social media performance. They argue that companies must be careful when choosing such firms, "Show the same due intelligence you would if your company were hiring an attorney or an accountant." (2011, 91). Charlene Li (In Thomas and Barlow, 91) has advised companies to ask such agencies about their mistakes, and what they learnt from those. He is in favour of choosing such firms who had made mistakes in the past and improved themselves consequently.

d. Content Syndication:

Thomas and Barlow (2011' 117) highlighted that purpose of using social media is to reach your customers on the forums where they are present, and make interaction with them. Therefore, in addition to utilising such forums and sending messages across those channels, sending a syndicated message throughout such channels is equally important. They state that “if your blog on your corporate website is your home base, you can plan your content there and share it out to your other channels.”

Dave Chaffey (2014) has designed following framework for distributing content across various online social networks.

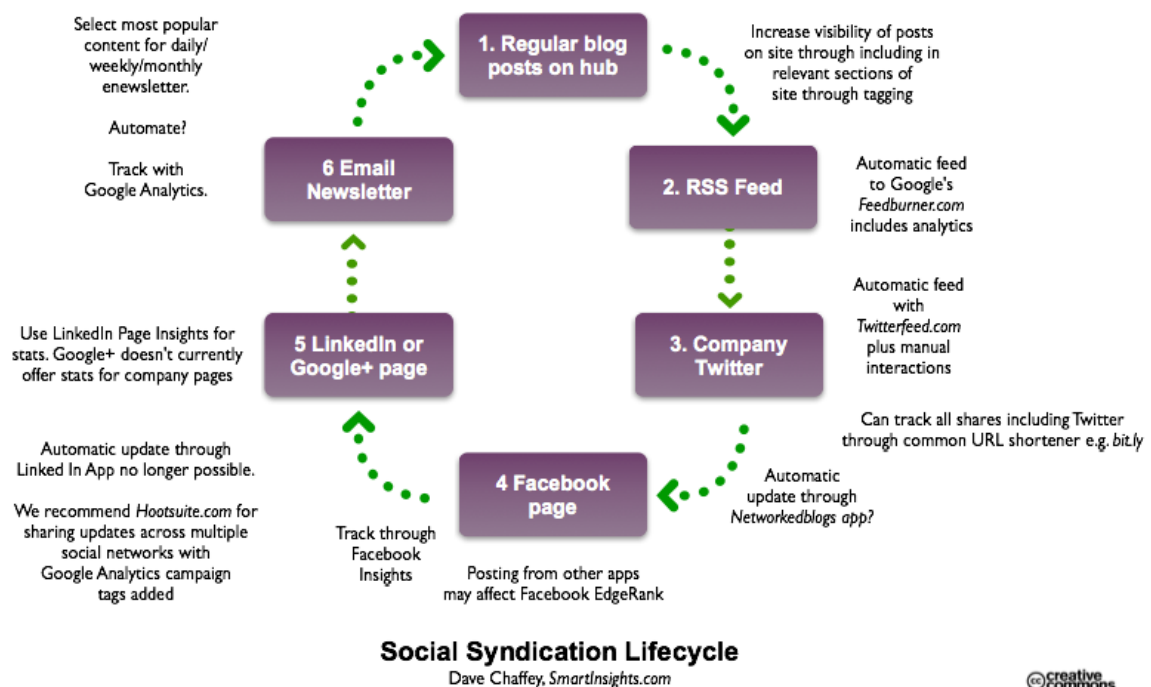


Fig 6: Content sharing lifecycle (source: <http://www.smartinsights.com/wp-content/uploads/2011/01/Content-sharing-lifecycle.png>)

According to this framework used at “Smart Insights”, a post published on the hub is publicized through different tags. This increases the visibility of post in search engines, and thus becomes easily identifiable and accessible by users. Publishers can also add RSS (Really Simple Syndication) Feed icon using Google FeedBurner (2016) on their blogs so that users immediately get feeds as soon as new content is

published on the blog. The same Google FeedBurner tool allows publishers to distribute these feeds to Twitter account. Feeds from post hub to twitter accounts can also be managed through Twitterfeed (2016). Dave Chaffey recommends Hootsuite (2016) for linking such hub to Facebook, LinkedIn, and Google+. One advantage of Hootsuite over other software is that this not only links 35 social networks but also offer engagement, listening and monitoring services for its clients. Moreover, it can be linked with Google Analytics to track the impact of the post by adding URL of post into Google Analytics. Furthermore, companies can also send an editorial text, through emails, recommending its email subscribers to look at its most useful posts of the week. This increases the possibility of content visibility which is ignored or missed by the subscribers but could be useful for them.

e. Outreaching the Influencers:

Now, when companies have taken decisions over the production and management of content, distribution of content to influencers is next essential step. To get this job done effectively, Barker, Bormann and Neher (2013,53) suggest companies to make personas of online users and consequently, target the most influential ones. These profiles are called “Social Technographic Profiles”; consisting of same demographics such as age, gender, location, income etc. but are limited to technological behaviour of the consumers. Here is the social media ladder designed by Forrester Advisory and Research firm which shows different internet users profiles according to their activities on the internet.

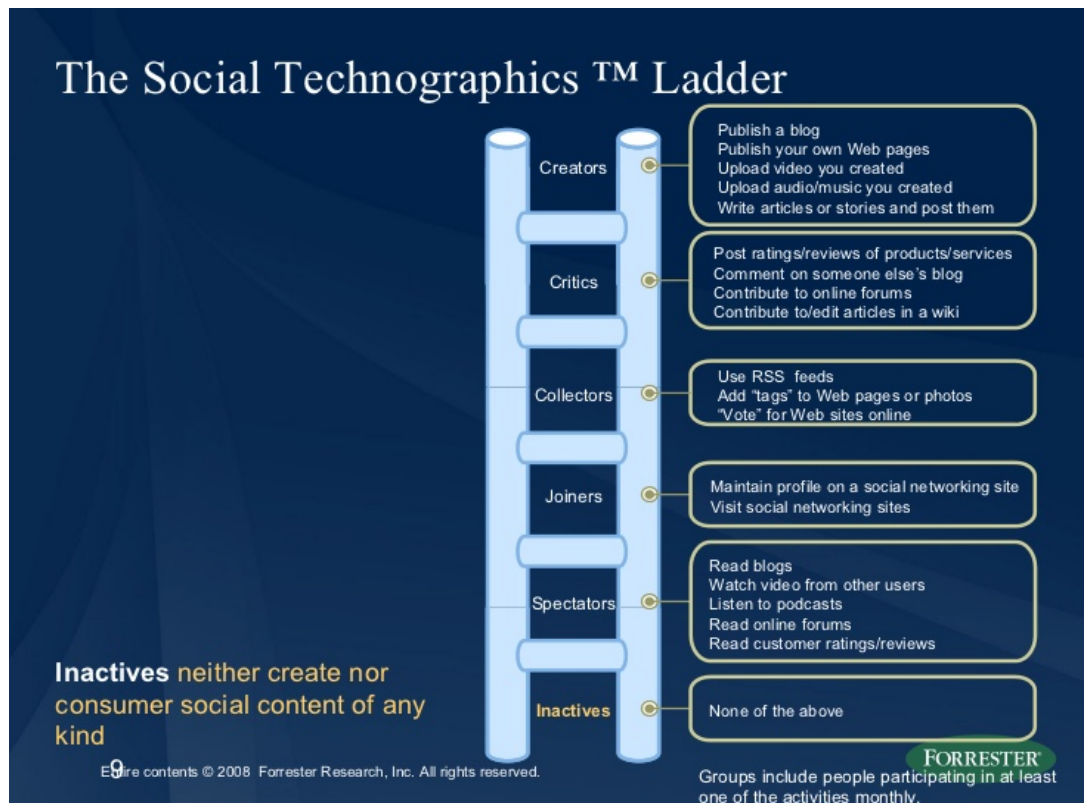


Fig 7: Social Technographics Ladder (source: <https://aramdial123.wordpress.com/category/uncategorized/>)

Social Technographic ladder encompasses internet users ranging from creators who publish blogs, create and upload audios/videos, stories, comment, etc., to spectators, also known as quiet audience, who use internet to see what others are doing on online world only. They point out that on the basis of social technographic ladder, companies can make profiles of their targeted customers and thus, outreach them for marketing purposes.

Besides, companies must ask following questions to trace their audience and impressing them eventually. These questions include:

- Which news websites do target audience visit?
- On which discussion forums they are present?
- Which sharing sites (YouTube, LinkedIn, Facebook etc.) they are using?
- Is there any niche online group where target audience participate?
- What blogs do they read?
- Who are influential bloggers?
- Who is influential on other networking sites?

- h. Who are community leaders?
- i. Are they members of organizations?

5.1.2 Reach:

After you have determined how you will manage your social media channels from content frequency to content creation and syndication, it is now the time to distribute content to the most relevant groups across chosen channels. Reaching the target audience is indeed worthy as without their identification, any type of content has no value.

a. Target the most relevant audience segments:

Dave Evans (2012b, 322) noted that social media users are diverse in their nature; from ones who create accounts on social media networks and look what others share to those who create and share the content created by themselves and others. According to Chaffey and Smith (2013, 252) most entrepreneurs are interested in creating content for masses, however, wiser ones put efforts to create content only for active and targeted users. Consequently, content is liked and shared across their communities which results in utilising limited resources to their fullest. For this purpose, companies must know forums where such activists exist: from blogs to social communities, and from discussion forums to web sites. This already has been discussed in chapter 5.2.1.e, i.e. outreaching the influencers.

b. Create Relevant and Rich Content:

Chaffey and Smith (2013, 253) emphasizes on creating relevant and valuable content for target audience. According to them “people like short, snappy and consumable content that teaches, entertains and inspires.” For instance, a photo or video would be more appealing when company is intending to show its complicated working operations, or instructional videos on its social media channels. According to Dave Evans (2012b,226), a content related to the core objectives of a company on that specific social media channel is more likely to be endorsed by brand fans.

c. Share Content with Audience and Peers:

The social media marketing radar (Chaffey and Smith 2013, 215) encompasses all main online forums where a firm can distribute content with followers, and participate in discussions, as well.



Fig 8: Social Media Marketing Radar (Source: <https://lewistrice.files.wordpress.com/2015/02/social-media-marketing-radar.png>)

Barker, Bormann and Neher (2013, 91) argue that each company is unique in its operations, and has distinct strengths in certain areas. They state that such expertise when shared on blogs and other social media channels incite viewers' interest. Consequently, such content proves most successful piece to be liked by followers. Many experts recommend companies to find and comment on other industry related blogs and pages. According to them, it will increase their visibility and will drive more social media users on their own channels. Bunzel (2010) states that "comments took the blog far beyond chat or instant messaging in providing a back and forth thread of information." Utilising discussion forums like Reddit (Reddit, 2016), for sharing valuable

content related to company, and industry in general grasp attention of online users.

d. Combining E-mail and Social Media:

Chaffey and Smith (2013, 254) note that email marketing adequately supports social media marketing plan. According to them because there are more email subscribers than social media followers, motivating them to share content can make a big difference. Social media expert DJ Waldow (2012) in his article “9 ways to integrate email and social media marketing” states that social media icons must be included on the top of every email so that they can become easily visible. In this way, readers can clearly have a look at the social networks where company is present. He suggests that in order to encourage retweets and shares, companies should not always offer monetary benefits to followers. Instead businesses can encourage most active users by mentioning their names in company's content, and also by giving them access to premium content for free, for instance.

Inversely, social media can also be utilised to increase the number of email subscribers. Social media channels, for instance Facebook, allow admins to add “signup” button on their Facebook landing pages which will lead to the increased number of email subscribers. Such buttons can be easily added through applications such as thunderpenny (2016), mynewsletterbuilder (2016).

5.1.3 ACT (Encourage Interactions):

Chaffey and Smith (2013, 255) point out that interaction is about encouraging current and potential audience to take desired actions so that new relationship with the brand can be more formed, and older can be strengthened. For instance, a content generated by target audience when distributed on social networks has more value to potential customers comparatively shared by the company itself. These are strong testimonials those spur trust level between brand and potential customers. Similarly, starting and encouraging dialogues on social media forums’ distributing marketing and problem-solving content’ helping buyers in their decision-making processes etc. are all powerful techniques to boost up customers’ interaction with the brand.

Below are few widely adapted and largely practiced methods those encourage the audience’s interaction with the brand making social networks valuable assets for companies.

a. Blog Interactions:

Chaffey and Smith (2013, 255) suggest that interactions can be encouraged through blog posts when they are relevant, scheduled and targeted. Peneycad (2013) noted that a simple and clear call to action, conversation prompts-asking for followers' opinions or customers' experience with the product, and sustaining conversations by replying to their enquiries or comments can spur interaction instantly.

b. Gamification:

In social media world, customers' interaction can be escalated by giving them something valuable, or simply giving them importance. Most accepted gamification methods include giving coupons to winners, picking and posting picture of most efficient followers, voting on certain topics etc. (Chaffey and Smith' 2013.) According to Kristen Matthews (Why Gamification Works: How Brands are Marketing with Fun, 2016), "Gamification techniques make an emotional connection with the audience and lead to a longer relationship as compared to simple brand awareness (Convinceandconvert' 2016)." List of apps for different social media networks can be found on Upcity (2016) blog "Top 20 Facebook Apps to Boost Engagements", which vary in their prices and offers (Upcity' 2016).

c. Growing your Communities:

Chaffey and Smith (255' 2013) argue that there are number of people on a website and social media networks who are liked to be approached but with different tones and techniques. Once they are being addressed in a proper way, they are more likely to show loyalty with the brand and will further recommend it. Thomas and Mike (2011' 131) suggest companies to: produce content which makes customers delighted, find websites and networks where customers are present and contact influencers there, search for evangelists of brand and pay attention to their opinions and recommendations etc. They strongly believe that all this will help companies to understand their customers, and extend their circle of influence.

d. Social Network Sharing and Integration:

Another way of increasing interaction is to add social media networks buttons to website which will enable visitors to join social networks more easily than elsewhere. Almost, all social networks can be added to website through embedded widgets. (Chaffey and Smith 255' 2013.) Moreover, through applications such as *Gigya* (2016) and *Janrain*, companies can collect data about website visitors and encourage them to register themselves using their social network accounts. Once, they are logged in with their own social profiles companies can know about their preferences and make their profiles based on that data. Eventually, companies can

offer them what they could according to their wants through email marketing, ads, social media platforms and other marketing tools.

e. Encouraging Commenting:

Chaffey and Smith (256' 2013) argue that comments should be encouraged on every social media network which do not only improve relationship with customers but also enhances Search Engine Optimization (SEO) ranking. On the other hand, it is also important to remember that comments made by users must be replied in a reasonable time. Replying to the comments efficiently and relevantly also matters to the users, and social ranking websites too.

Many social media networks such as Facebook display the “Response Time” icon on the landing page which followers can see. This shows how quickly your messages and comments are being answered by the admins and editors of the certain pages. Of course, a quick response time tells how willing the publishers are in taking care of their followers.

F. E-Newsletter and Offers:

Email is most effective way to target loyal customers since the advent of online marketing. Email subscribers are the ones who are interested in company's offers, they want updates about brand every now and then, this is the reason they have signed up for emails. As compared to other form of online marketing, email marketing is more effective in a sense that subscribers have to take certain actions even if they do not buy the offer; if offer is appealing they can buy' reply and even forward it to their social circle. If it is not, they simply ignore or delete it but at least they will click that email. (Inboundrocket, 2015.) According to Chaffey and Smith (2013' 256) companies must use email marketing in order to motivate its subscribers to join and become active participants on its social media networks.

5.1.4 Convert:

a. Define leads you are looking for:

As discussed in chapter “5.2.1.e (Outreaching the Influencers)”, making the personas of the target audience help companies to generate relevant content which is admired by the audience. Similarly, same personas can be created for influencers on social media channels and other discussion forums. Chaffey and Smith (256' 2013) emphasize that different followers and influencers have different choices and preferences, making their personas help social media team to generate worthy and appealing content to them. In addition to publishing relevant content, it is extremely significant to produce a content which does not only fulfil user's desire but also

harmonized with the company's objectives. (Kristina Halvorson In Emarketing Excellence 2013' 256)

b. Have a Great, Shareable Landing Pages:

There are two main objectives of landing pages: making sales and making leads. Businesses are interested to know the behaviour of website visitors, whether they are motivated by an offer to visit a page or there are some other reasons. A user-friendly website then convert their visits into sale by making them clients, or contacts for future sales offers. (Pour 2015, 2330.)

Therefore, Chaffey and Smith (257, 2013) recommend that appealing and shareable content must be displayed on the landing pages, eventually converting visitors into leads and clients. They suggest that companies should not try to accumulate data from visitors in their early visits rather they can do it in further stages of sales. On website, every content from colour scheme to message tone is important, hence making it attractive is nonetheless worthy. Tools such as *Analytics Content Experiment* (2016) can be used to test user-friendliness of website-weak areas then can be improved consequently.

c. Clear brand messages and tone of voice:

According to Chaffey and Smith (287, 2013), there is a basic purpose of brand's existence for which brand stands and market itself. They suggest that this fundamental purpose of brand must be kept in consideration when tailoring social media marketing plan. Thomas and Barlow (72, 2011) add that in addition to communicating this basic purpose, companies must communicate their objective of joining social media networks. These objectives can be: increasing brand awareness, improving communication mode, making more sales or acquiring leads etc. They suggest that only planning and communicating these goals throughout the organization is not enough unless they increase brand's value. "Stick them up to wall. Review them. Make sure they still make sense." (Thomas and Barlow 2011. 72.)

Kawasaki (In Chaffey and Smith 287, 2013) highlights the importance of having an optimistic attitude of the social media organizers. To him, every company cannot have same communication style even in one industry but this style must be harmonized with company's objectives, and must be valued. Thomas and Barlow (2011. 73) add that companies can utilize same communication pattern which they use on other marketing communication channels either this certain style is formal or informal. Paul Gillin (200, 2009) while highlighting the importance of communication style states that communication style is an element of brand's voice which includes

content, personal communication style and attitude. This core part of brand's voice differentiates you from your competitors.

d. Ensure content breadth and depth:

According to Chaffey and Smith (258, 2013) not every follower who has liked a page have same choices; perhaps one is interested in reading or watching promotional videos while other is more interested in reading research articles related to certain industry. Therefore, offering variety of content will keep majority of followers engaged and committed. In addition, based on the responses of followers, companies can decide which content work best for the audience, and hence design and publish it more often. Gary Vaynerchuk (16, 2013) has highlighted 6 characteristics of a great content. According to him its native to the platform, it is non-interruptive, it is not directly commercial, it is accordingly with target audience and current culture, it is micro type and lastly, it is relevant to company's core objectives. He argues that "Content is a king, context is a God." (Vaynerchuk' 177.)

5.1.5 Engage:

a. Participate in customers' communities:

To Dave Evans (2010, 221), target audience of a certain business idea has interests in various causes, passions, lifestyles etc., therefore, marketers must respect their choices. He states that spotting the key influencers in these communities and then utilising their services for own business purposes is a way to extend engagement. These influencers can be offered something in reward, free or discounted products, for instance for writing a blogpost about business. The term "Social Business Ecosystem" is linked with factors that identifies the key leaders or influencers in a community. These factors comprised of content contribution, content's authenticity, problem-solving solutions, feedback from other community members etc. Moreover, joining other networks and participating in discussions from business accounts have tremendous effect on company's reach and influence (Chaffe and Smith 2013, 260).

b. Shift Control to your Fans:

Outsourcing is a reward-winning technique to give brand users a feeling and protocol of major stakeholder in the phenomenon. According to Bunzel (2013, 45) crowdsourcing is all about understanding your stakeholders, including online community, in order to utilise their services for identifying and offering solutions. This particular approach does not only save time but also have an impact of other resources. This saves company's money which a company has to otherwise invest in employee training programs, research, assisting customers etc. Market giants

such as Microsoft, Dell, Procter and Gamble are the beneficiaries of crowdsourcing technique.

Moreover, same sentiment of involvement and control is generated when companies make it easier for communities to produce and distribute company and user-generated content. This can be achieved by providing users tips, tools and inspiration to generate and share brand related content. Again, giving audience positive feedback in monetary terms, or by appreciation has no substitute. "Give them a sense of ownership in your success. Show appreciation, and make big gestures." (Chaffe and Smith 2013, 260).

c. Optimizing your content:

Chaffe and Smith (260, 2013) advise that publishers must keep in mind that their objective of doing business and going online is simply commercial. With this in mind, they must utilise social media and all other online channels in a way that their content becomes easily searchable, and useable by online community. Paul Gillin (2009, 245) has shared his secrets in order to successfully expose content to online community. He argues that: using specific product/service related key-words in social media content and website, filing a site map on website, feeding and updating content regularly, cooperating with other companies for link exchanges and within your own online accounts, are to name few to maximize content exposure

6. Research Methodology

Writer is intending to make the social media marketing plan for the Kotka-Hamina region using of qualitative research method. Thesis is commissioned by Cursor Oy, regional development company located in Kotka, aimed at marketing the region to locals and international community. Cursor Oy is already having social media marketing channels for its target groups, however, by looking at the increasing results of social media marketing it is planning to develop new social media channels on the behalf of Kotka-Hamina region. In other words, these channels will market the Kotka-Hamina region, however, they will be operated by Cursor Oy. Through these channels, it will target IT professional for the companies operating in the region, and also market its educational institutions to IT students. Writer has decided to make qualitative research in order to reach at conclusions where he will interview three companies. However, before contacting those writers has made his own online research on these companies. The idea is to ask only those questions in interview which writer cannot find from their online research.

Writer has faced some issues with the time management and contacting the companies because they are all from non-English speaking countries. Due to language barrier, writer was directed to other employees of the company which has more grip on English language. Consequently, writer was able to reach the persons managing social media channels for the companies and in making them ready for interviews. In the next step, they were interviewed on the challenges of social media marketing, and its exceptional results. Every interview took about one hour and writer has asked questions based on theory part discussed above in section 4 and 5. Moreover, writer also make counter questions which comes into consideration during these interviews. Writer has used Skype for conducting these interviews because of its better sound quality. All interviewers showed their full interest in participating in interviews and helping their sister company in Finland. They all spent their valuable time in interviews and also offers their help in future, whenever needed.

6.1 Online research on regions:

Writer has made his preliminary research on companies those writer is intending to interview in future. The purpose of online research is to get knowledge through his own online research about the companies and their social media marketing techniques. This

research will enable writer to ask the most relevant questions in interviews to get maximum time advantage. Writer has examined their all social media channels which he could find from their websites.

6.1.1 Stockholm:

Stockholm Business Region AB is responsible for the development of the city and is owned by City of Stockholm. SBR does destination branding for the city in a way that it attracts investors to the city in addition to making the city an attractive spot for tourists. Stockholm Business Region is further divided in to two agencies, Invest Stockholm Business Region AB (2016) for investors and Visit Stockholm AB for attracting tourists. (Stockholmbusinessregion' 2016).

Stockholm's Social media marketing as destination city is carried out by Visit Stockholm AB (VisitStockholm 2016a) using Facebook (VisitStockholm 2016b) Instagram (VisitStockholm 2016c) and Twitter (VisitStockholm 2016d) as social media communication channels. On the other hand, Stockholm Business Region AB is using only one social media channel i.e. Twitter (StockholmBusinessRegion 2016a) for destination branding for IT investors. Following are the results collected through online research on these channels.

Here is a list of its all social media channels and its activities in addition to language used on these channels.

| Channels | Number of Posts | Post Type | Language |
|-----------|-----------------|---|----------|
| Facebook | 1-2 posts/day | Pictures of Food, city, nature, Tourist attractive spots, short videos. | English |
| Instagram | 1-2posts/day | Pictures of Food, city, nature, Tourist attractive spots' short videos' campaign likes #FollowFriday. | English |

| | | | |
|--|-------------------|---|---------|
| LinkedIn | No Presence | | |
| Twitter (VisitStockholm 2016d) | 10-15 Posts/week | Pictures of Food, city, nature, Tourist spots, special days' celebration, news. | English |
| Twitter (Stockholm Business Region/ Stockholm IT Region) | 10-15 posts/month | Business and IT news, photos | Swedish |

Table 2: Stockholm Business Region and Visit Stockholm's Social Media Channels and Activities

6.1.2 Umeå:

Umeå is Sweden's fastest growing cities which has population of 116900 people. By 2050, city's target is to increase its numbers to 200000. Umeå is also a favourite place to visit for art lovers. It offers art galleries, drama centres, cultural events, music festivals and all what one can expect from art driven city. (Umea a' 2016). Umeå also offers quality education and research program through its two universities: Umeå University and Swedish University of Agricultural Sciences (SLU). Currently, 25000 students are studying at Umeå University and 5300 graduates in addition to 860 postgraduate students have been enrolled at SLU. (Umea b' 2016).

Umeå has a number of activities and places including festivals, concerts, hotels, tourist spots to attract tourists. Their marketing to potential tourists is done by its website www.visitumea.se. (Visitumea' 2016.) Moreover, social media marketing of Umeå city is done by using social networking websites such as Facebook, Twitter and Instagram.

Their posts on Facebook (VisitUmeå 2016a) are delivered in both English and Swedish, however, in most cases they are in English. Average number of posts per day on Facebook is one, yet, sometimes they still post 2times/day. Their posts include events, photos of nature, pets, shops, etc. On Twitter, (VisitUmeå 2016b) posts pictures of events mostly. They have about 1100 tweets since June 2013 and have 800 followers against 370 numbers of accounts it follows. They do not have a fix schedule for Twitter, sometimes they post 2times/day and sometimes 2times/week. On Instagram (VisitUmea2016c), they post

pictures about Food, nature and pets. Moreover, they also post short videos on nature on this social media channel.

Here is a list of its all social media channels and its activities in addition to language used on these channels.

| Channels | Number of Posts | Post Type | Language |
|-----------|--------------------------|--|--|
| Facebook | 1-2 times/day | Events, Photos of nature, pets, puzzles about places shown in pictures, tourist attraction shops | English and Swedish, mostly in English |
| Instagram | 5times/week | Food, nature, videos, pets | English |
| LinkedIn | No Presence | | |
| Twitter | 10times/week (not fixed) | Events in the City | Swedish |

Table 3: Umeå Regoin’s Social Media Channels and Activities

6.1.3 South Holland province (Innovation Quarter):

Innovation quarter (InnovationQuarterz 2016) is a regional development company aims at developing South Holland region by cooperating with corporations, educational institutions and research centres. Talking about educational institutions, Erasmus University Rotterdam, the Delft University of Technology and Leiden University are major partners of Innovation quarters.

Moreover, it works for the economic development of the region by supporting start-ups in the area. Innovation Quarter has a separate team dedicated for attracting foreign investments. For them, this does not mean settling businesses in the South Holland only, yet, it also facilitates businesses in setting up and expanding business to West Holland. It carries out such operations by finding out better locations, updating companies about taxation issues, labour availability, infrastructure information etc. Innovation Quarter has connections in a number of industries including: Clean-tech, Safety and Security,

Horticulture, High-tech Systems, Maritime and Health Industry among others. Innovation Quarter does its social media marketing too and is present on Facebook, Twitter, LinkedIn, Google+ and YouTube.

Twitter:

InnoQuarter is present on Twitter since 2013. It has over 4000 tweets since then and has almost 5000 followers. InnovationQuarter posts regularly on Twitter (InnovationQuarterz 2016a) i.e. 2posts/day. Its posts are mostly in Dutch yet it posts in English too. In most cases, its posts are related to developments in IT industry, and IT events organized in different parts of world. It also publishes jobs on its Twitter page for the potential employees.

LinkedIn:

Innovation Quarter (InnovationQuarterz 2016b) has over 2000 followers on its LinkedIn account. Languages used on LinkedIn are English and Dutch. It updates its followers about current happenings in the company, and other similar posts which it publishes on its Twitter account. Also, it searches for potential employees through LinkedIn account by posting current vacancies. For instance, the below snapshot from its LinkedIn page shows its targeted social media marketing for employees.

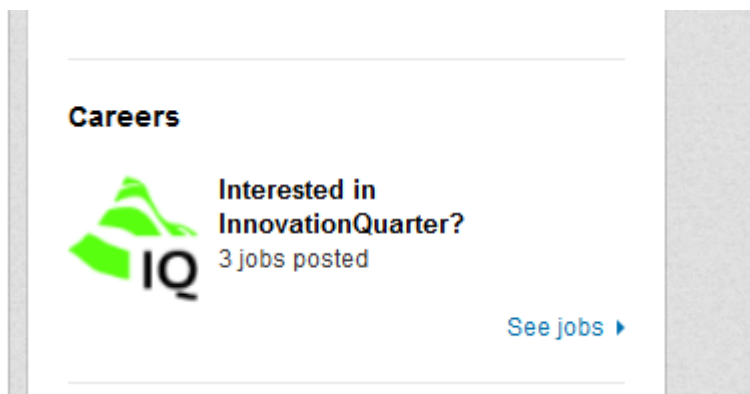


Fig 9: Snapshot from Innovation Quarter LinkedIn page on 8.11.2016

Facebook:

Innovation Quarter's presence of Facebook is very weak which can be seen by number of its Facebook pages Likes i.e.100 (InnovationQuarterz 2016c). Also, language used on its Facebook page is only Dutch which means that company is interested in local market only through Facebook marketing. Moreover, company does not post very often on its Facebook page; once in a week on average. However, there is complete list of its other social media channels on Facebook Page on left side. This is a considerable action that shows company

is willing to direct visitors towards other active channels, and is fully aware of power of social media marketing.

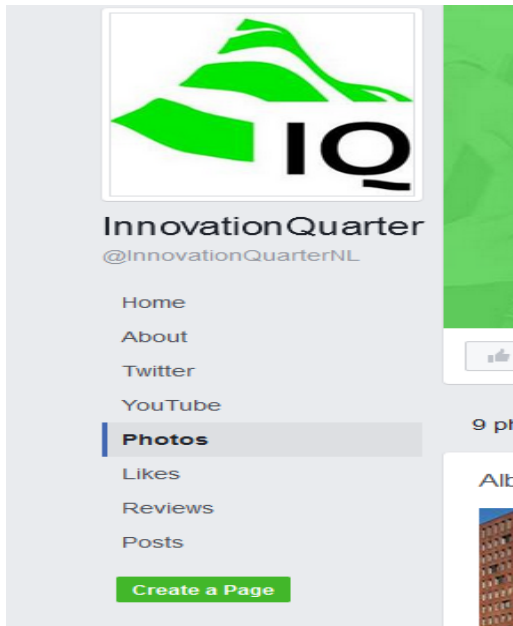


Fig 10: Snapshot from Innovation Quarter Facebook page on 8.11.2016

YouTube:

Innovation quarter ([InnovationQuarterz 2016d](#)) is not very active on YouTube. Company has posted some videos on this social media channel but it does not update this channels regularly.

Here is a list of its all social media channels and its activities in addition to language used on these channels.

| Channels | Number of Posts | Post Type | Language |
|-----------------|--|--------------------------|-------------------------------------|
| Facebook | Not regular, once a week | Events and IT Articles | Dutch |
| Instagram | | No Presence | |
| LinkedIn | Not fixed | IT Industry/Job postings | Dutch & English |
| Twitter | 2posts/day | IT Industry | Mostly in Dutch but also in English |
| YouTube | 5-7 videos/year (last video uploaded 5 | Business Operations | Dutch & English |

| | | | |
|--|------------------------------|--|--|
| | months ago on 19.10.2016) | | |
|--|------------------------------|--|--|

Table 4: Innovation Quarter Social Media Channels and Activities

6.2 Interviews with Regional Development Companies:

Writer has decided to make qualitative research in order to reach at conclusions to choose right social media channels for the case company. Writer has interviewed three companies based in Sweden and Holland to observe their social media activities. Writer has chosen these companies on the basis of their active and successful social media activities. After observing their social media channels and its content, writer has contacted them to have a Skype interview. The reason of conducting interviews is that interviewing offers more space for thorough discussion and counter questioning. Therefore, writer has decided to choose interviews over sending questionnaires or using any other method.

Writer has interviewed social media marketing managers of these companies at different times, and has gathered the following replies. Writer has made a table based on their response so that the writer, and readers can easily access their whole answers and can compare their replies too. It makes it easier for writer to conclude the results of interviews when writer has all the answers at one place combined.

| Questions | Innovation Quarter (South Holland Province) | Stockholm City (Sweden) | Umeä (Seweden) |
|---|--|---|---|
| 1. Which paid/unpaid tools you use to manage your social media? | Only invest on LinkedIn job searches, no other channels. | – Besides the channels own tools, we use sprout social, notified and sparkle. | We do not use any paid social media tools. |
| 2. What kind of pages/accounts you follow? | Technological, Innovation pages, Health related pages, security. | – We follow Influencers, other destinations' | For Facebook, normal people who are active in the city. |

| | | | |
|--|---|---|--|
| | | pages and businesses operating pages in Stockholm (hotels, shops, cafés, events, restaurants etc.) | Politicians, companies with tourisms, sports team etc. |
| 3. Do you contact influential people for your social media marketing? | Many bloggers are interested in writing blogs for us but we have not given them a chance yet. | – Many times, we do in cooperation with Visit Sweden. | From outside Sweden in cooperation with Visit Sweden. |
| 4. If yes, what you offer to these influential people in return of their favour? | We do not hire bloggers. | – It differs from time to time, Flights, hotel, free entry to museums and attractions are what mostly we offer. | We pay for Stay, Food, activities in Umeå. We have Cooperation with VisitSweden which is national tourist centre, this centre also pay for travelling costs to these influential blogger/visitors. |
| 5. How you encourage your followers to create content for you, if you do? | We only find, produce and publish content on our accounts. | – We post about it. Ask them to share their stories and photos. We share their stories to the rest of our | Prestige is normally reward. Their names are published on our pages. |

| | | | |
|---|---|---|---|
| | | <p>followers afterwards.</p> <p>Each Friday we have #Followfriday on Instagram. We pick a new Instagram user that takes a lot of nice photos of Stockholm and suggest our followers to follow them. People love that.</p> | |
| 6. Which type of content your followers like the most? | Innovative articles | They like pictures. For instance, snow, rainbows, light summer nights, swimming in the city centre. | Photos, short films |
| 7. What kind of campaigns do you run on your social media channels? | Do not run at all the moment | Ad campaigns and competitions like #Followfriday on Instagram. | Photo contests, for example |
| 8. Do you have cooperation with other regions? If yes, what are the basis of cooperation? | Cooperating with there are other 5 development companies working. We share their national level posts but not region related content. | We meet other destinations at conferences and meetings like Digital Tourism, Think Tank, and ECM-meetings | We have cooperation with Visit Sweden, Vaasa (Finland), Haikko in Sweden. However, this is not for social |

| | | | |
|---|---|--|---|
| | | | media utilization. For instance, with Vaasa we cooperate for UNSECO heritage. Also, we offer many packages together. |
| 9. Do you have specific department/people for managing your social media channel? | 3 people working as social media communication team. | Yes, we do have. | We have 4 persons working on social media team. Two work on Tourist information desk, one work in Marketing department and one work on normal projects. |
| 10. What skills are owned by employees managing social media channels? | No specific educational background or degree in online marketing. They always try to learn from colleagues, events, training and online material. | Writing, photography, analytics, graphic design. | Nothing specifically related with Social media. |
| 11. How much time you spend on social media per day? | It depends but 2-3hs/day averagely. | We have one person working full time as social media editor. | 2hours per day. |

| | | | |
|---|---|--|---|
| <p>12. Do you have any policies for your employees and policies about how they can interact on social media forums?</p> | <p>Company do not have any written policies yet but there are some rules. They encourage employees to post company related links, retweet them and share them through their own accounts. They believe that there must be a policy.</p> | <p>No policies on what they do on their private channels. On our business channels – yes, we do. They are not allowed to post anything which is against company’s mission.</p> | |
| <p>13. How you market your social media channels?</p> | <p>Through Website, using Key words, Quarterly and monthly newsletters, Live Twitter feeds about Events and in events, Business Cards, Brochures. Google+.</p> | <p>Through different online and off line campaigns, for instance, events, hashtags, personal contacts, By sharing posts among several social media channels</p> | <p>We do paid marketing on Facebook sometimes. We provide links on our website so that web visitors can know our social media presence.</p> |
| <p>14. How you attract potential employees to the region?</p> | <p>By Using correct Hashtags on our social media channels. Use Job Boards, for instance "mol.fi" in Finland. Use "Indeed" for job postings.</p> | <p>We do not have this target group.</p> | |
| <p>15. Do you do any social media marketing for students?</p> | <p>Schools market by themselves and they have many active employees</p> | <p>We do not have this target group.</p> | <p>We do not specifically market for students yet</p> |

| | | | |
|--|---|----------------------------|---|
| | No marketing for potential students specifically. Events like Slush can be utilised for attracting more students. | | students follow our page. We sometimes post for students, however, it is the universities who do social media marketing for students. |
| 16. Any suggestions for Kotka-Hamina region, the case company? | <ul style="list-style-type: none"> - Be patient - Keep posting - Always post with images | Work till you see results. | Looking at number of Likes, shares, followers you will know what work best for you. That content would be advantageous to share. |

Table 5: Answers collected from Interviews with Visit Stockholm, Umeå and Innovation Quarters.

6.3 Interviews with Trofimczuk Darren:

After interviewing the companies based in Holland and Sweden, writer contacted social media and IT expert, Trofimczuk Darren, who is also a teacher of ICT at Haaga-Helia UAS, Porvoo campus. Main idea to contact Trofimczuk Darren was to know how he thinks being a social media expert concerning the implication of responses collected from the companies. On the hand, writer was interested in knowing being an IT professional which forums he is using for getting updates about IT industry. Writer made short questionnaire for 20-30 minutes interview with Darren. Here are the questions and their replies:

Q1: Which social media channels IT people, students and experts, use?

The main social media channels any business should aim to have a presence on are: LinkedIn, Instagram, Twitter and Facebook. It is much the same for a student and expert.

Some students are now using Snap Chat, but this platform is not really needed for a business (at least at this stage)

Q2: What kind of content do they like the most?

All depends on the type of context? If you are a business you need to get the message across to your target audience on the media channels your target audience use the most. The older audience tend to still use Facebook, whilst the younger audience tend to prefer more photo sharing applications such as Instagram/Snapchat.

The type of service and product also can partly determine the most suitable social media channel to use, but most social media channels can be used in one way or another.

Q3: What are their peak social media timings for this group?

This question is to open ended! Groups are also dependent on time zones. Social media use is very mixed, but evidence suggests that people tend to use social media more frequently outside work hours/evenings and weekends. People do use social media during working hours in Finland (8am-4pm), but it is difficult to track as people may be reluctant to post personal messages whilst they are working.

Q4: Which magazine, website, can help case company to target IT students and professional through social media marketing?

LinkedIn is the main one. There are a number of marketing agencies that can support professionals, but the main ones in Finland are: academicwork.fi, Opteam.fi and Adecco.fi

Q5: How to calculate ROI on Facebook, twitter, LinkedIn and Instagram?

All these social media accounts offer basic free analytics and for detailed analytic services a monthly payment service can be signed up. Therefore, this is the easiest way to measure ROI by using their analytic services with each social media provider. There are some online software tools that can be linked with accounts and used to measure/report ROI performance, such as Hootsuite. To access the more advanced reporting tools on Hootsuite a payment subscription has to be signed up with. If the social media links are placed on a website Google Analytics can also be used to track the number of hits from a particular page the social media icons are placed.

7 Recommendations:

Social Media Project Plan for Cursor Oy

On the basis of results collected from the interviews with regional development companies, discussion with social media expert Trofimczuk Darren and the study of books and other online material, writer is in a healthy condition to make social media project plan for the Cursor Oy. The plan will encompass all major social media networks where Cursor Oy should make its presence, how these networks should be managed, how to find target audience for these channels, what content should be produced and how? How to inspire audience to produce content etc. Writer will also discuss KPIs (key performance indicators) for these social media channels which Cursor Oy should in order to calculate ROI.

7.1 Channels:

As mentioned earlier, Cursor Oy is responsible for managing these new channels on the behalf of Kotka-Hamina region therefore Cursor Oy will be operating all these channels. Cursor Oy is already running its own social media channels for the marketing of its business idea, so it would not be a so tricky for Cursor Oy to understand the technical aspects of these channels. However, the objective of these channels would be destination branding of

region to IT employees and students, therefore they have to spend more time on finding and producing the content, and reaching the audience finally.

Therefore, writer has decided to discuss only those channels which are appreciated by interviewees, widely used in Finland and beyond borders by the target audience. Writer will not discuss separate channels for both target groups but will discuss same channels through which Cursor Oy can target both group target groups simultaneously.

7.1.2 Facebook:

Facebook is most extensively used SMN in Finland, with 82% of all internet users have accounts on Facebook, following Instagram (Bennett' 2014.) Facebook is not only this much popular in Finland but it has got same popularity across the world. Even for the companies it is true that in most cases they are present on Facebook. According to a study conducted in 2009 by Internet Retailer (In Ioană & Stoica' 295) top 100 companies had their business profiles on Facebook (79%). Also, the companies which were interviewed in my study were all having their accounts on Facebook. Therefore, I will recommend Cursor Oy to launch their marketing campaigns by creating one new channel on Facebook for both target groups.

Tip for Facebook: Go to Right Side of the Home page and find, "Pages Like by this page" and "People also like this". Visit and follow those forums for further targeting. Go for IT Companies, IT consultation, Agencies, IT news hubs, IT universities, IT discussions, IT blogs, IT Websites etc.)

7.1.2 Instagram:

Instagram is also very popular network especially for sharing quality pictures. Specifically, youngsters are very much in to using this overgrowing channel for sharing sharp pictures. This channel is also endorsed by Visit Stockholm and Visit Umeå in their interviews. They have praised this network for its extensive approach and effectiveness. Therefore, writer will also suggest Cursor Oy to utilize this SMC.

Unlike Facebook, a user cannot hide anything on Instagram; everything what is posted is published publicly. Therefore, when company has no control over its privacy then make it as much visible as possible. One proven method of gaining more attention and visibility is to use relevant hashtags, and as much as you can. Garry Vaynerchuk (Vaynerchuk 138, 2013) has recommended to even up to ten hashtags to increase the reach. This is an

efficient, quicker and more admissible way to gain more visibility. Inversely, relevant audience and pages can be found by searching relevant hashtags. Keyhole (2016) is a tool for finding most popular hashtags for Facebook, Instagram and Twitter which Cursor Oy can use on trial basis free of cost. Also, Top-Hashtags (2016) is a free of cost website which shows the most popular hashtags used on Facebook and Instagram in addition to the number of times they have been used. On those accounts, commenting will make the Cursor Oy more popular, and will gain attention of users who already follow those accounts.

Instagram is also popular for its exceptional picture content. This also gives users access to various attractive photo filters through which image quality can be further enhanced. Such editing tools saves the time of users as they do not need to user separate software to edit the picture and then to post it. This is one of the reason that Instagram is also popular for its photo campaigns. Visit Stockholm also runs similar photo campaign on every Friday called #Followfriday, where users share pictures of Stockholm and post it one their own accounts with hashtag #Followfriday. This is only one example of Instagram campaigns, more can be found by further research and can be generated by Cursor Oy's own social media team. I have discussed the "Gamification" topic under ACT (Encourage Interactions), which can be utilized for further study on campaigns.

Tip for Instagram: Find other pages and groups with relevant hashtags. Follow them, comment there and Cursor will get more followers in return. Also, accounts followed by those pages can be found by clicking on the number of "following" icon at its front page. More suggestions about relevant groups/accounts can be found by clicking on the arrow in front of "following" tab. Similarly, Cursor can trace IT Companies, IT consultation, Agencies, IT news hubs, IT universities, and IT discussions by using related hashtags.

7.1.3 Twitter:

According to Garry Vaynerchuk (Vaynerchuk 85, 2013), Twitter is known for its information sharing rather than developing new relations just like Facebook. He further argues that a story can be shared by anyone, however, a well-shared and memorable story in enriched with personal aroma and twist.

Writer has examined the social media activities of targeted companies and they all are using Twitter for information sharing and marketing. Their posts on twitter are related to industry developments, events, news about special days, sharing of articles etc. Furthermore, writer has visited pages of numerous companies' media and universities, which are all using

twitter as their communication channel. Therefore, on the basis of these facts writer would suggest that using Twitter is crucial for Kotka-Hamina's destination branding. More to say, a success tip given by Pearce Delisle (2016) is that publishers should not only share the news but also analyse it from their business point of view.

Tip for Twitter: Find other pages and groups with relevant hashtags. Accounts followed by those pages can be found by clicking on the "following" icon at its profile page. More suggestions about relevant groups/accounts can be found by clicking on "following" and "followers" tab. Similarly, Cursor can trace IT Companies, IT consultation, Agencies, IT news hubs, IT universities, and IT discussions by using related hashtags.

7.4.4 LinkedIn

LinkedIn is a popular social media network when it comes to B2B targeting. According to Garry Vaynerchuk (Vaynerchuk 172, 2013) there are over 200million users on LinkedIn with 2 new members are joining this network every second. According to him number of companies having their LinkedIn accounts are 2.8million. He further states that both students and fresh graduates are the users of this network.

Companies uses LinkedIn for their job postings and even do paid marketing on this media. Company InnoQuarterz invest on LinkedIn for finding the relevant job seekers for the published posts. It claims that paid marketing on LinkedIn makes it easier for us to find the potential employees with demanded educational background and experience. This network is so much popular for job seekers that sometimes companies only post their vacancies on LinkedIn.

Therefore, writer will suggest Cursor Oy to invest time and money on this social media network. Though this network is not much popular for its entertaining content, yet, it is matchless when it comes to sharing of information, hunt for a job, or simply making business deals.

Tip for LinkedIn: Find other pages and groups with relevant hashtags. Accounts followed by those pages can be found on the right side under the icon "ads you may be interested in" and "Similar companies" on its profile page.

7.2 Application of PRACE Framework on Kotka-Hamina case:

7.2.1 Plan:

Plan is the core of social media marketing. A plan highlights the need of adapting social media marketing and the ways to reach the target results. According to Barker, Bormann and Neher (2013,26) social media marketing plan accommodates not only the goals of using social media but also discusses the actions needed to achieve those goals.

a. Content and Frequency Update:

Interview with the regional development companies and book study have shown that the content update frequency on every channel is different. Therefore, writer will suggest different number of posts per day for each channel used by the Cursor Oy.

| Channels | Number of Posts | Post Type | Language |
|----------|-----------------|---|----------|
| Facebook | 1-2 posts/day | News about IT companies and Industry, News from education sector and Universities, Pictures from the Business and educational events. | English |

| | | | |
|-----------|--------------|---|---------|
| Instagram | 1-2posts/day | Photos of machines, companies, infrastructure, city, art, educational institutions, short entertaining videos | English |
| LinkedIn | 1 post/day | 1 post/day consist of educational and business Articles, sharing of expertise, Information, Students and Employees stories, Job Posts, Internship opportunities | English |

Table 6: Content Frequency Update for Facebook, Instagram and LinkedIn.

b. Internal and External Sourcing:

This section is linked with the production and creation of content for social media channels. It depends on the social media team of newly formed channel and their field of expertise. However, I would suggest that this new team must be aware of basic photo editing tools. Especially on Instagram, a quality image would stand unique in the presence of intense image competition. I would suggest that for Instagram, Cursor Oy must train its social media team just like Innovation Quarter has training session for taking sharp images. These images can also be shared on Facebook and other channels directly from Instagram. I would also suggest that in many cases short and appealing videos can be made and published with little video editing knowledge. On the other hand,

for complex videos and campaigns, Cursor can hire some external media agency for made such videos.

By running campaigns on Facebook and Instagram, Cursor Oy will not too much spend on finding the relevant content. Also, the students of universities can be given a chance of internship for working as internees in social media team of Cursor Oy. These motivated students can be given certificates in the end so that other students show interest in working for the Cursor. Also, the bloggers from Finland can be contacted to write for Kotka-Hamina region. This endorsement from the external elements pays off much more than if done by company itself.

C. Synchronizing the Content:

There are number of software available in the market which enables content syndication of numerous channels, and claim to provide prompt results. However, at this point, writer will not suggest any paid marketing software for this purpose. Writer has suggested Cursor Oy to choose only three platforms, which can be synchronized by using their own features therefore Cursor should not pay for any software in the beginning.

7.2.2 How to Increase Reach:

Reach is all about finding means for conveying your message to the target audience. There are multiple techniques to extend the reach of content including use of relevant hashtags, sponsoring the content, approaching the relevant bloggers etc.

Cursor Oy is intending target two groups i.e. students and employees through their social media channels, therefore I will suggest Cursor Oy to find the groups, pages, blogs or any other network where they are present.

Talking about targeting students and employees, International English Speaker Association of Finland, IESAF (Living in Finland, 2017) is very famous student union among international students and employees. Union has its own page on Facebook, with over 9k followers, and Instagram with 121 followers. This union can be approached for marketing of the region to students and employees. Making comments on group pages, and publishing the posts with cooperation of group admins will certainly bring more audience into region's own accounts. There are also

many other groups of various communities in Finland, for instance, PSA (Pakistan Student Association in Finland) has more 9k members on its Facebook page. All these students are Pakistanis living, studying and working in Finland. (PSA Finland, 2017). Similarly, further pages of universities, educational experts, and bloggers can be followed to see the trends in the relevant field. Their admins can be contacted to market the opportunities in Kotka-Hamina region. Chaffey and Smith (2013,253) emphasizes on creating relevant and valuable content for target audience. According to them “people like short, snappy and consumable content that teaches, entertains and inspires.”

Furthermore, reach can be increased by using Social Media Marketing Radar discussed earlier. This radar discusses all the possible forums where companies can distribute their social media content. There are also online discussion forums like Reddit (Reddit, 2016) in Finland where discussions on relevant subject can be found. Cursor Oy can start new discussions of their own interest, or can also comment on current discussions to highlight the benefits provided by the Kotka-Hamina region. Last but not least, Cursor Oy can add social media channels' icons/links when sending email to email subscribers. This will increase the reach too.

7.2.3 ACT-Encouraging Interactions:

A content shared must get positive feedback from the audience so that publishers know if their strategy is successful or not. This feedback can be shown in many forms by the target audience: sharing the posts, commenting on the posts, discussing the product related topic etc. There are several methods to start involving the target groups of Cursor Oy.

Cursor Oy can increase interaction by sharing the valuable content on its social media forums such as providing information on accommodation situation in region, discussing employment opportunities, highlighting success stories of students and employees in the region, political situation and its impact, etc. All such topics will give spark to discussions on SMCs which will not only strengthens company customer relation but will also improve SEO results for the company.

Furthermore, website of Kotka-Hamina can be used as social media marketing hub where links to social media channels must be added. Inversely, adding website link

and sign up button (see point 5.1.2 d: Combining E-mail and Social Media) to social media channels can increase the user-company interaction. Cursor will get more email subscribers for its content which are important for SEO results and company's business activities. These email subscribers and profiles can be given a clear call to action in focused online marketing, which will generate productive results.

7.2.4 Convert:

a. Making Social Profiles:

It is also important for Cursor Oy to make social technographic profiles of the target audience (see point 5.1.1 e: Outreaching the influencers). This means that company can make the profiles of social media followers and website visitors based on their interaction with the content so that they can be targeted more precisely. *GoogleAnalytics* is a free tool to check which type of visitors are coming to your website through which social media channel. It will help Cursor Oy to make profiles for such customers and produce relevant content subsequently. With this tool, Cursor Oy can narrow its marketing struggles focusing entirely on its current and potential customers, partners and regions. And most importantly, this tool is totally free of charge. To add, the number of likes, shares, comments by the users and the pages liked by the users can assist Cursor Oy in making the profiles of the followers.

a. Have a Great, Shareable Landing Page:

Cursor Oy needs to develop region's website of Kotka-Hamina, or even can create a new website to meet new target group's need who can easily access to the information they are looking for. Landing page of this website must be user friendly containing eye-catching informative images and text. For instance, by looking at the landing page of InnovationQuarter, visitors get clear call to action i.e. innovate, invest, settle etc. This is a good example of attractive landing page where customers are encouraged to make an action.

b. Ensure content breadth and depth:

Research of primary data and interview with companies have proved that even users of same brand vary in their preferences on how they liked to be approached in marketing campaigns. Many users subscribe to email marketing to get specific offers

whereas others just have likes Facebook page, some may be willing to read informative articles shared on the social media forums and others can be impressed by uploading nice photos. Therefore, in order to keep all of them delighted, Cursor Oy must publish variety of content. Examples of such content shared by interviewed companies by writer on relevant social media channels have been discussed under “Channels” heading.

7.2.5 Engage:

a. Participate in customers’ communities:

As discussed earlier that Cursor Oy can increase its visibility and authenticity by providing problem-solving solutions and expertise to its target audience. When Cursor Oy has chosen students and young professionals for its social media targeting, Cursor Oy must show its appearance on their interested online and offline hubs. Cursor must comment on, share its expertise, and develop links with influencers there. For instance, young professional and students, would be interested in checking “Uuden-mantetoimisto” (Uudenmaantoitimisto) Facebook page for instance. Cursor Oy can also use this page and other page discussed in appendix 3 and 4 to participate in discussions and to share its content. Moreover, many influencers can be found on such pages who have high number of user following, and followers listen to them. These opinion leaders can be contacted for Cursor Oy’s content marketing.

b. Optimizing the content:

Search Engine Optimization is very crucial for online marketing. A better SEO results help users and potential customers find the brand easily. Paul Gillin (2009, 245) argues that: using specific product/service related key-words in social media content and website, filing a site map on website, feeding and updating content regularly, cooperating with other companies for link exchanges and within your own online accounts, are to name few to maximize content exposure.

Similarly, Cursor Oy should use more and more services related words in its content shared on its social media forums. These keywords should be specific to the target audience so that its content gain better ranking on search engines. SEO toolbar helps in generating such words. On finding exact keyword, this should be put in titles, body texts, URLs, metatags, images etc. (Wordstream, 2015) For instance, by

using SEO toolbar, following keywords were found for the company by searching “business planning”.

| Keyword | Monthly Searches | Daily Searches | Google | Bing + Yahoo! | CPC | Monthly Value |
|--|------------------|----------------|--------|---------------|---------|---------------|
| business planning | 1,920 | 64 | 53 | 11 B / Y! | \$6 | \$9,600 |
| business continuity planning | 708 | 24 | 20 | 4 B / Y! | \$22.78 | \$13,440 |
| how to start an event planning business | 708 | 24 | 20 | 4 B / Y! | \$4.16 | \$2,454 |
| event planning business | 576 | 19 | 16 | 3 B / Y! | \$4.5 | \$2,160 |
| business succession planning | 576 | 19 | 16 | 3 B / Y! | \$9.88 | \$4,742 |
| how to start a party planning business | 468 | 16 | 13 | 3 B / Y! | \$3.46 | \$1,349 |
| business planning software | 468 | 16 | 13 | 3 B / Y! | \$5.2 | \$2,028 |
| starting an event planning business | 468 | 16 | 13 | 3 B / Y! | \$4.69 | \$1,829 |
| business continuity disaster recovery planning | 420 | 14 | 12 | 2 B / Y! | \$0.1 | \$35 |
| how to start a wedding planning business | 384 | 13 | 11 | 2 B / Y! | \$6.42 | \$2,054 |
| business recovery planning | 336 | 11 | 9 | 2 B / Y! | \$2.55 | \$714 |
| party planning business | 312 | 10 | 9 | 2 B / Y! | \$6.15 | \$1,599 |
| business planning process | 312 | 10 | 9 | 2 B / Y! | \$9.62 | \$2,501 |
| event planning business plan | 252 | 8 | 7 | 1 B / Y! | \$7.47 | \$1,569 |
| integrated business planning | 252 | 8 | 7 | 1 B / Y! | \$3.53 | \$741 |
| family business succession planning | 252 | 8 | 7 | 1 B / Y! | \$10.14 | \$2,129 |
| event planning business names | 252 | 8 | 7 | 1 B / Y! | \$2.12 | \$445 |
| business system planning | 228 | 8 | 6 | 1 B / Y! | \$1.19 | \$226 |
| starting a wedding planning business | 204 | 7 | 6 | 1 B / Y! | \$4.71 | \$801 |

Fig 11: Keywords for Business Planning

This figure shows that how much searches with these specific keywords are made on different search engines and how much is their cost per click (CPC). Cursor Oy can find more keywords using same tool in order to maximize its SEO results.

7.3 Social Media Analysis and Synchronization Tools:

In the section, writer has analysed paid and free social media examining tools which can be used by Cursor Oy. There is no doubt that this market is enriched with different software and tools which claim to provide required and accurate data. Hootsuite, Klout, Sprout Social, Viralheat etc are examples of such paid social media analysis tools. However, they are extremely expensive and thus, should be used at this stage when nothing is clear yet. For future use, writer will suggest Cursor Oy to use, Hootsuite, which has different offers and is comparatively cheaper. Hootsuite costs €35/month for small teams in addition to 30 days free trial offer.

On the other hand, writer suggest Cursor Oy to use free social media tools for integration and reporting for different channels. For instance, Klout is a free social media examining and integration tool though users need to pay for its extra feature. Users can connect different social media channels including Facebook, Instagram, and Twitter etc. to the Klout which automatically post on those forums. This tool also shows the rank of user which depend on their content's popularity. An improved rank for Cursor Oy will show that company is making god efforts on their social media channels. It not only synchronizes posts on different social media forums but also contains articles and news which can be shared on company's social media channels.

In addition to these tools, there are also tools for each of social media channels. For instance, for Instagram, Iconosquare is very popular tool which gives real insights of Instagram account. It offers 14-days free trial period. For Facebook, weekly and monthly reports as well as graphs are available free of cost.

Google Analytics is also a free tool which can be attached with social media channels. Google analytics track how much referral traffic website is getting in from various social media platforms. It makes users aware with reports which social media forum is working best against campaigns and which needs to be improved, which content your audience likes the most and which they simply ignore. Tracking code on webpage can generate reports like one shown in image 13. Such reports show the authentic data from the social media accounts which is used to measure the success of marketing campaigns. Here is a snapshot for analysing referral traffic from social media websites.



Fig 12: Social Media Referral Traffic snapshot

It also makes it possible for companies to use default dashboard where it has information about: old users, new users, bounce rate (if customer only visited the first page and went back), browser session in multiple graphic forms, goal completion evaluation and much more. In addition, company can make its own widgets too to compare one metric against another. Google analytics enables user to track a plenty of metrics and make their groupings as well. Here is the overview of what other reports Cursor Oy can find, and use by utilising Google Analytics tool.

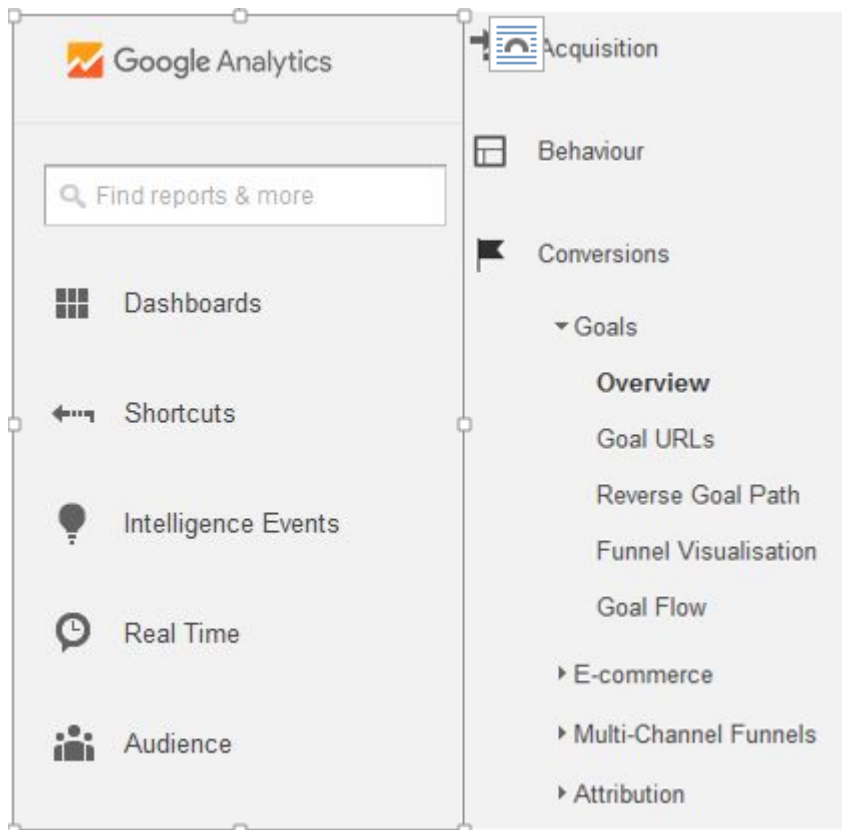


Fig 13: Overview of Google Analytics Reporting

7.4 Calculating Return on Investment (ROI) on Social Media

Writer has discussed measurement of social media activities in previous chapter (7.3) by using Google Analytics tool. Google Analytics measures the referral traffic coming from social media to the main website which is one of the main objective of adapting social media channels. In addition to calculating referral traffic coming from the social media channels, there are also other ROI measures which are entirely associated with social media. John Lovett (Lovett 2011, 244) argued that following measures must be taken into account if a company is interested in calculating its ROI.

| Category | Defined | Actions |
|--|---|--|
| Interaction Return on Interaction=Cost per interaction-sum of financial gains | Activities those are carried out by social media team, clients and potential customers on social media that lead to the conversion event. | Posting comment/picture, Use of relevant Hashtag, Sending newsletters, Promoting a post, Replying to an enquiry, |
| Engagement Return on Engagement=sum of various interactions | Engagement level shows that to what extent your social media followers are accepting your offers. | Spending 10 minutes on social media, and clicking through various links, Number of multiple visits in a defined limit of time to a certain channel, mentions of the brand, |
| Return on Satisfaction | Satisfaction is all about the ability of social media channels to meet with customers' expectations/needs. | Clients find the information they look for. |
| Return on Advocacy Cost of Advocates-Return from Advocacy | Transactions occurred on social media channels and to business as the result of paid or free brand advocates' efforts | Referrals, Positive sentiments, Gaining new customers |

| 7.5 PRACE Framework for Cursor Oy | | |
|--|-----------------|----------------|
| 1. Plan | Channels | Actions |
| a. Content Frequency Update | Facebook | 1-2 posts/day |
| | Instagram | 1-2Posts/day |
| | Twitter | 2posts/day |
| | LinkedIn | 1 time/day |

| | | |
|--|---|---|
| b. Internal and External Sourcing | Facebook | Employees, Followers, Influencers, |
| | Instagram | Employees, Followers, |
| | Twitter | Employees |
| | LinkedIn | Employees |
| C. Synchronizing the Content | Facebook and Twitter | Klout, Buffer, |
| | LinkedIn and Instagram | Channel own tools |
| | Facebook, Twitter, LinkedIn and Instagram | Hootsuite (paid with extra features) |
| 2. How to Increase Reach | Facebook | Contact Bloggers, Contact communities such as IESAF, PSA Finland. Join Reddit, Sponsor stories, Following and commenting on other companies' and Universities pages (List of links is attached in appendix 3 and 4), Use 1-2 Hashtags, |
| | Instagram | Use 3-5 Hashtags, Follow and comments of other pages (List of websites is attached in appendix 3 and 4), Users can not share pictures by others yet they can still take snapshots and then share on their own accounts, use "keyhole" for hot hashtags. |
| | Twitter | Use Twitter Advanced Search and Rite Tag free applications Option for finding relevant hashtags and sharing the content, Follow and comments of other pages (List of links is attached in appendix 3 and 4) |
| | LinkedIn | Connect and get connected, share the content as much as possible on different forums, ask employees to share your posts, Search for discussion groups to join and share your content, include images and thumbnails |
| 3. ACT-Encouraging Interactions | Facebook | Market developments and infrastructure of the region, share |

| | | |
|-------------------|---|---|
| | | success stories of employees and students, Ask for followers' opinions/experiences, reply to followers' enquiries promptly (Facebook also shows response timing on left side), Add sign up button for newsletters (see point 5.1.2 d: Combining E-mail and Social Media for tool) , Add all social media channels links on the page, Give clear call to action such as: learn more, download, Follow Us, etc. |
| | Instagram | Arrange photo competitions, give legacy to the participants, sponsor stories, |
| | Twitter | Post in peak hours through using tools like Klout and Tweriod, Tweets at 12pm'5pm and 6pm get higher response according to Adweek , Tweet on weekends too, Share images, Ask for retweets and share others too, Use no more than two hashtags, Include Links, Respond to others tweets, Ask questions, use powerful words |
| | LinkedIn | Sponsor posts, Link to other channel pages and posts, add link to website, Follow other accounts (List is attached in appendix 3 and 4), Do not exceed than 70 characters for headings. |
| 4. Convert | Facebook Instagram Twitter LinkedIn Website | Make visitors'/followers profiles, Use Google Analytics to target them, Link channels to website, put a clear call to action link on landing page, Publish variety of content |
| 5. Engage: | Facebook | 1. Join communities, companies and universities discussed in appendix 3 and 4, Contact influencers and |

| | | |
|--|--|---|
| | <p>Instagram</p> <p>Twitter</p> <p>LinkedIn</p> <p>Website</p> | <p>give them rewards for their help, give solutions to target groups, give students internship opportunities, for instance, check recruitment websites and social media accounts such as mol.fi, Te-palvelut, Vmp, Opteam</p> <p>2. Train employees to produce quality content, ask them to sign up for online social media training courses on websites such as: Udemy, edx, Coursera. Attend events like slush for learnings and networking</p> <p>3. Optimize your content by updating it regularly, using business related keywords with the help of SEO Toolbar, file a site map on website.</p> |
|--|--|---|

7.6 Validity and reliability:

The discussion looks into the results of the study. In a research-oriented thesis, the trustworthiness and the ethical viewpoints of the study are examined. In the discussion, it is important to form conclusions on the basis of the results and to present development ideas and suggestions for further research. To end the discussion, evaluate your thesis process and your own learning.

Writer has done initial online research first and then interviewed the companies. All these companies were regional development companies but they have different motives for social media. For instance, Visit Stockholm and Visit Umeå were mostly focusing on tourism than another target group. They have posts designed to attract students but only for visiting purposes not for studies in specific. According to them majority of the marketing campaigns aiming at students are carried out by universities and schools in the region. Therefore, writer cannot guarantee the success of social media targeting for students if done by a regional development company. Yet, writer has put forward some of the techniques learned from the theory and by examining social media material which can be used for targeting students as well. For instance, in interviews with Umea and Visit Stockholm, interviewees mentioned that they follow pages of other tourist spots, influential bloggers, political personalities etc. This means that if pages of influential bloggers who write for the education, forums of educational discussion, pages of universities and schools are followed by the Cursor Oy, they can achieve their objectives. Same applies when targeting the employees for its IT, Logistics and Gaming industries. Cursor should find the pages and groups where they can be present and hence, target them wisely.

Also, writer has examined social media channels of these companies where writer has found only positive feedback in terms of likes, shares and comments. However, writer cannot guarantee that these companies are not getting any negative feedback from their followers which can be erased instantly. On the other hand, companies can also use other accounts as well as can ask their employees to make comments, likes, shares and mentions using their personal accounts, which can be misleading.

More to say, writer has suggested only free social media tools for integration and reporting of social media channels recommended. The reason is that company is in its initial stage of social media usage, therefore, at this stage it is good for them to use channels' own analysis tools together with free analysis tools like Klout. There are also many paid social media tools which can be used to examine in-time real data against competitors and for company itself. These tools are very expensive though. For instance, Sprout Social is a social media examiner tool which cost \$149/month, which company should not use at this stage. However, tools such as Sprout Social are comparatively cheaper and can be used on trial basis as well. All in all, social media is a constantly changing media which make developments every now and then. Therefore, tools and techniques suggested by study cannot be reliable in this continuously changing world.

7.7 Scope for Further Study:

Writer strongly suggests that Cursor Oy should make further research on the social media analysis tools so that company does not over pay. Also, Cursor Oy can contact further regional development companies to know whether they are targeting students through their social media marketing. If yes, what specific social media channels they are using and what kind of activities they are having on these channels?

Furthermore, each social media channel has different standards for every content uploaded; picture size, video format and size, text length, sponsored posts etc. Cursor Oy must make further research on these standards so that Cursor does not get troubles outreaching its target audience and vice-versa.

7.8 Own Learning Reflection:

First of all, after the completion of this study by myself only, I feel very confident and independent. Even though, I have been the part of many projects since start of this degree yet this work made me more responsible and punctual. I have to manage everything alone under the supervision of my supervisor, therefore, I have to think about and look for many elements which I was unaware of or had less knowledge. I have developed problem-solving skill in my personality which will benefit me in my upcoming life.

Writer has made qualitative research for case-company, Cursor Oy, where he has interviewed three foreign companies. They all have different languages and business culture than Finland, yet, they all agreed to take part in interview with the writer. The reason is that writer give them idea about case-company and the problem in the very first email. After sending a couple of reminders, they all were interested to talk on the issue and to offer their expertise on social media. Writer also mentioned his limited knowledge in these emails which could even help these companies in fore fighting their own problems. Writer first examined their social media activities and then contacted them. Therefore, writer was fully aware of their strengths and to some extent weakness. Therefore, it is nonetheless crucial to gain knowledge about the person, company or organization before making any contact. Show them your knowledge about the case which will in turn make them aware that they will also get something from you.

Furthermore, writer has faced some serious issues while writing theory when books were not available in the library. As a result, writer has to request these books from other libraries and to use online sources. Writer has learnt not to pause the work because of unavailability of material. During these times, writer has been examining different social media channels for different companies. Thus, writer did not waste even a single day, rather writer made plans for future issues and problems to come in future. For instance, what should writer do if the contacted company did not respond? Writer has always been thinking about the plan B if plan A fails.

Writer was present on every social media channel which writer has examined and benchmarked for the Cursor Oy. However, writer was not well familiar with the benefits they could provide to their users. For instance, writer was part of LinkedIn but did not use it very often unless writer knew that many companies like Innovation Quarter, only post jobs on LinkedIn than anywhere else. As a result, writer updated his personal profile on LinkedIn for job hunting.

More to say, Writer knew a couple of social media tools before making this study which make writer aware of many unheard tools for social media monitoring and analysis. Tools such as Klout and Buffer were already known to the writer but Viralheat, Sprout Social, Hootsuite were unfamiliar to the writer. Also, twitter advanced search, keyhole, tweriod helped in finding the content of writer's own interests.

All in all, the main purpose of study was to make a detailed social media plan for the Cursor Oy through proper research which could support the results. Writer was able to form social media communication plan for the company which could be adapted and implemented. Lastly, writer also learnt that qualitative research is more trustworthy than quantitative research in the sense that in quantitative research respondents can misguide researchers by ticking on wrong answers or by simply writing something which is not real. On the other hand, in qualitative research if researcher doubts that respondent is misleading the study, writer can immediately make counter questions or can ask for further explanations which is not possible in quantitative study.

References:

1. Aaker, D.A. 1991. Managing Brand equity. USA: Free press
2. Aaker, D.A. 1996. Building Strong Brands. New York: The Free Press
3. Analytics Content Experiment. URL:
<https://support.google.com/analytics/answer/1745152?hl=en>. Accessed:
04.08.2016
4. Ask. URL: <http://www.ask.com/>. Accessed: 20.12.2016
5. Baer, J. Crushing the myths of B2B social media. URL:
<http://www.convinceandconvert.com/social-media-strategy/crushing-the-myth-of-b2b-social-media/>. Accessed:21.02.2016
6. Barker,M. Barker,D. Bormann,N. Neher,K. Social Meida Marketing: A Strategic Approach. First Edition. USA: South Wester, Cengage Learning
7. BBC. Finland Makes Broadband a Legal Right. URL:
<http://www.bbc.com/news/10461048>. Accessed: 29.03.2016
8. Bennett, Shea. Just 5% use Twitter in Finland (Facebook: 82%, Instagram: 15%) [STUDY]. URL: <http://www.adweek.com/socialtimes/finland-social-networks/501510>. Accessed:29.03.2016
9. Buffer. URL: <https://buffer.com/>. Accessed:24.06.2016
10. Bunzel, T. Tools and Engagement. USA: John Wiley and Sons.
11. Bunzel, T. Tools of Engagement. USA: John Wiley and Sons
12. Businessdictionary. URL:
<http://www.businessdictionary.com/definition/branding.html>. Accessed: 2.04.2016
13. BuzzStream. URL: <http://www.buzzstream.com/>. Accessed:20.12.2016
14. Chaffey,R. and Smith, PR. Emarketing Excellence: Planning and Optimizing Your Digital Marketing. Routeledge Publications.
15. CIPR. Best Social Media Practice Guide, April 2011 Edition. URL:
http://www.cipr.co.uk/sites/default/files/CIPR%20social%20media%20best%20practice%20guidance%202011_1.pdf. Accessed: 24.03.2016
16. Cursor 2016. Advice and Assistance for Companies. URL:
<http://cursor.fi/en/cursor-brief>. Accessed: 17.03.2016
17. Dahl, R. Social Media Marketing: Theories and Applications. London: Sage Publications Ltd
18. Dave Chaffey. The Best Tools and Tracking Techniques to Save Time on your Social Syndication. URL: <http://www.smartinsights.com/social-media-marketing/social-media-strategy/tools-tracking-social-syndication/>. Accessed:
10.05.2016
19. Delisle' P. 5 Ways to Increase Engagement with Your Content on LinkedIn. URL:
<https://business.linkedin.com/marketing-solutions/blog/linkedin-sponsored-content/2016/5-ways-to-increase-engagement-with-your-content-on-linkedin>. Accessed: 20.01.2017
20. Digg. URL:<http://digg.com/channel/technology>. Accessed:20.12.2016

21. Evans,D. 2012b. Social Media Marketing. An Hour a Day. Indiana:John Wiley and Sons Publishing
22. Evans.D. 2010a. Social Media Marketing. The Next Generation of Business Engagement. Canada:Wiley Publishing, Indianapolis,Indiana
23. Feedburner.
URL:<https://feedburner.google.com/fb/a/myfeeds?gsessionid=cPKaHxxfWxMU1oWD3iDf-QBHPofk1Uz>. Accessed:20.12.2016
24. Fioroni,M. & Titterton,G. Brand Storming: Managing Brands In The Era Of Complexity. Great Britain: Cromwell Press Ltd, Trowbridge, Wiltshire.
25. Franzen,G. and Moriarty,S. The Science and Art of Branding. USA:M.E.Sharpe
26. Gigya. URL: <http://www.gigya.com/>. Accessed: 3.8.2016
27. Gillin,P. Secrets of Social Media Marketing: How to Use Online Conversations and Customer Communities to Turbo-Charge Your Business. USA: Quill Driver Books
28. Google. URL: https://www.google.com/analytics/#?modal_active=none. Accessed:20.12.2016
29. Grah,T. The 6 Types of Social Media. URL: <http://timgrahl.com/the-6-types-of-social-media/>. Accessed: 24.03.2016
30. HaminaKotka 2016a. URL:
<http://www.haminakotka.fi/sites/default/files/public/02.16%20eng.pdf>.
Accessed:03.04.2016
31. Hanna, R., Rohm, A. & Crittenden, V., (2011). We're all connected: The power of the social media ecosystem, *Business Horizons*, 54, 265-273.
32. Hootsuire. URL:<https://hootsuite.com/>. Accessed:20.12.2016
33. IESAF 2016. URL<http://livinginfinland.com/> Accessed:25.03.2016
34. InbougRocket. 6 Reasons Why Email Marketing Is Important For Your Internet Marketing. URL: <http://inboundrocket.co/blog/6-reasons-why-email-marketing-is-important-for-internet-marketing/>. Accessed: 4.08.2016
35. Innovation quarter InnovationQuarterz 2016d. URL:
(<https://www.youtube.com/user/innovationquarter/videos>. Accessed: 12.11.2016
36. InnovationQuarterz 2016a.URL: <https://twitter.com/InnoQuarter?lang=en-gb>.
Accessed: 8.11.2016
37. InnovationQuarterz 2016b. URL:
<https://www.linkedin.com/company/innovationquarter>. Accessed: 8.11.2016
38. InnovationQuarterz 2016c. URL:
<https://www.linkedin.com/company/innovationquarter>. Accessed: 12.11.2016
39. InnovationQuarterz.URL: <http://www.innovationquarter.nl>. Accessed: 8.11.2016
40. Invest Stockholm Business Region AB:
http://www.investstockholm.com/investment_opportunities/tech-ict/.
Accessed:02.11.2016
41. Ioanăs, E. & Stoica,I. 2014. URL:
https://www.google.fi/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&cad=rja&uact=8&ved=0ahUKEwjFx9f478rOAhXDDpoKHbORBvIQFgggMAA&url=http%3A%2F%2Fwww.ijept.org%2Findex.php%2Fijept%2Farticle%2Fview%2FSocial_Media_and_its_Impact_on_Consumers_Behavior%2F134&usg=AFQjCNEdmQDTWSZORuRPgdd2SIFvxjT7UQ. Accessed: 18.08.2016
42. Janrain. URL: <http://www.janrain.com/>. Accessed:3.8.2016

43. Keller, K. L. 2003. Strategic Brand Management .USA: Prentice Hall
44. Kelly, L. Jugenheimer,D & Sheehan, K. Advertising Media Planning. USA: M.E.Sharpe Inc.
45. Keyhole. URL: <http://keyhole.co/>. Accessed: 12.01.2017
46. Klout. URL: <https://klout.com/home>. Accessed:20.12.2016
47. KotkaHamina 2016a. Region. URL: <http://en.kotkahamina.fi/en/businesses/region>. Accessed: 4.4.2016
48. Kotkahamina 2016b.Explore Kotka Hamina Region. URL: <http://en.kotkahamina.fi/en/home>. Accessed: 03.04.2016
49. Kotkahamina 2016c. Spark Your Creativity. URL: <http://en.kotkahamina.fi/en/businesses> Accessed: 03.04.2016
50. KotkaHamina 2016d. Cases. URL: <http://en.kotkahamina.fi/en/businesses/cases>. Accessed: 5.04.2016
51. KotkaHamina 2016e.Investors. Fort Katarina. URL: <http://en.kotkahamina.fi/en/businesses/cases>. Accessed: 5.04.2016
52. KotkaHamina 2016f.Investors. Data Centers. URL: <http://en.kotkahamina.fi/en/node/8/data-centers>. Accessed: 5.04.2016
53. KotkaHamina 2016g.Vaalimaa. URL: <http://en.kotkahamina.fi/en/investors/vaalimaa>. Accessed: 5.04.2016
54. KotkaHamina 2016h. Living. URL: <http://en.kotkahamina.fi/en/professionals/living>. Accessed: 5.04.2016
55. KotkaHamina 2016i.Working. URL: <http://en.kotkahamina.fi/en/professionals/working>. Accessed: 5.04.2016
56. Kotkaoldport. URL: <http://kotkaoldport.com/#introduction>. Accessed: 7.04.2016
57. Kotler, P. Armstrong,G. Harris, L & Piercy, N. 2013. Principles of Marketing. England: Pearson Education Limited.
58. Kotler, P. Armstrong,G. Wong,V. & Saunders, J. Principles of Marketing, Fifth European Edition. England: Pearson Education Limited.
59. Kozinets, R. V., (1999). E-tribalized Marketing? The Strategic Implications of Virtual Communities of Consumption, *European Management Journal*, 17(3), 252–64.
60. Kyamk. Degree Programmes. URL: <http://www.kyamk.fi/Applying/Degree%20Programmes/>. Accessed: 8.04.2016
61. Laws, E. Tourism Marketing: Quality and Service Management Perspectives. Great Britian: MPG Books Ltd, Bodmin
62. Lithium. URL: <http://www.lithium.com/products-solutions/online-communities/?ga-link=nav> Accessed:20.12.2016
63. Lombard,A. 4 Fresh Trends in B2B Social Campaigns. URL: <http://www.convinceandconvert.com/social-media-strategy/4-fresh-trends-in-b2b-social-campaigns/>. Accessed: 20.02.2016
64. Lovett, J. Social Media Metrics Secrets. USA: John Wiley & Sons, Incorporated.

65. Mathew Peneycad. 4 Methods to spur social interaction with blog content. URL: <http://www.socialmediatoday.com/content/4-methods-spur-social-interaction-blog-content>. Accessed: 7.6.2016
66. Matthew Kristen. Why Gamification Works: How Brands are Marketing With Fun, 2016. URL: <http://www.convinceandconvert.com/social-media-case-studies/why-gamification-works-how-brands-are-marketing-with-fun/>. Accessed: 7.06.2016
67. McKinsey Quarterly. Enduring Ideas:The 7S Framework. URL: <http://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/enduring-ideas-the-7-s-framework>. Accessed:22.04.2016
68. Morgan, N. Pritchard, A. Pride,R. Destination Brands: Managing Place Reputation. Third Edition. USA: Elsevier Ltd. URL: https://books.google.fi/books?hl=en&lr=&id=cuI2CG-ytNUC&oi=fnd&pg=PA3&dq=These+are+known+as+%E2%80%9Dsoft+factors%E2%80%9D+which+are+more+appealing+to+tourists+and+potential+investors.+Pride&ots=Nz6pp92PXS&sig=ltejM8OvqkIFu93sTS4pDGa2Fkc&redir_esc=y#v=onepage&q&f=false. Accessed:11.04.2016
69. Morgan, N. Pritchard,A. and Pride, R. Destination Branding (Revised Second edition), creating the unique destination proposition. USA: Elsevier Ltd.
70. Mwppartners. Why B2B Marketers Should Use Social Media. URL: <http://mwppartners.com/why-b2b-marketers-should-use-social-media/>. Accessed: 20.02.2016
71. Mynewsletterbuilder. URL: <http://www.mynewsletterbuilder.com/>. Accessed: 27.10.2016
72. Pike, S. Destintion Marketing: An integrated marketing communication approach. USA: Elsevier Inc.
73. Pour, Khosrow Mehdi. Encyclopedia of Information Science and Technology. Third Edition. URL: https://books.google.fi/books?id=MJd_BAAAQBAJ&pg=PA2330&lpg=PA2330&dq=importance+of+website+landing+page+academic&source=bl&ots=9EIGgflwHY&sig=C_6e3C5sM0Kpgl0iU0h8185V2GU&hl=fi&sa=X&ved=0ahUKEwik0bqCvqfOAhUKhywKHb-xB5UQ6AEISTAF#v=onepage&q=landing%20page&f=false. Accessed: 4.08.2016
74. Pro.Iconosquare. URL:<https://pro.iconosquare.com/>. Accessed:20.12.2016
75. PSA Finland. URL: <https://www.facebook.com/groups/psa finland/>. Accessed:25.03.2017
76. Pulizzi, J. 2013. 2014 B2B Content Marekting Research: Strategy is Key to Effectiveness. URL: <http://contentmarketinginstitute.com/2013/10/2014-b2b-content-marketing-research/>. Accessed: 19.02.2016
77. Reddit. URL: <https://www.reddit.com/r/Finland/>. Accessed: 27.10.2016
78. Scott, Peter R., Jacka, J. Mike. Auditing Social Media : A Governance and Risk Guide (1). Wiley Publishers: New Jersey

79. Scott, Peter R., Jacka, J. Mike. Auditing Social Media : A Governance and Risk Guide (1). Wiley Publishers: New Jersey
80. Shimp Terence, J. Andrews, C. Advertising Promotion and Other Aspects fo Integrated Marketing Communications. URL: https://books.google.fi/books?hl=en&lr=&id=HTcWAAAQBAJ&oi=fnd&pg=PR3&dq=Advertising+Promotion+and+Other+Aspects+of+Integrated+Marketing+Commu nications&ots=KZnlfeG4va&sig=3dCTtfHnxRDTj4D99P8zbc9ecV8&redir_esc=y#v=onepage&q=Advertising%20Promotion%20and%20Other%20Aspects%20of%20I ntegrated%20Marketing%20Communications&f=true. Accessed: 21.03.2016
81. Socialbakers 2011a. How Often You Should Post on Your Facebook Pages. URL: <http://www.socialbakers.com/blog/147-how-often-should-you-post-on-your-facebook-pages>. Accessed: 29.04.2016
82. Socialbakers 2011b. Tweeting too Much? Find Out the Ideal Tweet Frequency for Brands. URL: <http://www.socialbakers.com/blog/1847-tweeting-too-much-find-out-the-ideal-tweet-frequency-for-brands>. Accessed: 29.04.2016
83. Socialmediaexaminer. 2015a. Facebook and Twitter Users Behaviour Changes: New Research. URL: http://www.socialmediaexaminer.com/facebook-and-twitter-user-behavior-changes-new-research/?awt_l=PSYds&awt_m=3Yx0M5xpX1r.ILT&utm_source=Newsletter&utm_medium=NewsletterIssue&utm_campaign=New. Accessed: 27.03.2016
84. SocialMention. URL: <http://www.socialmention.com/>. Accessed:20.12.2016
85. SproutSocial. URL: <http://sproutsocial.com/>. Accessed:20.12.2016
86. Stat 2013a. Use of social media popular in enterprises. URL: <http://www.statista.com/statistics/418161/social-media-user-penetration-in-finland-by-site/>. Accessed: 29.03.2016
87. Statista 2015a. Number of Social Network Users in Finland from 2012-2018(in millions). URL: <http://www.statista.com/statistics/260761/number-of-social-network-users-in-finland/>. Accessed: 29.03.2016
88. Statista 2016b. Social media user penetration in Finland in December 2014, by site. URL: <http://www.statista.com/statistics/418161/social-media-user-penetration-in-finland-by-site/>. Accessed: 29.03.2016
89. Statista 2016c. URL: <http://www.statista.com/statistics/273159/most-peaceful-countries-in-the-global-peace-index/>. Accessed: 11.04.2016
90. Stockholmbusinessregion 2016a. URL: https://twitter.com/sthlmitregion?ref_src=twsrc%5Etfw. Accessed: 02.11.2016
91. Stockholmbusinessregion. URL:<http://www.stockholmbusinessregion.se/en/facts--figures/> Accessed: 2.11.2016
92. Sysmos. URL:<http://sysomos.com/>
93. Thomas, B. David. and Barlow, M. The Executive Guide to Enter Enterprise Social Media Strategy. How Social Networks Are Radically Transforming Your Business. New Jersey: John Wiley & Sons, Inc.
94. Thompson, G. Forms and Types of Social Media. URL: http://socialnetworking.lovetoknow.com/Forms_and_Types_of_Social_Media. Accessed: 24.03.2016
95. Thunderpenny. URL: <https://www.facebook.com/StaticHtmlThunderpenny/?fref=ts>. Accessed: 27.10.2016
96. Top-Hashtags. URL: <https://top-hashtags.com/instagram/>. Accessed: 20.12.2016

97. Twitterfeed. URL:<http://twitterfeed.com/>. Accessed:20.12.2016
98. Umea a.
URL:<http://www.umea.se/umeakommun/funktionsmappar/sprak/languages/english.4.bbd1b101a585d704800067778.html>. Accessed: 8.11.2016
99. Umea b.
URL:<http://www.umea.se/umeakommun/funktionsmappar/sprak/languages/english/universitiesinumea.4.bbd1b101a585d704800068683.html>. Accessed:8.11.2016
100. UpCity. Top 20 Facebook Apps to Boost Engagements. URL:
<http://upcity.com/blog/top-20-facebook-promotion-apps-to-improve-your-engagement/>. Accessed: 03.08.2016
101. Upcity. URL:<http://upcity.com/blog/top-20-facebook-promotion-apps-to-improve-your-engagement/> Accessed:20.12.2016
102. Uudenmaantetoisimto. URL:
<https://www.facebook.com/uudenmaantetoimisto/>. Accessed: 28.03.2017
103. Vaynerchuk, 2013. Jab, Jab, Jab, Right Hook. How to tell your story in a noisy social world.
104. Vaynerchuk, G. Jab, Jab, Jab, Right Hook. New York: HarperCollins Publishers
105. Viralheat. URL: <https://www.viralheat.com/>. Accessed:20.12.2016
106. VisitStockholm 2016a. URL:
http://www.visitstockholm.com/en/?_ga=1.256989707.1613700350.1478030910. Accessed:2.11.2016
107. VisitStockholm 2016b. URL: <https://www.facebook.com/visitstockholm>. Accessed:2.11.2016
108. VisitStockholm 2016c. URL: <https://www.instagram.com/visitstockholm/>. Accessed:10.11.2016
109. VisitStockholm 2016d. URL:<https://twitter.com/visitstockholm>. Accessed: 10.11.2016
110. VisitUmea. URL: <https://www.visitumea.se/en>. Accessed:8.11.2016
111. VisitUmea2016a.:<https://www.facebook.com/130211333777157/photos/a.138863489578608.27883.130211333777157/924301917701424/?type=3>. Accessed: 8.11.2016
112. VisitUmea2016b. Twitter: <https://twitter.com/visitumea>. Accessed: 8.11.2016
113. VisitUmea2016c. Instagram: <https://www.instagram.com/visitumea/>. Accessed: 8.11.2016
114. Waldow, DJ. 9 ways to integrate email and social media marketing. URL:
<http://www.socialmediaexaminer.com/9-ways-to-integrate-email-and-social-media-marketing/>. Accessed: 28.05.2016
115. Wordstream. URL:<http://www.wordstream.com/keyword-niche-finder/>. Accessed: 28.03.2017
116. YahooSearchEngine. URL:
<https://www.google.com/search?q=yahoo+searh+&ie=utf-8&oe=utf-8>. Accessed:20.12.2016

List of Figures:

| | |
|--|----|
| Fig 1: Theoretical Framework of Thesis..... | 11 |
| Fig 2: Types of Social Media..... | 14 |
| Fig 3: Social Media Sites Visited by Internet Users in Finland..... | 16 |
| Fig 4: Social Media Marketing Capability Assessment Framework..... | 20 |
| Fig5: McKinsey 7s Model..... | 21 |
| Fig 6: Content sharing lifecycle..... | 25 |
| Fig 7: Social Technographic Ladder..... | 27 |
| Fig 8: Social Media Marketing Radar..... | 29 |
| Fig 9: Snapshot from Innovation Quarter LinkedIn page on 8.11.2016 | 40 |
| Fig 10: Snapshot from Innovation Quarter Facebook page on 8.11.2016..... | 41 |
| Fig 11: Keywords for Business Planning | 59 |
| Fig 12: Social Media Referral Traffic snapshot..... | 60 |
| Fig 13: Overview of Google Analytics Reporting..... | 61 |

List of Tables:

| | |
|--|----|
| Table 1: Timetable for Thesis | 9 |
| Table 2: Stockholm Business Region and Visit Stockholm's Social Media Channels and Activities | 38 |
| Table3: Umeå Region's Social Media Channels and Activities..... | 39 |
| Table 4: Innovation Quarter Social Media Channels and Activities | 41 |
| Table 5: Answers collected from Interviews with Visit Stockholm, Umeå and Innovation Quarters..... | 47 |
| Table 6: Content Frequency Update for Facebook, Instagram and LinkedIn | 54 |

8. Appendices:

Appendix 1: Interview questions for Companies

1. Which paid/unpaid tools you use to manage your social media?
2. What kind of pages/accounts you follow?
3. Do you contact influential people for your social media marketing? If yes, through which channels you find them?
4. What you offer to these influential people in return of their favour?
5. How you encourage your followers to create content for you, if you do?
6. Which type of content your followers like the most?
7. What kind of campaigns do you run on your social media channels?
8. Do you have cooperation with other regions? If yes, what are the basis of cooperation?
9. Do you have specific department/people for managing your social media channel?
10. What skills are owned by employees managing social media channels?
11. How much time you spend on social media per day?
12. Do you have any policies for your employees and policies about how they can interact on social media forums?
13. How you market your social media channels?
14. How you attract potential employees to the region?
15. Do you do any social media marketing for students?
16. Any suggestions for Kotka-Hamina region, the case company?

Appendix 2: Interview questions for Cursor Oy

1. How you will define your company? SME, Government, semi-government?
2. What does RAW by Nature means in your marketing campaigns?
3. How many employees you have?
4. How you promote your company offline?
5. What kind of support you provide for companies settling in the area?
6. Who is the main target country/region in your marketing campaigns, and specifically on social media?
7. Who is responsible for your social media marketing campaigns?

8. What are their strengths?
9. How much money/time you spent on social media as a whole? What is most costly channel for you?
10. Does company have a Google Account and Blog?
11. How you calculate you ROI?
12. What is your objective of using social media? Sell, speak, save, serve (extra benefits, extra information), sizzle (successful stories of businesses)?
13. Which programmes you use to integrate your social media channels?
14. What your customers says about social media?
15. How you encourage your audience to participate in discussions?
16. What are your strengths and Weakness concerning social media usage?

Appendix 3: Interview questions for Trofimczuk Darren

1. Which social media channels IT people, students and experts, use?
2. What kind of content do they like the most?
3. What are their peak social media timings for this group?
4. Which magazine, website, can help case company to target IT students and professional through social media marketing?
5. How to calculate ROI on Facebook, twitter, LinkedIn and Instagram?

Appendix 4: Links for IT Companies and Recruitment Agencies to follow on Facebook, Twitter, Instagram and LinkedIn.

| Company/ Agency Name | Website | Social Media | Link/Name |
|---|---|-------------------------------------|---|
| <i>Techinsider</i> | http://nordic.businessinsider.com/sai?r=US&IR=T | Facebook (10470 k Likes) | https://www.facebook.com/techinsider/ |
| <i>BusinessInsider Nordic</i> | http://nordic.businessinsider.com/sai?r=US&IR=T | Facebook (10470 k Likes) | https://www.facebook.com/BusinessInsiderNordic |
| | | Twitter (1348 Follow ers) | https://twitter.com/BINordic |
| <i>TechInsider UK</i> | http://nordic.businessinsider.com/sai?r=US&IR=T | Facebook (1769k Likes) | https://www.facebook.com/TechInsiderUK/?ref=br_rs |
| | | Twitter (1348 Follow ers) | https://twitter.com/BINordic |
| <i>Academic Work (Recruitment Agency for young professionals in Finland)</i> | https://www.academicwork.fi/ | Facebook (over 5500 Likes) | https://www.facebook.com/AcademicWorkFinland/ |
| | | Twitter (nearly 2k followe | https://twitter.com/AcademicWorkFI |

| | | | |
|---|---|--|---|
| | | rs, over 6k tweets) | |
| | | LinkedIn (about 2k followers) | https://www.linkedin.com/company-beta/2528721/?pathWildcard=2528721 |
| | | Instagram (793 followers, around 300 posts) | https://www.instagram.com/academiacworkfinland/ |
| Opteam (Recruitment Agency in Finland) | https://www.opteam.fi/ | Facebook (about 5k Likes) | https://www.facebook.com/opteam |
| | | Twitter (Over 1200 followers+ about 1000 tweets) | https://twitter.com/Opteam_Opteam |
| | | LinkedIn (Over 2700 followers) | https://www.linkedin.com/company-beta/32670/?pathWildcard=32670 |
| | | Instagram (Over 500 followers) | https://www.instagram.com/Opteam_inside/ |

| | | | |
|---|---|--|---|
| Addeco (Recruitment Agency in Finland) | http://www.adecco.fi/fi-fi/ | Facebook (Over 1500 Likes) | https://www.facebook.com/adeccofinland |
| | | Twitter (Over 700 followers + 2k tweets) | https://twitter.com/adeccofinland |
| | | LinkedIn (around 0.9 million followers) | https://www.linkedin.com/company-beta/1104359/?pathWildcard=1104359 |
| | | Instagram (Over 550 followers + over 800 posts) | https://www.instagram.com/adeccofinland/ |
| vmp (Recruitment Agency in Finland) | https://www.vmp.fi/#/ | Facebook (Over 4500 Likes) | https://www.facebook.com/VMPSuomi/ |
| | | Twitter (700 followers + over 1000 following) | https://twitter.com/VMP_Suomi |
| | | LinkedIn (over | |

| | | | |
|-------------------------------|---|--|---|
| | | 1500 followers) | https://www.linkedin.com/company-beta/954380/?pathWildcard=954380 |
| | | Instagram (over 350 followers) | https://www.instagram.com/vmp_group/ |
| ScienceNewsforStudents | https://www.sciencenewsforstudents.org/collections/invention-innovation | Facebook(1142k Likes+ 1133k Followers) | https://www.facebook.com/sciencenewsforstudents |
| | | Twitter (8279 followers) | https://twitter.com/SNStudents |
| TheEconomist | http://www.economist.com/ | Facebook (7904 Likes) | https://www.facebook.com/TheEconomist/ |
| | | Twitter(19.7 million followers) | https://twitter.com/TheEconomist |
| | | Instagram (930 followers) | https://www.instagram.com/theeconomist/ |
| | | LinkedIn (90527 Members) | https://www.linkedin.com/groups/3056216/profile |
| TechCode | http://www.techcode.com/en/ | Facebook | https://www.facebook.com/techcodefinland/ |

| | | | |
|---|---|----------------------------|---|
| (Consultancy agency in Finland, help Start-ups and companies with innovative technologies scale up and access the Chinese market.) | | (91Likes) | |
| Nordic IT Solutions (Shop) | | Facebook (700+ Likes) | https://www.facebook.com/pg/NordicIT/about/?ref=page_internal |
| Klikki (Nordic Digital Marketing Agency) | http://www.klikki.com/contact-us | Facebook (1200+ Likes) | https://www.facebook.com/pg/klikkicom/about/?ref=page_internal |
| | | Twitter (1000+ Followers) | https://twitter.com/klikkicom/ |
| | | LinkedIn (2600+ Followers) | https://www.linkedin.com/company-beta/116888/?pathWildcard=116888 |
| Tietoviikko (Finnish Tech Online News Agency) | http://images.talentum.com/newsletters/tivihtml_tilaa.shtml | Facebook (2900+ Followers) | https://www.facebook.com/pg/tietoviikko/about/?ref=page_internal |
| Iltasanomat (Media, News Agency) | http://www.is.fi | Facebook (352 Likes) | https://www.facebook.com/iltasanomat/ |
| | | Twitter | https://twitter.com/digitoday |

| | | | |
|---|---|----------------------------|---|
| | | (35.7K followers) | |
| | | Instagram (14.2 Followers) | https://www.instagram.com/iltasanomat/ |
| | | | |
| DigiToday(Media, News Agency) | http://www.is.fi/digitoday/ | Facebook (876 Likes) | https://www.facebook.com/Digitoday.fi/ |
| Talous Sanomat (Media, News Agency) | http://www.is.fi/taloussanomat/ | Facebook | https://www.facebook.com/taloussanomat/?fref=pb&hc_location=profile_browser |
| TekesGroove (Consultancy for Finnish Energy firms) | https://www.tekes.fi/en/programmes-and-services/recently-ended-programmes/groove/ | Facebook (4500+ Likes) | https://www.facebook.com/tekes.fi |
| | | LinkedIn (5500+ Followers) | https://www.linkedin.com/company-beta/16334/?pathWildcard=16334 |
| | | Twitter (18500+ Followers) | https://twitter.com/Tekesfi |
| UXify Helsinki (Community) | https://www.meetup.com/uxify-helsinki/ | Facebook | https://www.facebook.com/uxhel/ |
| | | | |

Appendix 5: Links for Universities and Schools offering IT courses to students to follow on Facebook, Twitter, Instagram and LinkedIn.

| School/ University | Website | Social Media | Link/Name |
|----------------------------------|---|-------------------------------|---|
| <i>Aalto University</i> | http://www.aalto.fi/en/ | Facebook (39k+ Likes) | https://www.facebook.com/aaltouniversity |
| | | Twitter (23k+ Followers) | https://twitter.com/aaltouniversity |
| | | Instagram (8k+ Followers) | https://www.instagram.com/aaltouniversity/ |
| <i>Aalto Executive Education</i> | http://www.aaltoee.com/ | Facebook(4+ Likes) | https://www.facebook.com/aaltoee |
| | | Twitter (1800+ Followers) | https://twitter.com/aaltoee |
| | | LinkedIn (2000+ Followers) | https://www.linkedin.com/company-beta/46679/?pathWildcard=46679 |

| | | | |
|------------------------------|---|--------------------------------|---|
| Metropolia University | http://www.metropolia.fi/ | Facebook (9k+ followers) | https://www.facebook.com/MetropoliaAMK |
| | | Instagram (2400 Followers) | https://www.instagram.com/metropolia_uas/ |
| | | Twitter (2700+ Followers) | https://twitter.com/metropolia |
| | | LinkedIn(4500+ Followers) | https://www.linkedin.com/company-beta/220333/?pathWildcard=220333 |
| HAMK University | http://www.hamk.fi/Sivut/default.aspx | Facebook (14k+ Likes) | https://www.facebook.com/hamkuas |
| | | Instagram (1000+ Followers) | https://www.instagram.com/hamk_uas/ |
| | | Twitter (2300+ Followers) | https://twitter.com/HAMK_UAS |
| Turku UAS | https://www.tuas.fi/en/ | Facebook (1600+ Likes) | https://www.facebook.com/tuas.int.students |
| Lahti UAS | http://www.lamk.fi/english/Sivut/default.aspx | Facebook (4k Likes) | https://www.facebook.com/Lahden.amattikorkeakoulu |
| | | Instagram (1800+ Followers) | https://www.instagram.com/lamkfi/ |
| | | LinkedIn (3700+ Followers) | https://www.linkedin.com/school/63805?pathWildcard=63805 |
| | | Twitter (1700+ Followers) | https://twitter.com/lamkfi |
| Haaga-Helia UAS | http://www.haaga-helia.fi/en/frontpage | Facebook (11k+ Likes) | https://www.facebook.com/HaagaHeliaAMK/ |
| | | Instagram (3000+ Followers) | https://www.instagram.com/haagahelia/?userLang=en |

| | | | |
|--|--|------------------------------|---|
| | | Twitter (3500+ Followers) | https://twitter.com/haagaheliaamk?use_rLang=en |
| | | LinkedIn (23k+ followers) | https://www.linkedin.com/school/28226?pathWildcard=28226 |