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# Developing Social Media Communication for Metropolia UAS Alumni

Helsinki Metropolia University of Applied Sciences

Master of Business Administration

Business Informatics

Thesis

Date

Author(s) Title	Sari Männistö Developing Social Media Communication for Alumni
Number of Pages Date	110 pages + 3 appendices 9 May 2017
Degree	Master of Business Administration
Degree Programme	Business
Specialization option	Informatics
Instructor(s)	Pia Hellman, Senior Lecturer James Collins, Senior Lecturer
<p>Metropolia University of Applied Sciences seems to have active social media presence. The thesis gives a suggestion for better social media communication of the Masters of Business alumni group of the Metropolia University of Applied Sciences. The objective includes a suggestion for organizing social media communication considering the different roles of the social media channels identified in the studies by Kietzmann &amp; al. (2011) as well as the roles and responsibilities of the different departments in content creation. A set of measurement tools is given to help following through the success of the new organization and work as a driving force for implementation of the new suggested organization. The presumption is that the similar method of social media communication could be implemented into Metropolia level social media communication and in this way also help the marketing and sales of the educational products. The scope of the study is narrowed into these areas: the organization of social media communication of Metropolia business alumni, the roles and the responsibilities of different departments in content creation, the roles of different social media channels in effective communication and measurement tools for the social media communication.</p> <p>The conceptual framework of the proposal is based on the social media strategy developed by Brian Solis called the framework of social corporate philosophy (2015). He calls this framework “a philosophy” because it follows through the whole organization rather than operates merely as a strategy of an individual action such as corporate communication. The framework is supported by SMART implementation plan introduced by Quesenberry in 2015. The implementation plan relies on the idea that all social media actions should be specific, measurable, achievable, relevant and timely in order to be effective. The channel specific measurement tools are based on the study by Hoffman and Fodor (2010).</p> <p>The measurement of actions in social media channels is as important as the development of an organization for content creation. The measurement tools were developed on basis of the aforementioned principles of Solis in addition to the categorization of effects introduced by Kreuzer &amp; Land (2015) and Hoffman &amp; Fodor (2010).</p>	
Keywords	Social Media Marketing, Social CRM, Channel Analysis, Marketing Communication, Communication Strategy, Measurement Tools

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## 1 Introduction

Metropolia University of Applied Sciences seems to have active social media presence. This thesis gives a suggestion for better social media communication of the Masters of Business alumni group of the Metropolia University of Applied Sciences. The objective includes a suggestion for organizing social media communication considering the different roles of the social media channels identified in the studies by Kietzmann & al. (2011) as well as the roles and responsibilities of the different departments in content creation. A set of measurement tools is given to help following through the success of the new organization and work as a driving force for implementation of the new suggested organization. The presumption is that the similar method of social media communication could be implemented into Metropolia level social media communication and in this way also help the marketing and sales of the educational products. The scope of the study is narrowed into these areas: the organization of social media communication of Metropolia business alumni, the roles and the responsibilities of different departments in content creation, the roles of different social media channels in effective communication and measurement tools for the social media communication.

Even though Metropolia university of Applied Sciences has already vast coverage of communication in different social media channels, it was noted that the communication towards previous students lack the communication of added value and effective tools for measuring the success. The alumni program started in 2014 still relies heavily on newsletter based communication. It seemed that the failure of effective social media communication made alumni communication ineffective and resulted in lost resales opportunities of other educational products to a target group that is already favorable towards Metropolia UAS.

The conceptual framework of this study is done by studying general research made of social media strategies and channels in both B2B and B2C marketing. The literature and articles include studies of social media, the drivers behind the different social media channels and the basic need for individuals to communicate. The thesis is divided into conceptual framework and action research based analysis and suggestion of organizing social media communication for Metropolia UAS Alumni.

The conceptual framework of the proposal is based on the social media strategy developed by Brian Solis called the framework of social corporate philosophy (2015). He calls this framework “a philosophy” because it follows through the whole organization rather than operates merely as a strategy of an individual action such as corporate communication. The framework is supported by SMART implementation plan introduced by Quesenberry in 2015. The implementation plan relies on the idea that all social media actions should be specific, measurable, achievable, relevant and timely in order to be effective. The channel specific measurement tools are based on the study by Hoffman and Fodor (2010).

Additional research papers and articles have been studied of in order to find arguments for and against these methods of developing social media communication and in order to establish a view of all the fields of corporate communication social media has an impact on such as marketing mix and lead generation, CRM, content marketing, SEO, SEM, blogs, brand building, recruiting, customer service and sales and PR actions.

The measurement of actions in social media channels is as important as the development of an organization for content creation. The measurement tools were developed on basis of the aforementioned principles of Solis in addition to the categorization of effects introduced by Kreuzer & Land (2015) and Hoffman & Fodor (2010).

Metropolia UAS is already active in different social media channels. But it is not a strategy to be present in social media (Quesenberry, 2015). Therefore, the current state analysis was made in order to establish the starting point for development. The current state was established by following the methodology introduced by Quesenberry (2015). The audit includes channel audit, internal interviews and questionnaire for the target audience which in this case is the Alumni of Metropolia MBA Business students. Through this analysis strengths and weaknesses of the current state is established and an action plan for development is formulated. The development of social media actions is introduced to Metropolia Communications department.

## 1.1 Overview

Many individuals use social media in daily basis. The employees today change information and follow different channels in order to be up to date. They collect the information by following their peers and the overall matters in the world such as news, gossip and even professional information. Many are used to follow the opinion leaders of their field in Facebook, LinkedIn and Twitter. It can be assumed in hypothetical basis that the usage of social media channels in marketing for alumni program members should be as effective and useful as it is for private communication.

Communication and social media is considered as variety of online channels that allow two way i.e. interactive communication between persons. The social media is considered here as defined in the Merriam-Webster dictionary “forms of electronic communication (as Web sites for social networking and microblogging) through which users create online communities to share information, ideas, personal messages, and other content (as videos)” (Merriam-Webster Dictionary).

Kirtis and Karahan discuss in their article that social media started out as an entertainment tool for people but later “Social media is used because it has time, audience, relations and cost advantage.” (Kirtis and Karahan, 2011) They continue stating that it first became a marketing phenomenon but got its boost during the recession as companies were forced to seek out more cost effective marketing channels. Today it has been absorbed as a relevant selection of channels into marketing mix for many companies and universities.

The social media has its roots in entertainment and personal communication between people, the nature of communication has evolved to differ from traditional marketing communication. Social media communication is considered to be more informal and reactive than traditionally used consumer or client communication in companies. But today the social media channels formulate one of the most important tools of communication. Thereby it is important that the organization has clearly stated brand values and brand communication guidelines for the employees to follow when communicating through social media channels for the brand.

Social media has grown as a fundamental part of marketing mix in its existence. It has now become an essential part of communication also in the boardrooms of organizations and just like the internet itself, it has transformed the selling and buying processes. The social media sites, as the internet sites before, are now useful for building social and business networks, exchanging ideas and knowledge, reselling etc. because social media sites have become the place for consumers to seek information, compare experiences and learn more about products, services or upcoming events (Omoyza & Agwu, 2016).

Solis (2015), Kreuzer & Land(2015), introduced the term Digital Darwinism as the driving force for the social media communication and business generated through social media channels. They define this term as a survival of the digitally fittest organizations in digital ecosystem of customer service, marketing and sales. The organizations that can adopt their operations according to the future needs of their clients, succeed in communicating the added value for their clients and renew their organization accordingly generating new business, will survive.

In 2015 Kreutzberg and Land introduced the correlation between the timing and the relevance of the message as well the relevance of the information and the proximity of reach to the act of purchase. The figure 1 is visualization of the correlation where the time as one dimension is in direct correlation with the message and the message in direct correlation of the location. These three dimensions form today's normative operating environment for all marketers. The usage of mobile phones made it even more possible for the marketers to meet their clients with relevant message where ever they are. They even say that: *"Companies that succeed in pooling these three "proximity-generating poles" of location, timing, and preferences will always be ahead in the communicative approach."* (Kreutzer & Land, 2015, pp.39)



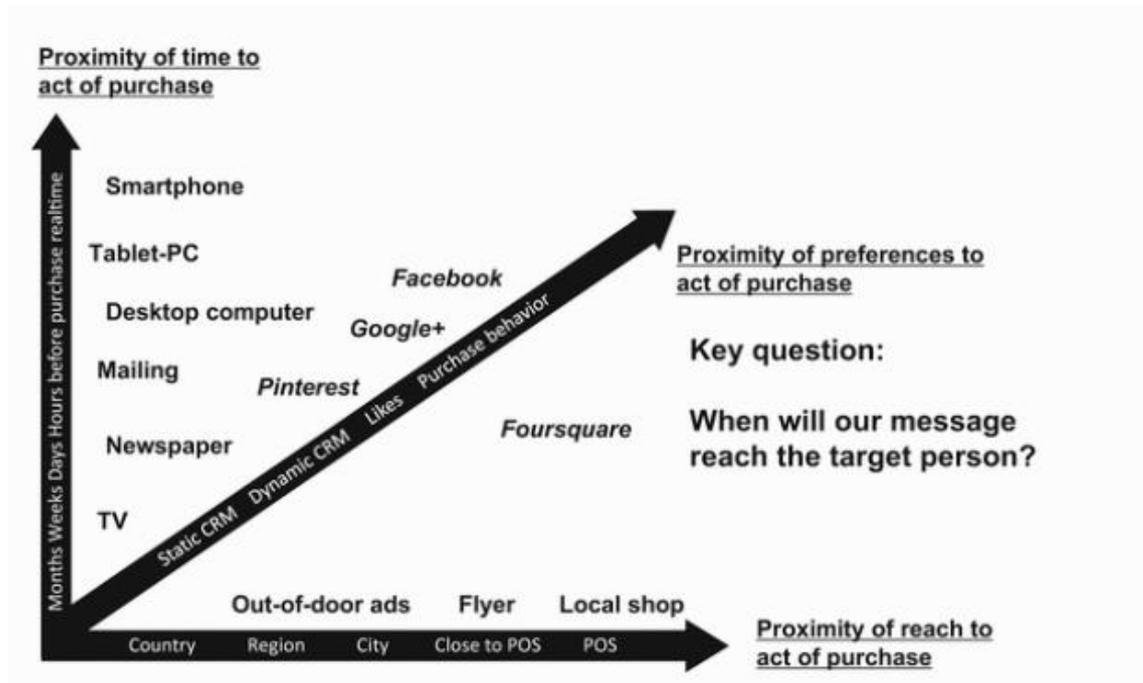


Figure 1. Source: Ralf T. Kreutzer and Karl-Heinz Land. "Digital Darwinism."

## 1.2 Business Challenge

Metropolia University of Applied Sciences has vast coverage of communication in different social media channels. It was however noted that the communication towards previous students lack the communication of added value and effective tools for measuring the success. The alumni program started in 2014 still relies heavily on newsletter based communication.

When looking for new information and seeking better connections the target groups and the groups of other stakeholders need to be informed about the added value the businesses and organizations will provide. That is the way to ensure competitive advantage for the company (Li & Solis, 2013). In the case of Metropolia alumni communication it can be assumed that the communication of added value would also result in better sales value for upper level education and extra degrees.

Kereutzer and Land (2015) found a trend that covers the business challenge of digital Darwinism. It reveals digital, social, local and mobile dimensions of products, services

and complete business concepts. They also add in social media as a separate factor challenge in the future. Social media is included because it has previously unknown power of countervailing the established providers and emerging power of creating new possibilities for regionalization of demand and supply in a totally new manner. With the help of social media, the location-based and the similar minded communities can be reached with location-based and need-shared communication with mobile access to internet services. This way of service will renew the way universities should offer their educational services to students and also to their business target groups.

This creates a vaster challenge for all universities. This study concentrates on the communicational aspect of digital Darwinism and thus the communication through social media channels in the case of Metropolia. The challenge does have three major questions: Does Metropolia contact the alumni group effectively enough through the right communication channels? Does the organizational structure support the content creation that will deliver added value for the target audience? Are there effective measurement tools for directing the actions?

This thesis is trying to find the answer to these three questions with the future action plan improving the communication further. In doing so this should help Metropolia to sell better the educational products to business clients and therefore solve the economic challenges every university has to meet.

### 1.3 Metropolia University of Applied Sciences

Metropolia University of Applied Sciences is the largest on its field in Finland offering education in culture, business, technology, health care and social services. Metropolia has over 16.000 students with 67 degree programmes of which 15 in English. There are 900 foreign students and nearly 90 different nationalities. The vastest field of education is technology, after which comes health care and social services, culture and business.

The staff of Metropolia UAS consists of 1000 persons and variety of expertise. There are highly professional lecturers, teachers but also administrative personnel from variety of age groups and back grounds. Some of them are more familiar with the

modern communicational channels that social media has to offer than the others. This showcases a large scale of skills for modern communication.

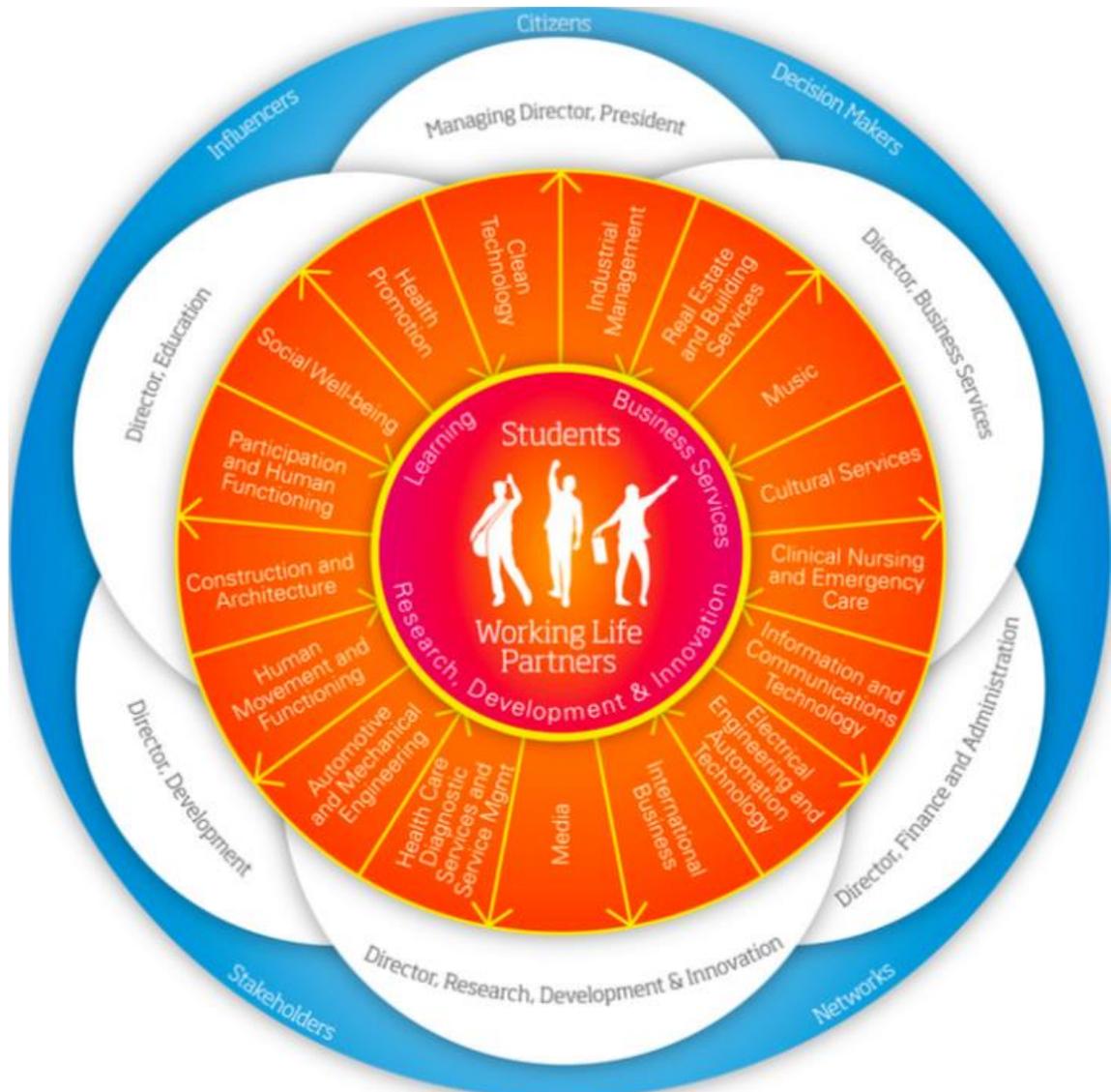


Figure 2. The organisation of Metropolia UAS.

Source: <http://www.metropolia.fi/en/about-us/organisation/>

The Metropolia UAS is owned by the cities of Helsinki (42%), Espoo (27%) Vantaa (26%), Kirkkonummi (4%) and Kauniainen (1%). The ownership can be seen in the LTD's Board of Directors where the biggest owners have their representatives in addition to one representative of staff and one of students.

The organisation is visualized in the organisation flower in figure 2. The outer blue circle represents the working environment of Metropolia. The white petals of this

organisational flower describe the top management group which includes the president, the director of education, the director of research, development and innovation, the director of development, the director of business solutions and the director of finance and administration. The orange inner circle includes all 17 departments and the red centre includes the key operations offered for the two most important target groups, the students and working life partners.

Each department offers variety of degree programmes which have their own advisory councils with representatives of students, staff and working life, serving for a terms of three years. The task of these councils is to further develop the degree programmes in question through initiatives of operation's development, statements regarding key staff appointments and acquisitions, acting as experts of task and operation development and further create and develop connections with working life. It is stated that the advisory councils can also be assigned with other tasks. (<http://www.metropolia.fi/en/about-us/organisation/advisory-councils>)

Metropolia has just renewed and published its strategy for 2020. It aims at strong renewal through being “a bold reformer of expertise and active builder of the future.” (<http://www.metropolia.fi/en/about-us/>) And continues to be the most attractive university of applied sciences in Finland.

### 1.3.1 Alumni Program of Metropolia University of Applied Sciences

Metropolia started its Alumni program in 2014. The structure and the functionalities of the program were build following the master's thesis by Christina Kaarni. In 25<sup>th</sup> of March 2014 the steering group of Metropolia's vice headmaster meeting a decision was made to nominate one person in charge of alumni communication for each department. The meeting also gave a mandate to formulate a plan for public relations of alumni operations in the department of business studies. As an exception to the original decision at the moment there is only one person in responsible of all alumni operations including communication.

In March 2016 there was a total of 72 study programs and around 540 members in the alumni network of Metropolia of which 60 had graduated from business administration. During the internal interviews it became clear that the record of the contact information

of all graduates is not up to date and can be difficult to access and maintain. After graduation each student gain a link through which they can join into the alumni group. There is also separate web page for Alumni available at [alumni.metropolia.fi](http://alumni.metropolia.fi) where links to different social media channels can be found. Alumni group members receive a newsletter four times a year.

The organizational structure of alumni operations was introduced in 2015 in a memo called *Alumnisuhdetoiminta\_Business\_School\_Status 2015*. The suggested structure has its foundation in the idea that all expertise lays in the identity of one's graduation program. Thereby the best expertise of the content for communication is in the professionals of each department. At the moment communications department is in charge of all communication of each department of studies. These persons have also individual social media channel specific areas of responsibility.

#### 1.4 Objective and Scope

The objective of this thesis is to develop better social media communication for the Masters of Business alumni group of the Metropolia University of Applied Sciences. The objective includes a suggestion for organizing social media communication in a way that it is supported by the communication strategy derived from the business strategy. The suggestion takes into consideration the different roles of the social media channels identified in the studies by Kietzmann & al. (2011) as well as the roles and responsibilities of the different departments in content creation.

A set of measurement tools is given to help following through the success of the new organization and work as a driving force for implementation of the new suggested organization. The presumption is that the similar method of social media communication could be implemented into Metropolia level social media communication and in this way also help the marketing of educational products. The scope is narrowed into these areas: the organization of social media communication, the roles and responsibilities of different departments in content creation, the roles of different social media channels in effective communication and measurement tools for the social media communication.

The approach includes a current state analysis on the basis of the examination of Metropolia's general communication in social media channels and critical analysis of its organizational structure. The communication is compared to 12 competing universities in Finland (7) and abroad (5). The results of the channel analysis give indication for where to look for benchmark in different channels, what kind of communication in the named channels would create opportunity for better performance and what channel presence is in confrontational stage and need improvement.

The competing universities for social media monitoring have been used as a benchmark in developing the social media channel presence for Metropolia business alumni communication. The universities were selected through the fact that they offer similar MBA programs with Metropolia. It is assumed that these universities will be in the selective list of the potential Metropolia MBA students and thus offer a relevant group of comparison for benchmark purposes. The research method includes also interviews with the key persons in charge of the Metropolia UAS business alumni communication.

The reason to examine the general communication is due to the fact that alumni communication is only offered for previous students of the universities and it is impossible to reach such a communication without having the status of a previous student. However, the style of the communication in different social media channels still offer a relevant benchmark for general communication as well as for communication for the business alumni. It is also possible to draw conclusions of the usage of social media channels on basis of general communication. In order to get the customer perspective for the current state analysis of Metropolia UAS alumni communication an online questionnaire was made for the alumnus in December 2016.

The Metropolia business alumni program was selected as functional scope because it is concise. Alumni communication in Metropolia is the responsibility of a small group of people who perform it alongside of their other duties. The limitation made it possible to reach key persons for interview in short period of time and use this insight alongside with social media channel monitoring.

The conceptual framework of the proposal is based on the social media strategy developed by Brian Solis called the framework of social corporate philosophy (2015).

He calls this framework “a philosophy” because it follows through the whole organization rather than operates merely as a strategy of an individual action such as corporate communication. The framework is supported by SMART implementation plan introduced by Quesenberry in 2015. The implementation plan relies on the idea that all social media actions should be specific, measurable, achievable, relevant and timely in order to be effective.

For full and effective current state analysis of content marketing strategy should involve a full content audit covering the evaluation of production and publication processes, used technology, marketing and content marketing strategy, used analytics, governance and also content experiences. This thesis does not include detailed content strategy but concentrates on the organization, the selection of channels and the metrics.

### 1.5 Key Terms

Big Data = all data accessed through and provided by the internet.

Digital Darwinism = survival of the digitally fittest in business.

Content Marketing = published marketing activities include content that is created with the purpose of engaging prospects.

Inbound marketing = content marketing

Omni-channel marketing = seamless content marketing experience regardless of the channel or device.

Outbound marketing = interruptive marketing which is more sales and product oriented than content marketing. Opposite to inbound marketing

SEM = Search engine marketing

SEO = Search engine optimization

Social agent = individual within the organization's different departments to provide guidance and support for social media communication.

Social learning = individuals learn from each other through social media channels using shared content and critical thinking.

SMART = The guideline for implementing social media strategy, presented by Quesenberry.

Social media = is limited into the channels which target audiences of Metropolia use to communicate, interact, share, comment and like the content they feel relevant to themselves and that are considered to be relevant for Metropolia

Social media cook book = a guide for internal creation and behavior in social media channels for individuals.

Social media monitoring = in this thesis is limited to tools that help to determine how intensively topics and issues that are relevant to Metropolia are discussed and shared. This focus excludes the discussions of discussion forums and blogs since they are not relevant for this analysis of the usage of social media

Social selling = a situation where the marketers analyze and carefully profile their audiences in order to identify key elements and unique associations which turn them into high value prospects who are likely to be interested in buying the product and then approach the audiences with carefully targeted messages.

## 1.6 Thesis Outline

The conceptual framework of this research consists of three basic ideas. First Brian Solis social corporate philosophy considers the social media strategy as a basic steering philosophy for directing the whole organization. When the word "strategy" is merely a means for a short term direction and tools the word "philosophy" works as a long term guide to steer the organizational operations towards transparent and social communication. The second idea for supporting the hypothesis is the SMART



implementation model from Quesenberry. Where Solis introduces the philosophical model for strategy, Quesenberry introduces practical model through which all actions inside the model should be monitored. The third supporting idea is concrete measurement of the actions. Both Solis and Quesenberry models lack concrete tools for measuring the actions. Hoffman and Fodor (2010) published a ground laying list of metrics for any social media marketer to use. The model introduced in this study is a practical and concrete combination of the three useful tools. The organizational tools are supported by the honeycomb model of the roles of different social media channels developed by Kietzman et. Al. (2011).

The research is based on action research methodology. It has four different main sections. It starts with explaining the starting point of research through the necessity of this research and business challenge in chapter 1. The method and research design along with the data collection method, reliability and validity plan is explained in chapter 2.

The chapter 3 explains the conceptual framework and research based on different studies. It will look into operational aspects of social media used as a tool for the corporate communication covering the fundamentals of the theories by Solis, Quesenberry supported by practical implementation and measurement tools by Kreuzer & Land and Hoffman & Fodor.

The chapter 3 has four subchapters. Chapter 3.1 digs deeply into academic studies made of the social media channels and their traits as well as the different perspectives in relation to corporate communication. It introduces social media communication through comparison of marketing and communication (3.1.1), defining the objectives (3.1.2), evaluating the presence and roles (3.1.3), performing current state analysis (3.1.4), transferring from CRM to social CRM (3.1.5).

The second subchapter continues into explaining social media as a part of a marketing mix in corporate communication (chapter 3.2). It is then followed by subsections explaining the significance of the content marketing (3.2.1), SEO and SEM (3.2.2), characteristics, roles and drivers of different social media channels (3.2.3), corporate communication through blogs and microblogging (3.2.4), brand building (3.2.5), recruiting (3.2.6), customer service and sales (3.2.7) and public relations (3.2.8).

The third subchapter looks into different practical methods of measuring the presence and results in social media channels (3.3). This part explains the measurement principles (3.3.1), automated tools for monitoring social media channels (3.3.2) and marketing automation and social media (3.3.3). The study of the conceptual framework vast and deep. Therefore, a summary of this research is implemented as chapter 3.4 before the fourth part of the thesis.

The chapter 4 discusses the practical research made for Metropolia UAS Business MBA alumni communication. It starts with explaining the existing communication plan for Metropolia UAS and is followed through the current state analysis in subchapter 4.1. This chapter has five subchapters. The chapters 4.1.1 and 4.1.2 concentrate on external analysis of the actions in social media channels. The chapter 4.1.3 includes internal analysis of the social media actions by examining the structure along with tools and resources. The subchapters 4.1.4 and 4.1.5 explain the key findings and conclusions made through the analysis. The chapter 4.2 describes the plan for organization the social media communication and the chapter 4.3 describes the plan for the future roles of different social media channels.

The chapter 5 explains conclusions made thorough the research and makes suggestions for future studies. It is followed by the list of references. The template of internal audit, the complete results of channel audit and questionnaire for alumni can be found form the appendixes 1-3.

## **2 The Method and Materials**

The research approach for this thesis is action research preformed as practice based study. For this type of planning action research methodology suits best as it is practical and allows corrections and adjustments to be performed along the research journey. The research is based on internal and external analysis of current communication and used social media channels. These audits are called the audit of operations (internal audit) and the audit of actions (external audit).

The data is collected through quantitative and qualitative methods. Quantitative method was used for alumni interview and qualitative method for internal interviews of key persons. The audit was made during the November and December 2016.

The as the research framework Brian Solis' social corporate philosophy was selected because it is practical and supports action research methodology. For the current state analysis, the overall Metropolia communication in social media channels was studied and compared with similar communication of competing universities in Finland and abroad in order to get enough communicational material for making conclusions and making the plan.

## 2.1 The Research Design

The research design is described in figure 3. The research starts with studying the conceptual framework. It includes careful studies of the Social Business Philosophy introduced by Solis (2015) and supportive literature. The Social Business approach is supported by other practical frameworks as the framework for SMART implementation by Quesenberry (2015) and measurement tools introduced by Hoffman and Fodor (2010) and Kreuzer and Land (2015).

The conceptual framework continues with the study of the drivers behind the usage of social media as a communications channel in individual level. These drivers are then supported by the honeycomb model of social media channels and their traits introduced by Kiezman & al (2011). This starting point is important in order to deeply understand why organizations need to communicate through social media channels. It also supports the planning of the internal organization for social media communication in chapter 4.2 and the role setting of different channels in chapter 4.3.

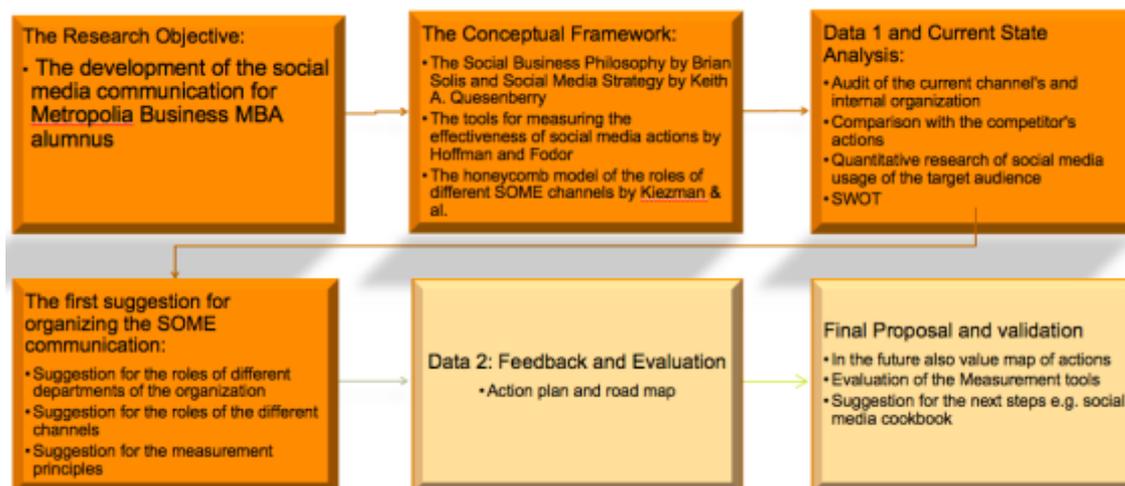


Figure 3. The research design.

From the conceptual framework practical tools for the data collection 1 were selected. The data collection methodology is explained in chapter 2.2. On the basis of collected data and the conclusions derived from it, initial social media communications plan was made. The plan includes recommendation as future organization of content creation for social media channels, the tools for measuring the success and suggestions for the roles of different social media channels.

The data collection phase 2 was planned to be the second phase of this research. Metropolia UAS is in the middle of implementing new strategy for communication. While doing the internal and external audit, it became obvious that the feedback of the plan and the future actions can be suggested but the adjustment depends on the new communications strategy, resources and willingness of the organization to start implementing the suggestion. There is no possibility to effectively implement the second phase in the originally planned time frame. This way also the final proposal which should also result a social media cookbook, value map of actions and implementation plan of activities will be a topic of future studies.

## 2.2 The Data Collection and Analysis

The data collection was made from two different perspectives 1. the internal perspective and 2. the external perspective:

- 1) Internal organization of social media actions in alumni work are reflected through Brian Solis framework of the Social Business philosophy. (Solis, 2012) This is called an audit of operations. The audit includes mapping of the internal infrastructure for management and content creation to social media channels through internal interviews (appendix 1).
- 2) External actions and the effectivity of the usage of social media channels are reflected using Keith A. Quesenberry's framework of marketing and advertising in the consumer revolution (Quesenberry, 2015) and performing a quantitative inquiry among the alumni of Metropolia Business MBA (appendix 2). This is called an audit of actions or the channel audit. This audit includes mapping of the current channel activity using the table introduced by Quesenberry and modified according to the Hootsuite suggestion (appendix 3). Another set of information is collected via benchmarking the competitors' communication in a period of 2-3 weeks.

The channels selected for external monitoring were the channels that are already in active use by Metropolia UAS and are generally acknowledged as the most active social media channels in Finland. This view was also supported by the answers collected through questionnaire to Metropolia Business alumni. The questionnaire is more closely analyzed in chapter 4.1.2.

The channel analysis also requires benchmark (Quesenberry, 2015). The universities for benchmark were selected through the fact that they offer similar MBA programs with Metropolia. It is assumed that these universities will be in the selective list of the potential Metropolia Business MBA students and thus offer a relevant group of comparison for benchmark purposes.

The data collected through qualitative and quantitative methods are first examined through SWOT analysis in order to establish the current state. On basis of the current state a plan for social media communication to Metropolia Business MBA alumni is designed. The plan includes a suggestion for organizing the content creation, suggestion for measurement of the effectiveness of the actions and suggestion for the roles of different social media channels in communication for the named target audience.

The analysis of the collected data is based on subjective reflection of the aforementioned conceptual frameworks. The findings are discussed with the representatives of the communications department in Metropolia. Also suggestions for future studies and actions are made as the social media communication is constantly evolving in its nature.

### **3 Social Corporate Philosophy and SMART implementation**

This section explains in detail the social corporate philosophy by Brian Solis. It considers the concept of the social media strategy as a basic steering philosophy for directing the whole organization. When the word “strategy” is merely a means for a short term direction and tools the word “philosophy” works as a long term guide to steer the organizational operations towards transparent and social communication. The steering model is supported by SMART implementation model from Quesenberry. Where Solis introduces the philosophical model for strategy, Quesenberry introduces practical model through which all actions inside the model should be monitored. The third supporting idea is concrete measurement of the actions. Both Solis and Quesenberry models lack concrete tools for measuring the actions. Hoffman and Fodor (2010) published a ground laying list of metrics for any social media marketer to use. The model introduced in this study is a practical and concrete combination of these three useful tools.

The measurement model is explained in more detail in subsection 3.3.1 Measurement principles. Many authors have discussed how the social media strategy should be in connection with the company’s business and communication strategies (Kiezman &al., 2011; Safko, 2012; Lenoardi &al.,2012; Holloman &al., 2013). They also state that in order to successfully formulate the strategy and put it into action it needs organizational support and ownership of the lead group.

Solis (2013) takes these ideas further and introduces a philosophy that puts the customer in the center of all operations and builds the philosophy around the value created to the customer and the needs the customer has for the company. Thus the building of the social media strategy for the company does not come only from internal

functions but also takes into consideration the external needs created towards the company's operations. He takes the strategy further and calls it "philosophy" in order to give it fundamental power for steering the company in long term.

Where Solis explains the internal and external requirements of formulating social media strategy Quesenberry (2015) looks at the long history of marketing and the development of analyzing tools for marketing. He noted that the actions had become more engineering the message for target groups rather than a dialogue with different audiences. Social media is bringing back the dialogue between the company and the clients and this should be understood also in designing marketing strategy and actions.

The way to monitor the actions today should be through SMART guidelines (Quesenberry, 2015, pp.45) where S is for specific, M for measurable, A for achievable, R for Relevance and finally T for Timely. All objectives should also have a measuring instrument that is derived from the targets and goals set in business strategy. These measuring instruments are discussed in more detail in the section 3.3.1.

Together these two fundamental models form the basis of an effective social media strategy formulation and are supported by measurement tools. Solis takes into consideration the whole organization and its ability to put the client in the center of all operations and Quesenberry compliments this with hands on evaluation tools for implementing the social media strategy in the most effective way. Hoffman and Fodor's measurement instruments support these models.

### 3.1 Fundamentals of Social Corporate Philosophy

As discussed earlier Solis introduced the concept of digital Darwinism in 2015 which supports the idea of Social Corporate Philosophy. Where many other researchers and paper writers (Kiezman & al., 2011; Safko, 2012; Lenoardi & al., 2012; Holloman & al., 2013) concentrate on the mechanical and processed social media performance. Li and Solis (2013) state that there is a difference between companies that are implementing a social media strategy as a social media tactics and that are building a social business. They define social business strategy: *"The deep integration of social media and social methodologies into the organization to drive business impact"* (Li & Solis, 2013, pp.2) Social media strategy in lays out the channels, platforms, and tactics to

support publishing, listening and engagement as tactical actions. The word “strategy” is merely a means for a short term direction and tools the word “philosophy” works as a long term guide to steer the organizational operations towards transparent and social communication and in this context towards social business.

The basic idea includes people at the receiving end as humans expecting to be communicating with humans – not brands and corporates with target groups. Social corporate philosophy takes into consideration the idea that both the message deliverer and the message recipient have human needs and drivers to communicate. This is why it is very important to at first take a look into the way the organization supports message delivery. Are there existing structures that allow human communication in different organizational levels for external groups? Are these structures supported and measured by the organization’s strategy and strategical goals? Does it engage the right resources and people within the organization?

Social business strategy includes two important criteria (Li & Solis, 2013, pp 3,4):

- 1) social media initiatives are clearly aligned with the strategic business goals of the organization.
- 2) these organizations invested also structural alignment and support that enables the execution of the strategy

It is also noted that a fully formed, coherent and integrated social business strategy does not build itself instantly and it is not ready as is. It develops and evolves over time. This also means that metrics and stated engagement are not staple. That is why it is important to align social media strategy with business objectives, activities and outcomes.



Charlene Li and Brian Solis



Figure 4. The framework of social corporate philosophy.

Source: [http://www.briansolis.com/2015/04/7-success-factors-social-business-strategy-infographic/Social Media as a Part of a Corporate Communication Strategy](http://www.briansolis.com/2015/04/7-success-factors-social-business-strategy-infographic/Social%20Media%20as%20a%20Part%20of%20a%20Corporate%20Communication%20Strategy)

Li and Solis (2015) have visualized the framework of social corporate philosophy in the infographic of 7 success factors of the social business strategy (figure 4). First, like any proper strategy, also social business strategy needs goals that should be in line with the objectives set in business strategy. Second there is a need for a long term vision in order to stay on track. This also needs to be communicated for the whole team. Third there is a need for support from the executive team in order to have influence on business. Only fourth becomes the strategy roadmap which helps to plan the route towards the strategical goals and keep the focus. Fifth element is social media governance and guidelines which defines the process of listening and responding to clients and other stakeholder groups. Sixth element is the plan of adequate staff, resources and funding. This can also be outsourced but securing internal resources is fundamental in order to secure the growth and meet strategical goals. Only seventh becomes the investment in technology platforms. Technology should be the enabler and supporter not the driver of the strategical goals.

To fully understand the philosophy, it should be recognized that basic need structure of human beings should form the basis of all organizational communication. It is no

different in social media channels. There are several illustrations and research made on the concept through social psychology studies, but I choose here the illustration (Figure 5) by Kreutzer and Land (2015), which explains the basic human needs for creativity/ self-fulfillment, solidarity, being and freedom/ autonomy. Solidarity includes the need for safety and belonging into a partner, family, team, group, company or organization – the need to be a part of “something larger”. Social media allows individuals to form self-created groups through sorting their contacts, friends and followers, but also to form or become a part of a group with shared interests from off-line world which can be open to anyone, closed with entry through approval, or secret with entry through invitation (Kiezman et. Al. 2011). The need for grouping includes also negative part, which can show itself as dependency on third parties and self-abandonment. In contrast to solidarity there is freedom/ autonomy which pursuit power and control in connection with self-determination. The other aspects of basic needs are creativity/ self-fulfillment which include the ability to create something and have an effect to performance. This is in loose connection with being accepted because you “exist”.

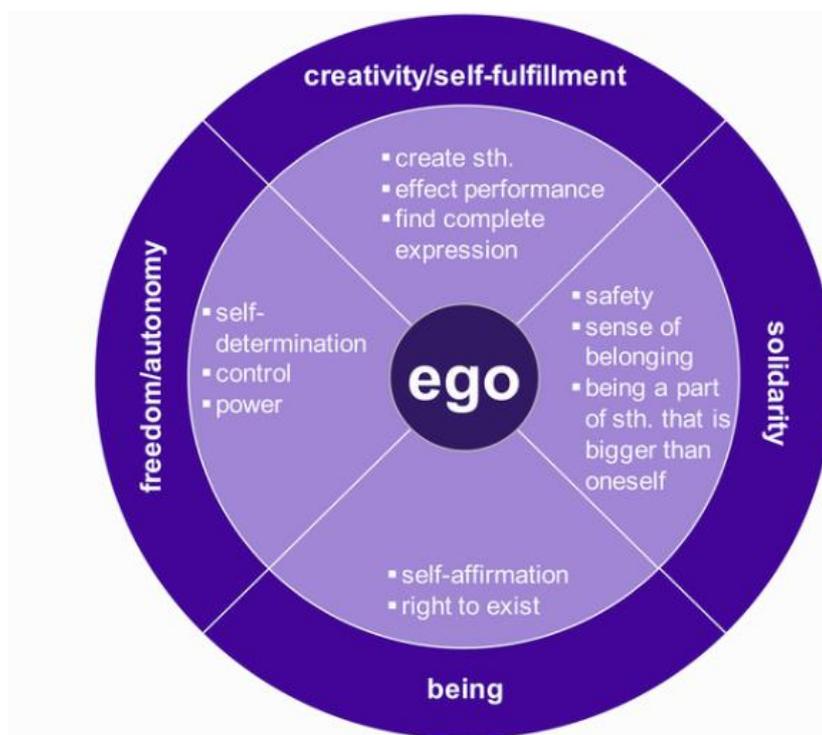


Figure 5. The basic need of human beings. Source: Kreutzer & Land, 2015 pp.98

The basic principles of communicating in social media (Kreutzer & Land, 2015) include honesty/authenticity, openness/transparency, communication at eye level, relevance and continuity/ sustainability. Social media marketing is often studied as a part of external communication which includes interaction with clients, vendors and the public at large. It is also important to understand that within corporate communication strategy social media plays significant role in internal communication.

Enterprise Social Media definition by Leonardi et. Al. (2013, pp. 2) does not really differ from the definition that is used for the social media in connection with external communication:

*“Web-based platforms that allow workers to (1) communicate messages with specific coworkers or broadcast messages to everyone in the organization; (2) explicitly indicate or implicitly reveal particular coworkers as communication partners; (3) post, edit, and sort text and files linked to themselves or others; and (4) view the messages, connections, text, and files communicated, posted, edited and sorted by anyone else in the organization at any time of their choosing.”*

Social media provide visibility and persistence over time for the communicative actions of others and expand the range of people, networks, and texts from whom people can learn across the organization. (Leonardi et. Al. 2013) For any organization but especially for universities such as Metropolia this increases the opportunities for social learning. Organizations should therefore have a strategical decision of using social media as an internal communicational channel where traditional organizational silos formed by different departments and job descriptions operate as fences for information flow. By harnessing social media as an operational part of internal communication will empower the organization for more effective external usage of the social media channels.

In addition to traditional purpose of corporate communication as a tool for participation and effectiveness, the social media requires adaptive practices such as monitoring the environment and helping the organization to adapt the needs noticed from the environment, and to identify the new environments to suit the needs of the organization. To be able to do this the organization needs guidelines and support from communication department or other named persons who can provide assistance and comprehensive monitoring of social media content. This may lead into tension between

those who are concerned about security, privacy and reputation and those who are in favor of open and transparent communication (Macnamara and Zerfass, 2012). To ease these tensions Macnamara and Zerfass (2012, pp. 302) identified social media governance as comprising:

- *Social media guidelines for communication in various channels*
- *Monitoring tools for stakeholder communication on the social web*
- *Training programs for social media*
- *KPI's for measuring social web activities*

The social media communication even today is based vastly on experimental and sometimes ad hoc content rather than strategically planned and mapped actions. This is due to the nature of instant messaging, commenting and reaction based communication (Macnamara and Zerfass, 2012). This does not rule out the need for a basic plan and strategy where social media channels are given roles and channel based descriptions of roles they play in overall communication strategy for the corporate. The next chapter will discuss the role social media communication should take.

### 3.1.1 Marketing vs. Communication in Social Media Channels

From the basic needs we can continue towards the motive structure of the social media introduced by Kreutzer & Land (2015, pp.100). The structure shows the need of communication as a funnel (Figure 6) including commercial and non-commercial motives, the dimensions any organizational communication should include. The commercial motive includes similar aspects to general sales funnels: purchase, selling, finding business partners, acting creativity out with commercial reward. Non-commercial motives include gaining and sharing information, self-expression, search and nurturing social contacts and acting creativity out without commercial reward. This gives effective framework for social media strategy as evaluating the motivational drivers in using different social media channels for communicational purposes. This funnel also supports Solis' view on corporate social philosophy's step 4 the strategical roadmap.

The difference of the two opposite views is important when setting the targets and evaluating the performance. Thereby it is important to have action based targets and also over all targets of communication. These two should be then derived from the communication strategy and evaluated accordingly. A deeper discussion of targets can be found from the section 3.1.3.

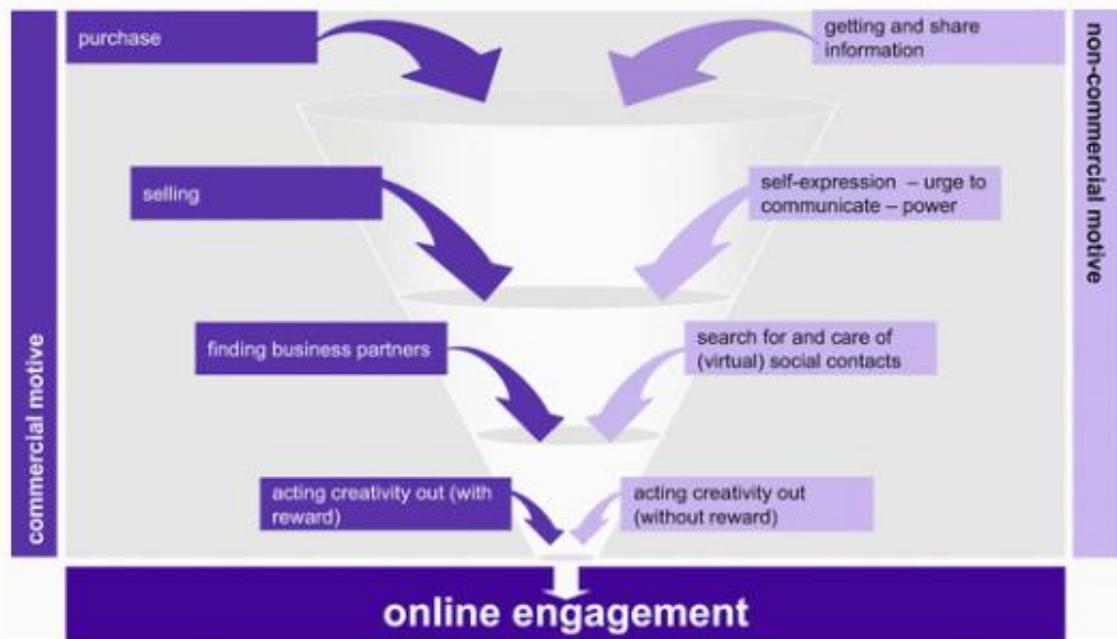


Figure 6. The funnel of online engagement by Kreutzer & Land (2015) pp. 100

### 3.1.2 Defining Objectives for Social Media according to SMART implementation

The objective for each social media strategy should originally stem from the business strategy of an organization. The business strategy forms guidelines for the matters the communication through social media channels is expected to achieve. It gives indication of the budget and resources and places the social media communication in its logical place in communication strategy. (Solis 2013, Kreuzer & Land 2015, Quesenberry 2015).

After the fundamentals have been placed some more detailed instruments for objectives are at hand. SMART Guidelines introduced by Quesenberry (2015, pp.45) gives a starting point for setting the objective.

S = Specific, the objectives should be exact and expressed in concrete terms. E.g. the objective for sales increase should have direct link to sales figures which is possible through online sales. Only after that it can be expressed as an exact percentage of euro increase. If the objective is to increase awareness this should be in clear connection with the awareness among the target audience.

M = Measurable, the objective is useless unless it is measurable. If there is the target to increase sales for 5 %, the current sales level should be known. The same goes with awareness. The current level of awareness should be stated so that the objective can be measured. It is important to set the starting points for development to be seen. The tools for measurement are discussed in more detail in section 3.3.1.

A = Achievable, the objectives should be set in a level that they are reasonable. It is no use to set objectives so high that it is plan for failure nor it is not reasonable to set the objectives so low that they can be reached without any efforts.

R = Relevant, the objectives must match the vision and mission statement of an organization. Without relevance, specific, measurable and achievable objectives may not be important to the leaders and will not require direct contribution from the organization.

T= Timely, the objectives need to have a time line or exact due date to create sense of urgency as in any change management situation. Time is in connection with measurable results – each effort should be measurable and given a reasonable time to perform, then it can be judged whether the efforts were success.

### 3.1.3 Evaluating Presence, Roles and Resources

Many social media consultants, gurus and bloggers have explained the power shift from the brands to the consumers in means of defining the brands. It is still important to remember that the consumers have greater control over their online experience, but

the brands still have the control over the rules and the framework for participation in social media (Hoffman and Fodor, 2010).

The company strategy defines presence and roles of social media communication and marketing. It is the responsibility of the person in charge to control who writes a blog or posts a feed devoted to the brand, what kind of rules and participatory framework there is, and to set the rules of how clients will engage with the brand in each social media space. It is very important that the roles and presence is defined and people educated to communicate in the dynamic and constantly evolving social media environment. The role of communication department becomes essential giving support for the individuals to succeed in their communicative task (Hoffman and Fodor, 2010; Safko, 2012; Solis, 2013; Malthouse & al. 2013).

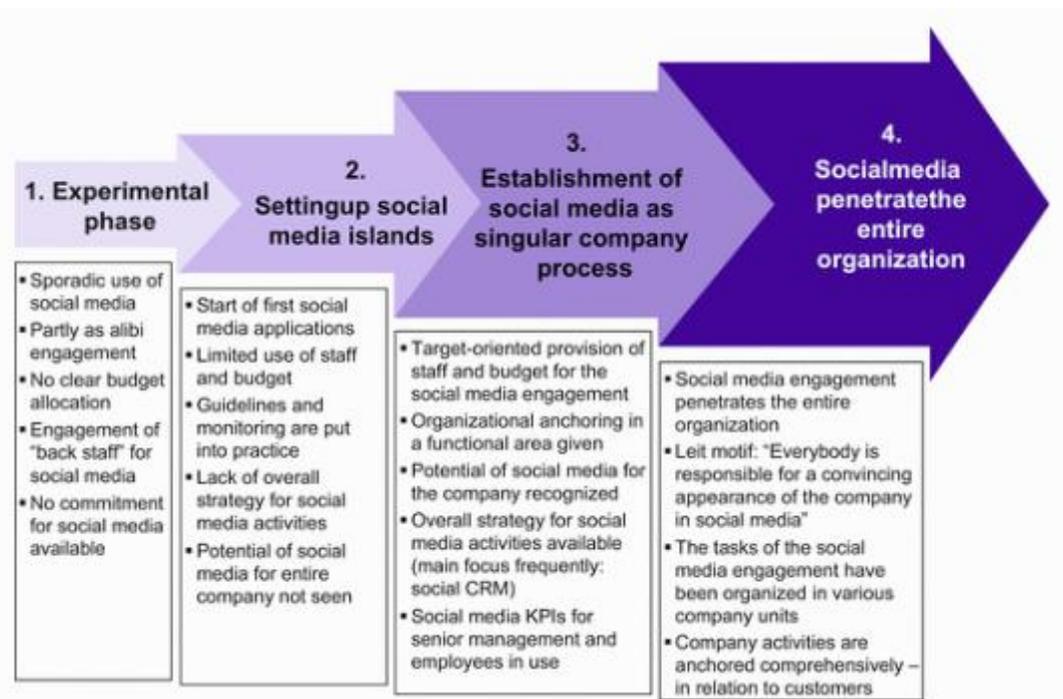


Figure 7. The four steps of social media communication. Source: Kreutzer & Land, 2015, pp. 426

Kreutzer and Land (2015, pp. 426) described the presence of social media communication in an organization through widening arrow (Figure 7). The first step for any organization is the experimental phase where there is no clear budget allocated to the social media actions and the actions are scattered or "sporadic" without sound

commitment to the actions. The actions depend on the activity and interest of the individuals. The second phase includes a bit more formalized actions where several social media channels are in use, guidelines are formed, some budgeting is allocated for the actions, but it as well as the usage of the staff is limited, yet the strategical approach is missing as the potential of social media as adding value for the entire organization is not fully understood. The third phase anchors social media into the organizational functions through adequate resources, budgeting and KPI's. The main usage of social media is on social CRM but there are named staff members in charge of actions taken through social media channels. In the last fourth phase, social media is natural part of the organization's communicative actions. The roles are set throughout the organization, tasks and responsibilities are clear and KPI's support the activities derived from the organization's strategy. This is a view that supports Solis' social corporate philosophy.

It is important for organizations to understand the roles of each department and persons in social media communication in order to succeed. It gets vital to have cross department teams to plan and execute communication which may sound easy but seldom is. Long existing departments can develop a "silo syndrome" where "a department functions like marketing develops its own cloture and has trouble working with other functions such as operations, customer service, or sales" (Quesenberry (2015) pp. 61).

The roles and resources can be set up through the natural roles different departments have. Quesenberry (2015, pp.192; introduced here as table 1) suggests a forming of a cross-functional social-care team which is in responsible for communicating the needs and KPI's of social media through the organization and also gives support for the individuals volunteering for social media communication in behalf of the organization. These individuals are named "social agents". Their task is to ensure consideration of social media in different communicative actions and also adequate amount of content generation form different departments.



Department	Responsibility
Customer Service	Set up to be the main point of contact for service-related issues
Marketing	Promote social support and provide brand briefing on communication style
Corporate Communication/PR	Develop crisis and stakeholder communication plans
Legal	Define social media policies that govern agent responses
Human Resources	Define hiring profiles and set training standards for social agents

Table 1. Cross-Functional Social-Care Team Organization and Responsibilities Source: Quesenberry (2015), pp. 192.

When evaluating resources, it is important to remember the dynamic nature of social media communication. When traditional campaign is launched there is not much for the marketing department to do but to wait for the results. Hoffman and Fodor (2010) introduced the 4 c's of content creation for social media. Connections, creation, consumption and control. The social media campaign actions continue after the launch with listening the actions of consumers. The consumers do not only "consume" the campaign but they have the possibility to comment on it (create), share it with friends or other interested parties (connect) and provide their own notions about it (control) for anyone to see and view. The listening must lead into action when needed e.g. if there is a question or a comment on a blogpost there needs to be a person to react accordingly.

#### 3.1.4 Current State Analysis for Social Media Actions

To formulate an effective strategy, it is always necessary to perform some kind of an analysis of the current state. What is a current state? according to the Business Dictionary current state is:

*"A present set of circumstances. In assessing the value of a business for investment purposes, it is very important to closely review its current state with respect to its assets, debts, cash flow and goodwill."*

Any book of strategic management will introduce the principle of analysis of the current state before starting to formulate new strategic approach for business planning. In

almost all publications current state analysis is defined as a blunt execution of evaluating the current state of things at hand. Depending on the project of which the current state analysis is the starting point, it is important to analyse where we are and where we want to be. In this way current state analysis is widely considered to be a fundamental part of strategic planning. (Whittington & al. 2014)

For creating social media strategy, a current state analysis is a very fundamental tool. Safko (2012) considered current state analysis to be the starting point of a strategical communications planning. The current state analysis for social media strategy should include analysing of the overall digital presence of the company starting from how the company's web pages can be found (search engine management) ending to the channel specific traffic statistics provided by Google or any other web traffic measuring tool.

Holloman (2013) in his collection of case studies, points out how important it is to analyse both the company's own communication as well as the competitor's communication when formulating own future strategy. Also all Holloman's interviewees in his collection of case studies remind how they started to excel in their social media operations by performing through current state analysis across operational business unit's communication and their current role in social media.

Kietzmann & al. (2011) in their article remind that it is important also to benchmark companies that excel in social media communication. This way the wheel does not need to be reinvented and lessons can be learned from other companies.

All these previously mentioned authors remind that social media is not an independent channel of communication nor can it be insulated from all other forms of business communications. In fact, social media channels should be implemented as an additional corporate communications strategy as well as in marketing communication channel selection. This way the current state analysis in relation to social media strategy will also include an overall audit of all social media communication channels used either by the individual worker as a private individual or as a representative of the business organisation and as a channel for internal or external communication. (Leonardi & al. 2013)

### 3.1.5 From CRM to Social CRM

Social media strategy can not be created without considering CRM. Many articles (Woodcock et. Al, 2011; Heller & Parasnis, 2011; Kreutzer & Land, 2015) argue that a new approach to CRM is essential for all companies to survive in the contemporary constantly connected world in which social media is a fundamental form of communication. Through social customer relationship management, the organizations could learn to know their customers and build deeper interpersonal relationships. Solis & Li, 2013 and Kreutzer & Land, 2015 call this new approach “a social customer relationship management SCRМ”.

Ang (2011) has an opposite view. He points out that SCRМ in many cases is nothing more than old ideas of one-to-one marketing, relationship marketing or customer engagement applied to social media. By following this approach companies then forget the original idea of social media being interaction within the social media community and often anonymously. They should in fact use social media as a value creation and through this type of approach set difference between themselves and competitors. The assumption is that before utilizing social media for CRM we should understand how consumers use the channels. Ang suggests that there is an existing need for connection, conversation, creation and collaboration with each other which has enabled the rise of social media in today’s position in consumer’s lives. It needs to be reminded that not all of the channel users necessarily want to be the customers. He and also Heller & Parasnis (2011) and Kreutzer & Land (2015) state that many consumers do not actually want to have a relationship with an organization pointing out that most social networking relationships are personal rather than professional in nature. This is why they value their network and personal relationships within personally established network and thus dislike anything commercial to intrude this social space.

So where does this new approach of CRM lead us to? If we consider any CRM system to be a warehouse of client data traditionally generated by the sales and payment history which is enriched by some background information such as age, gender, family size, address etc. These are so called operational responses to manage the customer relationship as means for extracting the greatest value form the clients over the lifetime of the relationship in the means of cross-selling and up-selling actions (Heller &

Parasnis, 2011; Malthouse & al. 2013). In B2B business environment many background information is fed into the system by sales people. In consumer world this information is fed into the system by the client itself if it is required. This way of performing should lead into better targeted client communication with relevant content.

Social media enriched CRM systems where the client logs in with e.g. Facebook user details make it possible for companies to harvest the information from the CRM system into better targeted marketing campaigns. Kreutzer & Land (2015, pp.343) made informative illustration (figure 8) of the activities supported by SCRM. It does not only include better targeted marketing campaigns, market research possibilities and other traditional supportive actions any well maintained CRM system will provide, but it also gives active possibility for clients to evaluate and recommend the company for their peers, helps to monitor communication around the company, improves possibilities for e-commerce and customer service. Organizations need to understand the shift of power that follows this new strategical approach – instead of managing customers the role of the organization is to facilitate collaborative experiences and dialogue that customers value. In exchange for their time, endorsement and personal data consumers expect something tangible (Heller & Parasnis, 2011).



Figure 8, The fields of activity of social CRM by Kreutzer and Land, 2015, pp 343

The basic target for CRM is to establish intensive customer relationships and gather the information generated by customer's actions such as ordering, invoicing and

quotation behavior into joint database. The more advanced the systems are the better also marketing and communication data can be stored into the same place. Social CRM ads more detailed information about customers with the aim of higher extent of engagement. Kreuzer and Land (2015) provided a nice summary of the differences between the quality of data stored in classical CRM system and social CRM system (table 2).

The table X explains not only the setup costs but also the data quality and the very important social media element “trust”. Classical CRM system is more or less system based investment where social CRM is free as long as the channels for communication and analysis are free. Costs of maintenance in both cases are dependent on the requirement of human labor. The difference becomes more interesting from the eyes of marketing when the degree of data depth and the life cycle of data are explored. The depth of data is significantly different and more up to date in social media channels when the individual her/himself is in charge of maintaining the correct information. The element of trust plays important role securing the validity of given data.

	Classical CRM	Social CRM
Setup costs	Usually > \$ 100,000	Free
Costs for maintenance	Usually > \$ 50,000	Data maintenance by user and network operator (e.g. Facebook)
Width and depth of data	Rather narrow and flat (depending on meticulousness of company)	Very deep (depending on type of token)
Half life of data	Ø 24-36 months	Continuous maintenance by users
Required extent of trust	Low to average	High (correlates with type of token)

Table 2. The difference between classical CRM and Social CRM by Kreuzer & Land, 2015, pp 353:

Woodcock et al. (2011) point out that SCRM does not replace existing CRM, instead it should add more value to the information stored of the clients. It should operate more

as the connector of social data with existing customer records and through this connection enable companies to provide deeper, new forms of customer insight and help forming relevant content.

### 3.2 Social Media as a Part of Marketing Mix and Lead Generation

Social media marketing has become an essential part of a marketing mix for any organization (Solis, 2012; Kreuzer & Land 2015; Kiezman & al., 2011; Safko, 2012; Lenoardi & al., 2012; Holloman & al., 2013) The concept of marketing is used to enhance brand awareness, to communicate with customers/ prospects directly, to launch new products in some cases also to engage target audiences into resourceful dialogue and sharing. The driving force behind social media marketing is the easier way to measure and quantify marketing results by assessing click-through rates, number of likes and followers, the amount of directed traffic etc. than it is to analyze conversions into leads form traditional marketing communication as advertisements in TV or magazines.

Through social media marketing organizations engage in a three-way communication where the information is considered more reliable compared to one-way advertisements and better than two way interactions. (Vel & al. 2015) This can also be called social selling where after analysis and profiling the high value prospects who are likely to buy the product are identified and targeted with carefully designed message. This type of marketing communication is expected to create warm foundation for face-to-face and other personal selling approaches in such a measure that it would eventually make cold calling irrelevant (Vel & al. 2015).

The effective social media marketing understands the customer journey as an essential part of building trust between the brand and the consumer (Holloman & Rowley, 2014) Kreuzer and Land (2015) described the customer journey in social media to consist of 4 steps before reaching the goal (figure 9). The first step is creating commitment through attracting members of the target audience as fans ready to share tokens (their individual information such as age, gender, area of location, relationship status, music-, book- and film preferences, political views etc.) The second step is to reach these fans via news feed with relevant messages in order to inform them of mutual interests. This would not mean only information on the organization's own products and services but

all of which would be of interest to the target audience – even provided by the competing organizations. The third step is to engage the audience via shared content creation as comments to the posts and content provided by the organization. This leads towards the fourth step which is viral distribution where the content is shared by the target audience to their friends and other connections. This finally leads into high reach and potential increase of social media marketing ROI which will be further discussed in chapter 3.3.1.

This way the actual lead generation can be identified as final jump of a customer journey where the trust worthiness of the brand is built by relevant and interesting content. It means that the organization needs to be able to identify the situation where this type of engagement is happening and furthermore identify the parties engaged in such a discussion.

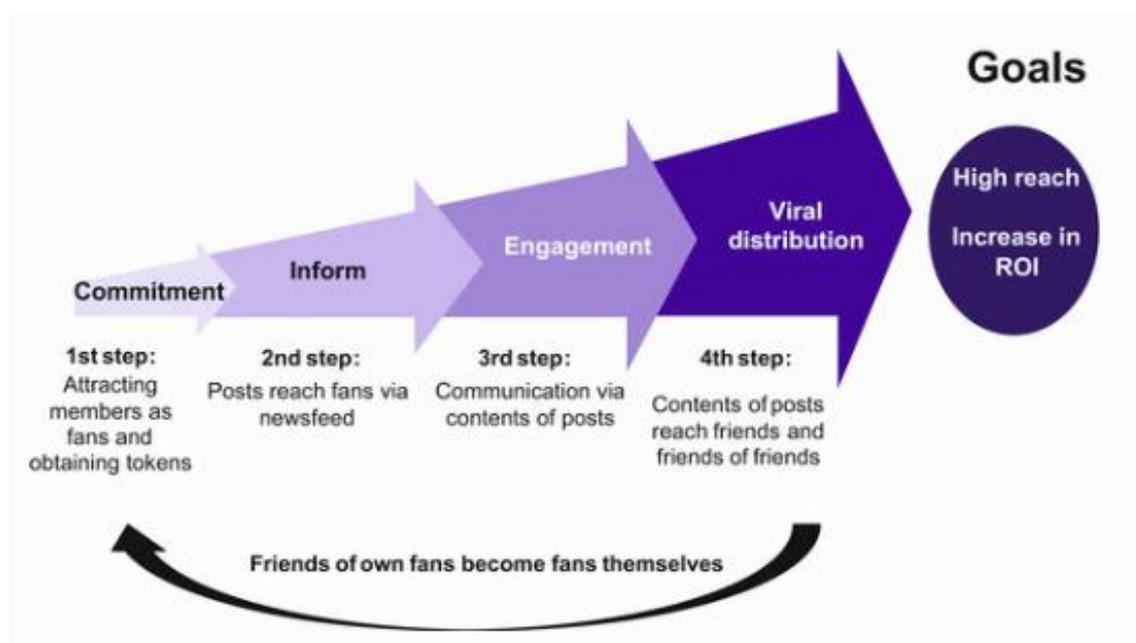


Figure 9. Four steps to success through social media. Source: Kreutzer & Land, 2015, pp. 357

### 3.2.1 Content Marketing/ Inbound Marketing

Content marketing can be defined as inbound marketing in B2B business environment (Holliman & Rowley, 2014). The content marketing has high dependence on social media (Vel & al. 2015). In this context the target audiences are fed carefully designed content that recommends the brand as relevant solution to their needs. It takes a step away from pure selling messages and brand centric approach. It introduces the organization into taking a customer centric perspective on their activities, which in its part engenders higher customer and prospect trust. It is not a campaign led activity, it becomes a business culture (Solis, 2013; Holliman & Rowley, 2014; Quesenberry, 2015).

The content is the key element of the social media marketing as it is for all digital marketing (Karjaluoto & al. 2015). The content can be anything from web pages, to dynamic rich media content e.g. videos, podcasts and user generated or interactive content as long as it is information driven (Rowley 2008). The essence is to first create the relevant content for targeted audience, and after that start the process of co-creation, sharing and commenting in order to engage the customers (Holliman & Rowley, 2014). This way the inbound marketing (content marketing) differs from the interruptive, outbound marketing which does not really consider the true relevance of the message towards the target audience but is more direct sales oriented and product centered push marketing.

The content creation makes the organizations to be also publishers of information and stories related to their brands. It then includes the aspect of trust to customer relationships (Holliman & Rowley, 2014). For universities the content creation with the target audiences is relatively simple. It is the question of inviting own or visiting lecturers to release articles, videos, key note speeches, blog texts etc. based on their research for the university to publish and engage audiences into dialogue. The aim should be the lead generation and strengthening the image of the brand (Karjaluoto & Al. 2014).

In order to create effective content for inbound marketing it is essential to understand the customer journey as discussed in the previous chapter. It is also important to make exploring and understanding of the customer journey as a part of examining the marketing results and be able to reflect the findings on relevant actions such as solving



a problem, recruiting a new subject expert for better content creation, building a partnership etc. (Holliman & Rowley, 2014).

The content marketing actions should be supportive for the dimensions of social CRM. The actions should be put in category to either produce content for lower engagement or higher engagement. The organization defines the level of engagement that is expected from the action. Low engagement as “liking” or impressions in which case the target group passively consumes the content or higher engagement in which case the target group actively process the role of the brand by commenting, creating a review or even video in relation to the original message (Malthouse & al. 2013).

### 3.2.2 SEO and SEM

Search Engine Optimization (SEO) or search engine positioning “is the process of identifying factors on a webpage which would enhance ranking in appearance on search engines” (Vel & al. 2015, pp. 429). In this process the content of the page as the main elements, keywords, backlinks and page based metadata is fine-tuned in a way to achieve the highest possible visibility in a search engine result. SEO and SEM can also be defined as pull marketing technique where customers are actively pulled towards the brand website (Holliman & Rowley, 2014) or towards their social media profile page. As such search engine optimization acts only as foundational support for the social media actions. It can increase the effectiveness of exposing target audiences to the organization’s web site and social media efforts (Castronovo & Huang, 2012). Vel & al. (2015) also noted that web surfers who do not find the desired content on the first page of the results would rather search another query for more information than move to subsequent pages of the result.

The success of such activity is measured and analyzed through web site rankings and traffic, impressions, clicks, referrals and back links (Castronovo & Huang, 2012). These metrics are available through used search engines. The success in these metrics can be accomplished also by paid insertion when an institution or company pays for its site to appear as an advertisement alongside each result that use a particular keyword. The so called organic means of search engine optimization for similar results include the company or institution to include certain keywords into the metadata of each webpage

or make sure the back links work effectively. This is also called search engine marketing or SEM.

In relation to social media these SEO and SEM actions are in a supportive role. They make the organization easier to find. The actions also help to build an active reputation of the organization when there are several profiles listed from different channels. The searcher can then be directed to interesting conversations, content and activities provided by the brand and thus introduced to the style of communication each social media channel enhances (Solis, 2013; Kreuzer & Land, 2015, Booth and Matic, 2011)

### 3.2.3 Characteristics, Roles and Drivers of Social Media Channels

The identification of different social media channels through their characteristics, roles and drivers is important for effective content sharing. From the vast variety of channels only those that support and best fit organization's social media plan should be considered (Quesenberry 2015).

Kietzman et. Al. (2011) introduced a honeycomb model (figure 10) as a framework for understanding the building blocks of social media functionalities. The same model has been used later on with several other consultants and writers as it summarizes well the differences and drivers of the different social media channels. I use the same model as the basis for describing the characteristics, roles and drivers of the social media channels selected to support Metropolia's social media strategy.

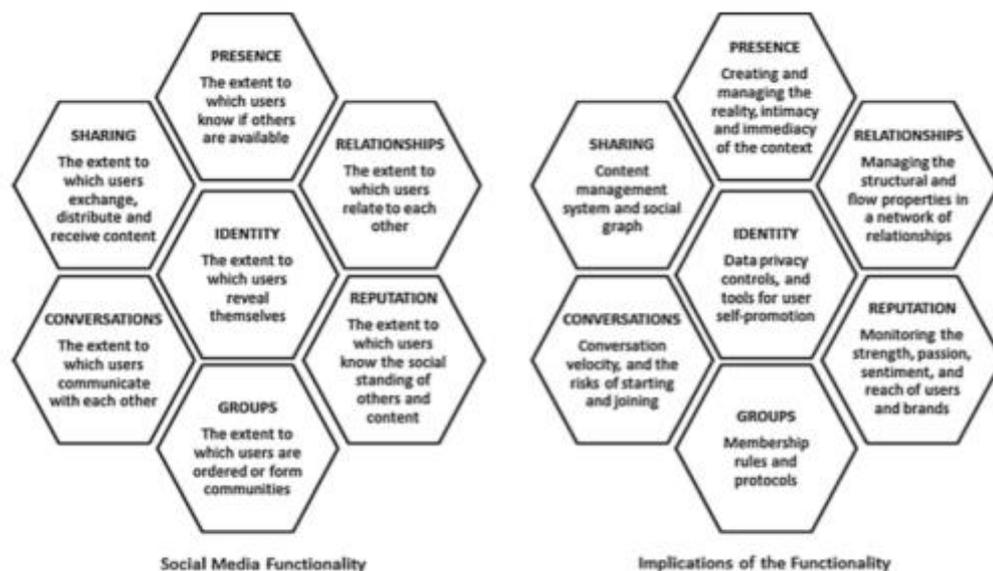


Figure 10, Honeycomb model of social media. Source: Kietzman & al. (2011) pp. 243

The honeycomb model explains first the social media functionalities for the user and then their equivalence as an implication of the functionality for organizations through seven blocks. Each of these characteristics have a bit different emphasis on different social media channels (Safko, 2012; Holloman, 2013, Solis 2013). The center of the honey comb is *Identity* which “represents the extent to which users reveal their identities in social media setting” (Kietzman et. Al. 2011, pp.243). The identity includes personal information such as name, age, gender, location, marital status, even thoughts and feelings, likes and dislikes. Being such a revealing part of individuality it also raises the possibility to use “alias” identities for digital personality. The implication for organizational side is the ability to ensure data privacy but still make it possible for users for self-promotion. This includes the concept of handing out individual information as “tokens” for the organizations to show commitment for the brand (Kreuzer & Land, 2015). The identity is considered in such a value that it may hinder promotion of brands that do not support the person’s identity.

*“The presence represents the extent to which users can know if other users are accessible”* (Kietzman et. Al. 2011, pp.245). This functionality bridges the real and the virtual giving an indication where others are in the virtual and in the real world and if they are available for communication. This information based on location gives the organizations a real time possibility for immediate promotion of the brand for certain

users but it also requires the understanding of the intimacy and the immediacy of the context of which the communication takes place. Many users may want to share information of their location with a company to get promotional messages but are not willing to share this information in real time with others online. This way this functionality is in direct link with the blocks of conversations and relationships as well as the identity in a sense of privacy in the honey comb framework.

*“Relationships represents the extent to which users can be related to other users”* (Kiezman et. Al. 2011, pp.246) This means that users can be connected by more than one type of a relationships eg. Work colleagues, friends, through business or studies etc. The type of connection determines on how the information will be changed between the individuals. Kiezman et. Al (2011) go further in explaining the relationships through different relationship traits which are important for the organizations to recognize. The amount of connections is an indication of the individual’s position in the network. The denser and larger the relationship network is the more likely it is that the individual is an influential member of their network. The infrequency, distance as well as long-lasting and influential nature of the relationship indicate how these relationship resources are used, exchanged or transformed. These traits are important to understand but need in many cases outside assistance for effective analysis and recognition. There are businesses that use automated algorithm based social network analysis tools like Sometrik in Finland to provide help in identification of these central influencer type individuals. They can then be contacted and targeted for managing information flow and network properties in organizational or brand communication.

*Reputation is the extent to which users can identify the standing of others, including themselves, in a social media setting* (Kiezman et. Al. 2011, pp.247). The key element of reputation is trust which is in direct link on how organizations should engage in social media. The social standing of an individual in social media environment is defined by the recommendations, sentiment of comments and networking ability. For the organizations it is therefore important to monitor and manage the reputation through curating the discussions and posts linked to the band (Solis, 2013).

*“The Groups functional block represents the extent to which users can form communities and sub-communities”* (Kiezman et. Al. 2011, pp.247). As learned from the discussion in 3.1.1. the need for being and existing is a basic element of human

ego. The need to be a part of group and being accepted forms a fundamental element of the honeycomb structure as it defines and enforces the identity of an individual. Thereby it is important for the organization to be transparent with the rules and the protocols the membership of its group represents.

*“The conversations block of the framework represents the extents to which users communicate with other users in a social media setting”* (Kiezman et. Al. 2011, pp.244). Conversations for the individual may represent a commenting a blog discussion or just simple status update on Facebook or commenting on Twitter and everything in between. For individuals there lies always the risk of misunderstanding or being drawn into bullying discussion. For the organizations’ side this functional aspect creates a natural environment to facilitate conversations around the brand or a topic supporting the brand image. But there needs to be a careful consideration in how to engage in such a discussion because brands that take over a conversation which was not their own in the first place will result in negative image.

*“Sharing represents the extent to which users exchange, distribute, and receive content”* (Kiezman et. Al. 2011, pp.245). Depending the aims of the social media platform individuals evaluate their need to share either by reflecting on the objects of sociality they have in common or objects that mediate their shared interests. For organizations it is a fundamental to understand these drivers through the identification of target audiences (Kreutzer & Land, 2015) in order to ensure that the sharing network will not become mainly about the connections between people without anything connecting the individuals together (Kiezman et. Al. 2011).

In the next chapters I will discuss these functionalities of some social media platforms through the meaning of the site to an individual person and its purpose for the organization’s social media strategy. The purpose for the individual as a part of the target audience is considered according to the functionalities introduced by Kiezman et. Al (2011). They continue to introduce a guideline of 4 Cs: cognize, congruity, curate and chase. Safko (2012) Solis (2013), Kreuzer & Land (2015) refer to these 4 c’s as every firm’s need to first listen in order to recognize and understand (cognize) the social media landscape. For social media strategy they need then reflect the strategy suited to different social media functionalities (congruent strategies). In order to effectively implement the strategy, they need to publish and share (curate) their content

according to their strategy and the functionalities of the social media platforms and finally they need to constantly monitor (chase) the information flows and notice the topics suitable for enhancing the reputation and presence of the organization or a brand in a certain context supported by the social media strategy.

#### 3.2.4 Corporate communication through Blogs and Microblogging

As discussed before social media channels are very effective forums for engaging into communication with the clients and other target audiences. There are a vast variety of different channels and platforms to choose from, but they all serve a little bit different purpose. Corporate communication is traditionally considered as a form of a communication where a newsletter, press release or corporate client magazine has been published or released via e-mail or traditionally by post. This has been the main task of the communication department of an organization (Solis 2013, Kiezmann & al. 2011, Safko, 2012) The increased usage of social media however does shake the traditional structures of managing the communicative actions in these new and informal channels. Social media is seen to enable transformation for democratic societies within the organization but also among stakeholder groups (Macnamara and Zervas, 2012).

The usage of social media as for communicative channels but also for presenting and sharing content from blogposts started with testing, trial and error as there were nor are no existing set of rules. It means that each organization needs to define themselves and their communicative strategies for social media channels, channel and communication management differently than they traditionally have (Macnamara and Zervas, 2012, Solis 2013).

Writing a blog is one of the first steps in engaging social media for organization's communicative channels. It enables to publish content very close the brand's values and through that the communicative core. Quesenberry (2015) states that the emphasis should be in presence over perfection but for blogging being present is not enough. There should also be content that adds value for the reader's experience. If not, the sharing, commenting and other engagement stays behind. Thereby it is very

important to introduce KPI's also for blogging that should include posts, comments, members, views, threads, and links in addition to positive or negative sentiment.

These new digital forms of communication meaning blogposts and microblogging (Twitter) are very effective and can maintain some traditional forms. Blogposts can be produced traditionally through the communication department of an organization but in the era of social media it can also be written by the vice president, an expert of a certain field or an outsider invited to share an opinion through the channel of the organization. It is important to understand the drivers and functionalities of this type of communication figure 11 and figure 12, which were drawn by using the previously explained honeycomb model.

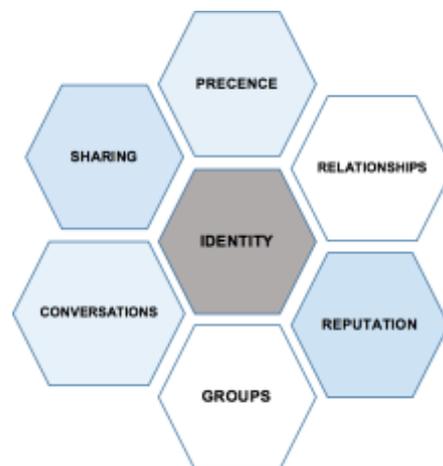
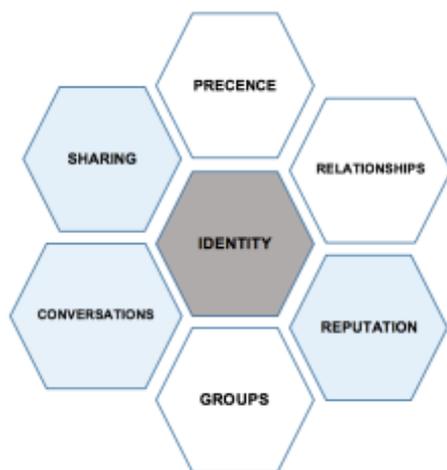


Figure 11, The honeycomb of Blogs      Figure 12, The honeycomb of Twitter

Twitter itself describes its essence as a channel through which one can connect with friends and other persons of interest, get the latest updates of –in-the-moment things of interest and see events unfold in real time from every angle (Twitter.com).

The drivers in Twitter lay on identity with the tight connection of sharing and reputation and also conversations and presence. The identity of the person who tweets is essential to get followers. This is in close connection with reputation as the reliability and the reputation of the person who tweets enhances the followers interest and willingness to engage into conversation through commenting, retweeting and liking. It has significance in showing presence and being able to be the first to comment (news media, tweets form business forums etc.) which build reputation (Kiezmann & al. 2011; Safko, 2012).

The honeycomb of blogs is somewhat similar to Twitter but it has more emphasis on sharing, reputation and engaging conversation rather than showcasing presence. Powerful bloggers in an organization can generate lot of discussion and sharing through which the brand image becomes stronger if the content of the blog is in direct relationship with brand strategy (Solis 2011; Safko, 2012)

### 3.2.5 Brand Building

It can be stated (Safko 2012; Kiezmann & al. 2011; Kreuzer & Land 2015; Omoyoza, 2016, Karjaluoto & al. 2015) that all communication that an organization does through social media channels is or should be aimed towards building the brand. As discussed earlier each channel have their own nature in functioning as a brand strengthening media. It depends upon the brand strategy and the brand identity which channels to use for brand building (Solis 2011; Safko 2012).

Traditionally social media channels are used for strengthening the corporate brand identity via approaching the right target audiences with suitable and relevant messages. Combining the social media actions with offline actions is the essential element of brand building. Kreuzer and Land (2015) introduced a social media house to help combine these two ways of communication when building a social media marketing as a form of brand building (figure 13). The basis of the house is laid through current state analysis of social media usage. This includes careful evaluation of the target audiences and stakeholder groups. These should also be identified in the brand strategy. The important note here is the determination of the company owned competence which can be shared through social media and is seldom considered when building the basis of a brand. After the basis is laid it is important to design the social media concept in co-ordination with the brand strategy. This compliments the brand's communicative strategy through the objectives, responsibilities and budgets allocated to social media. It also means that social media guidelines are a core part for any brand building through social media channels. After these two ground laying blocks the operations of social media can be defined: Blogs/Microblogs, building up social networks, media sharing, social bookmarking and participation in online forums/communities. There usually are some offline activities that can be identified to have an



effect on these social media activities such as a release of a new TV –commercial, taking part into an important conference as a key note speaker, participation in an exhibition etc. Finally, social media monitoring will come up with the metrics to tell how these activities have succeeded and what kind of a part they will play in brand building.

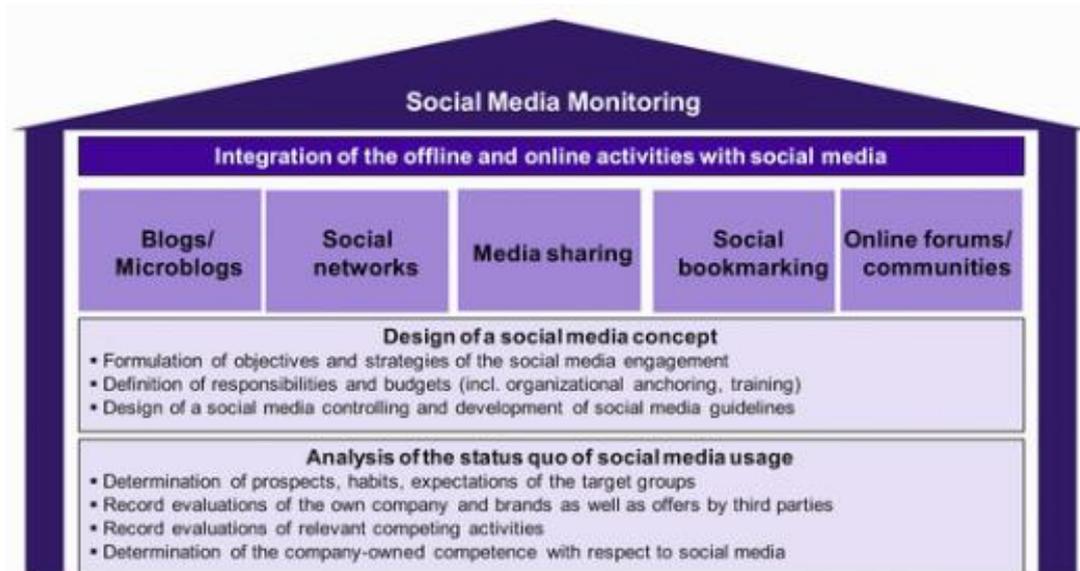


Figure 13. Social media house as a tool of integrating offline and online actions. Source: Kreuzer & Land, 2015, pp 221

This way of building the brand can be seen as a form of formulating a functioning brand community. Strong communities around the brand are formed through the understanding of the individual and social needs of consumers and the stakeholders and place the brand in position where brand enables similar individuals to connect with one-another. Consumer participation in this type of virtual communities is positively correlated with affective commitment to the brand itself (Castronovo & Huang, 2012).

### 3.2.6 Social Media Channels for Recruiting

One very important element to consider when building a corporate brand is recruiting. Traditionally this has been the agenda only for HR department but through the philosophy of social corporate strategy it should be on the agenda of every member of the institution (Solis 2013)

Many social media channels can be used for recruiting through utilizing the individual connections of the members of the organization. The most suitable channel for that other than individual connections is LinkedIn which is the channel for professional connections and communities (Castronovo & Huang, 2012; Kiezman & al. 2011). Next to LinkedIn is a new community for professionals offering similar services called beBee. Both of these channels have similar functionality which puts emphasis on individuality supported by relationships and reputation (figure 14).

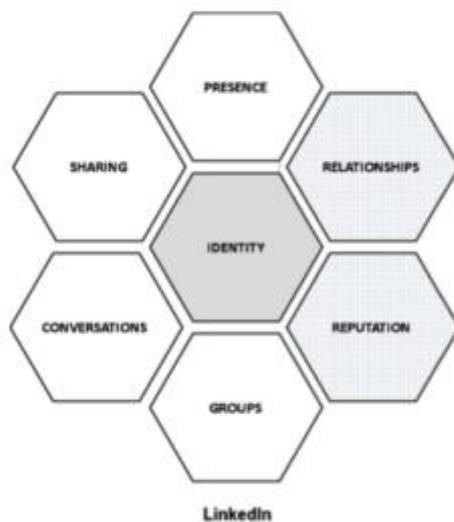


Figure 14. The functionality of LinkedIn. The darker the color of the block the greater this functionality is within the site. Source: Kietzman & al. (2011) pp. 248

These recruitment channels are used by individuals for self-branding as well as organizations to build a brand as a good workplace. It all comes down to building a trustworthy and professional image. For organizations it is not adequate to just provide content but the trustworthiness is dependent also on employee engagement. How many of the own employee base shares the content provided by the organization?

### 3.2.7 Customer Service and Sales

Many organizations use social media channels for tactical operations such as customer service, lead generation and sales in addition to brand building (Karjaluoto & al. 2015; Solis, 2013; Qesenberry, 2015; Kreuzer and Land, 2015). The channel selected for this type of communication should always support customer behavior. It is very important

that the CRM system the organization uses supports information gathered through social media channels. Traditionally this operation is supported when the traffic is directed from the organization's social media profile page e.g. Facebook page into online shop or another trackable channel such as the company's web page (Karjaluoto & al. 2015).

In many cases Facebook is the channel chosen for customer service and sales lead generation purposes (Safko 2012; Holloman 2013). Naturally the channel selection varies from country to country and is completely different e.g. in Russia where the similar channel is Vk.Com (Smith, 2015). It is very important to have the business strategy driven social media strategy ready to help the channel selection. This way also local differences can be taken into consideration when choosing the relevant social media channels for customer service and sales lead generation.

As the Facebook is such a popular channel it is important to look into its functionalities a bit closer. According to Kiezman & al. (2011) honeycomb model the functionalities of Facebook (figure 15) are mostly about relationships supported by identity, conversation, presence and reputation. These functionalities lay basis for customer service and lead generation. For individual user Facebook is an important channel for nurturing and maintaining relationships. These relationships reflect the user's reputation and identity through the acts of presence (likes) and conversation. Brands and organizations can utilize these functionalities by offering supportive actions as well as making sure the brand takes these functionalities into consideration when planning the channel strategy for Facebook.

Customer support actions should include online presence on this channel, engage into conversation with customers and offer content that enhances reputation building. The content should offer value adding elements for those who receive the message through Facebook these include e.g. constructive and fast replies to any concerns in customer supportive issues and relevant marketing messaging that is not only product presentations but also includes value adding elements, such as live video of a key note or useful tips for applying.

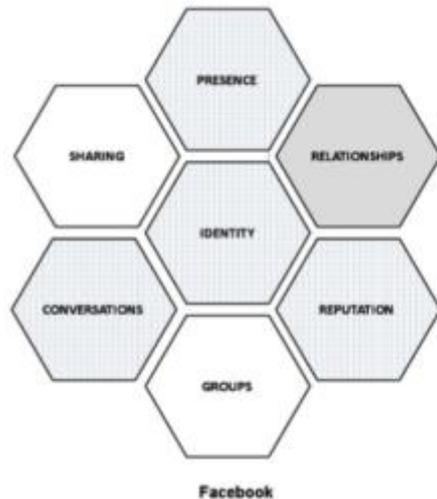


Figure 15. The functionality of Facebook. The darker the color of the block the greater this functionality is within the site. Source: Kietzman & al. (2011) pp. 248

Woodcock et. Al (2011) point out that the sales department is usually in charge of maintaining the information in CRM systems. The engagement with clients through social media network falls usually into the responsibility of communications department. As discussed earlier (Safko, 2012; Solis, 2013; Kreuzer & Land, 2015) social sales is cross functional responsibility. The enablers of this type of function origin from the business strategy and the measurement tools set to monitor the success. The deeper discussion of this is in section 3.3.

### 3.2.8 Public Relations

Within different organisations and corporate communication social media has transformed the way communication is performed. The usage of social media channels enables requires two-way interaction rather than just traditional message feeding. (Solis 2013, Macnamara and Zerfas, 2012). YouTube is considered as a channel to build brand awareness through PR actions such as harnessing the power of video to increase embedded content in other sites (Castronovo & Huang, 2012). The channel is useful for transmitting coverage of press conferences, keynote speakers etc. which would traditionally require physical presence. Now the audience that is unable to attend can be given access to the content and be inspired by live event or the content after

the actual event. Similar types of channels include Vimeo or live streaming service Periscope. Also Facebook and Twitter enable video content.

Like traditional PR actions YouTube and other video transmitting services have similar functionalities of sharing the information, engaging in conversations, belonging into a group and building reputation (figure 16). The functionality of sharing includes all forms of video broadcasting. It should not only be limited to sharing promotional content such as advertisements but also the content that adds value to the visitor's experience. Many companies use YouTube to share different types of guides and instruction manuals but also fun and entertaining content related to sponsorship, pro bono or other types of organizational side activities (Safko 2012).

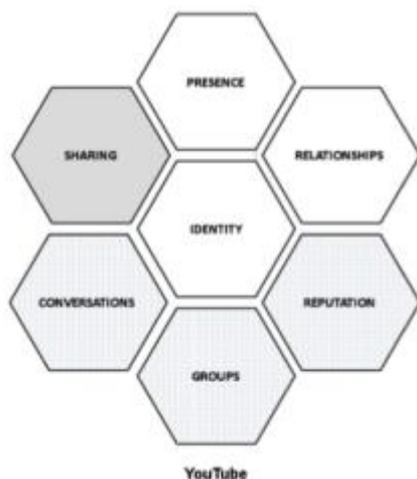


Figure 16. The functionality of YouTube. The darker the color of the block the greater this functionality is within the site. Source: Kietzman & al. (2011) pp. 248

The organizing of online events in social media platforms enable firms and organizations to build and widen their client database and engage to social CRM (Castronovo & Huang, 2012). This type of marketing includes the integration of pre-and post-promotion of events and even the engagement of the audience during the event.

### 3.3 Measuring the Presence and Results

Traditionally marketing effectivity is measured by ROI, the return of investment of marketing actions which could indicate e.g. the cost of creating a blogpost or vlog or even a marketing campaign in a social media channels. In this case the ROI would

then be calculated for each channel separately if needed. In more advanced organizations the measurement tool is action based, in other words the frequency and reach based metrics. But Hoffman and Fodor (2010) suggest that these types of measurements are only of little use in social media because the metric is too narrow and measures only short term benefits without taking into consideration the customer motivations in the long term. They state that the traditional metrics should be turned upside down and start to measure also the customer's investments in the marketer's social media effort. The return of social media investment will then not only include euros but also indicators of consumer investments in other words customer behavior tied to a particular social media application. The metrics should reflect how the brand works for the customer and satisfies their needs to create, consume, control and connect in the social media channels.

Measuring social media presence should be a continuous program and become a routine. It should not be just a set of random questions or polls but should be conducted with similar formal conventions and processes as traditional consumer marketing research. Then the results can be used as real directive indicators for all marketing communication. Quesenberry (2015, pp.166) quotes Yean Chenog, head of digital at Mediabrands for setting up social media research process with these steps:

- *Identify the target audience.*
- *Post open-ended information gathering questions.*
- *Engage in social conversations.*
- *Categorize and analyze threads.*
- *Determine feedback patterns.*
- *Connect trends to develop insights.*

This type of approach in addition to listening with the help of different automated tools using keywords (Meltwater, Mynewsdesk etc.) will provide more insight for content marketing, product development, customer service and sales. (Quesenberry, 2015, Solis 2013). The next chapter will discuss different principles of measuring the effect and actions in social media channels.

### 3.3.1 Measurement Principles

This new type of communication enabled through social media channels have created difficulties for measuring the actions. When all actions should have strategy based tool for measuring its effectivity (Quesenberry, 2015; Hoffmann & Fodor, 2010) there is also paradigm of interactive communication. Kreuzer & Land (2015) categorized the effects of social media actions into four different groups (table 3) which can be seen as the basis of any measurement tool. Viral effects can be seen as impulses of the ad-campaign interact in chain reaction form advertising recipient to another. Hybrid effects of the campaign can be seen when the reaction boundaries between active and passive, medium and every day, fiction and reality, play and consequence become blurred. Amplifying effects occur when omni-channel marketing actions are linked up and become interactions between individuals. All the previous build up as interaction and engagement of brand community and thus build brand community effects.



Table 3. Recipient as collaborator in the advertising process. Kreuzer & Land, 2015 pp.155

The intention behind all social media actions should be the creation of positive halo effect on the company/ organization's image and to increase brand, company and organization awareness even reinforce the acquisition of new customers. (Kreutzer & Land, 2015) These targets should be reflections of the business strategy the organization has, and from that perspective the measurement principles should be derived. (Solis, 2013)

The targets set for social media according to Kreutzer & Land (2015) and Solis (2013) need to have clear goals and be set originating from the business strategy.

**Increase website traffic** – a target that can be measured if the actions direct traffic from social media channels into web pages and can be followed through the number of visits and time spent with the application (the webpage or blogpost)

**Increase sales revenue** – a target that can only be measured if the company has online shopping possibility and the traffic is directed from social media channels to online shop

**Increase content reach or improve customer engagement** – a target than can be measured if channel based targets are set to the actions and actions are designed and planned accordingly. Measurement can be made by calculating the valence of blog comments, the number of Facebook and Twitter shares and comments/updates.

**Acquisition of new and potential customers** – a target than can be measured if explicit goals are set in a way where sales leads are actively sought and internal processes of social media communication support such actions.

**Improving the company's search engine rankings** – a target than can be set through active SEO actions and constant improvement of content according to the targets.

**Reduce marketing cost** – a target that needs to be carefully evaluated as today many effective actions require additional content production and thus also costs.

**Reduce customer support cost** – a target that needs to be set in co-operation of customer service department of the organization and monitored according to joint goal.



**Controlling the brand/ company image** – a target that well prepared brand strategy and social media instructions of communication for internal use can support. This target too needs to be defined in co-operation of all social media contributors inside the organization. The significant factor of brand image is reputation for which the metric needs to be carefully chosen. The number of followers indicate only the popularity not the value of content or the activity or the contribution which can be measured by number of posts and shares over time (Kiezman et. Al. 2011).

**Market research and market observation** – a target that needs to be carefully defined as what it means in evaluation of the company performance in the eyes of different stakeholder groups. The question that needs to be answered in defining this target: is there a chance of acquiring adequate amount of relevant information for market research for this action? This target can be defined according to the action at hand.

**Acquiring new employees** – a target that needs to be formulated in close co-operation with HR. This also gives the possibility for monitoring employee satisfaction through listening.

All these targets should be reflected towards KPI's defined in business strategy and transformed into social business metrics (Solis, 2012). Hoffman and Fodor (2010) published a ground laying list of metrics for any social media marketer. The table categorizes the channels according to their style of communication and gives individual metrics for brand awareness, brand engagement and word of mouth (table 4). They also note that even if measuring the ROI of social media efforts is necessary and important it is more important to see that the efforts are effective.

The table categorizes social media activities by applications and gives different metrics for brand awareness, brand engagement and word of mouth. From these metrics a corresponding metric should be found form the strategical metrics used to measure the success of organizational operations. E.g. is there a connection between client service metrics and social media activity in Facebook if Facebook is strategically selected channel for client service? Is there a connection between the metrics of brand engagement for blogging and microblogging if blogs and Twitter are the strategically selected channels for PR actions?

SOCIAL MEDIA APPLICATION	BRAND AWARENESS	BRAND ENGAGEMENT	WORD OF MOUTH
<b>Blogs</b>	<ul style="list-style-type: none"> <li>•number of unique visits</li> <li>•number of return visits</li> <li>•number of times bookmarked</li> <li>•search ranking</li> </ul>	<ul style="list-style-type: none"> <li>•number of members</li> <li>•number of RSS feed subscribers</li> <li>•number of comments</li> <li>•amount of user-generated content</li> <li>•average length of time on site</li> <li>•number of responses to polls, contests, surveys</li> </ul>	<ul style="list-style-type: none"> <li>•number of references to blog in other media (online/offline)</li> <li>•number of reblogs</li> <li>•number of times badge displayed on other sites</li> <li>•number of "likes"</li> </ul>
<b>Microblogging</b> (e.g., Twitter)	<ul style="list-style-type: none"> <li>•number of tweets about the brand</li> <li>•valence of tweets +/-</li> <li>•number of followers</li> </ul>	<ul style="list-style-type: none"> <li>•number of followers</li> <li>•number of @replies</li> </ul>	<ul style="list-style-type: none"> <li>•number of retweets</li> </ul>
<b>Cocreation</b> (e.g., NIKEiD)	<ul style="list-style-type: none"> <li>•number of visits</li> </ul>	<ul style="list-style-type: none"> <li>•number of creation attempts</li> </ul>	<ul style="list-style-type: none"> <li>•number of references to project in other media (online/offline)</li> </ul>
<b>Social Bookmarking</b> (e.g., StumbleUpon)	<ul style="list-style-type: none"> <li>•number of tags</li> </ul>	<ul style="list-style-type: none"> <li>•number of followers</li> </ul>	<ul style="list-style-type: none"> <li>•number of additional taggers</li> </ul>
<b>Forums and Discussion Boards</b> (e.g., Google Groups)	<ul style="list-style-type: none"> <li>•number of page views</li> <li>•number of visits</li> <li>•valence of posted content +/-</li> </ul>	<ul style="list-style-type: none"> <li>•number of relevant topics/threads</li> <li>•number of individual replies</li> <li>•number of sign-ups</li> </ul>	<ul style="list-style-type: none"> <li>•incoming links</li> <li>•citations in other sites</li> <li>•tagging in social bookmarking</li> <li>•offline references to the forum or its members</li> <li>•in private communities: number of pieces of content (photos, discussions, videos); chatter pointing to the community outside of its gates</li> <li>•number of "likes"</li> </ul>
<b>Product Reviews</b> (e.g., Amazon)	<ul style="list-style-type: none"> <li>•number of reviews posted</li> <li>•valence of reviews</li> <li>•number and valence of other users' responses to reviews (+/-)</li> <li>•number of wish list adds</li> <li>•number of times product included in users' lists (i.e., Listmania! on Amazon.com)</li> </ul>	<ul style="list-style-type: none"> <li>•length of reviews</li> <li>•relevance of reviews</li> <li>•valence of other users' ratings of reviews (i.e., how many found particular review helpful)</li> <li>•number of wish list adds</li> <li>•overall number of reviewer rating scores entered</li> <li>•average reviewer rating score</li> </ul>	<ul style="list-style-type: none"> <li>•number of reviews posted</li> <li>•valence of reviews</li> <li>•number and valence of other users' responses to reviews (+/-)</li> <li>•number of references to reviews in other sites</li> <li>•number of visits to review site page</li> <li>•number of times product included in users' lists (i.e., Listmania! on Amazon.com)</li> </ul>
<b>Social Networks</b> (e.g., Bebo, Facebook, LinkedIn)	<ul style="list-style-type: none"> <li>•number of members/fans</li> <li>•number of installs of applications</li> <li>•number of impressions</li> <li>•number of bookmarks</li> <li>•number of reviews/ratings and valence +/-</li> </ul>	<ul style="list-style-type: none"> <li>•number of comments</li> <li>•number of active users</li> <li>•number of "likes" on friends' feeds</li> <li>•number of user-generated items (photos, threads, replies)</li> <li>•usage metrics of applications/widgets</li> <li>•impressions-to-interactions ratio</li> <li>•rate of activity (how often members personalize profiles, bios, links, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>•frequency of appearances in timeline of friends</li> <li>•number of posts on wall</li> <li>•number of reposts/shares</li> <li>•number of responses to friend referral invites</li> </ul>
<b>Video and Photosharing</b> (e.g., Flickr, YouTube)	<ul style="list-style-type: none"> <li>•number of views of video/photo</li> <li>•valence of video/photo ratings +/-</li> </ul>	<ul style="list-style-type: none"> <li>•number of replies</li> <li>•number of page views</li> <li>•number of comments</li> <li>•number of subscribers</li> </ul>	<ul style="list-style-type: none"> <li>•number of embeddings</li> <li>•number of incoming links</li> <li>•number of references in mock-ups or derived work</li> <li>•number of times republished in other social media and offline</li> <li>•number of "likes"</li> </ul>

Table 4. Source: Hoffman, Donna L. and Fodor, Marek (2010) Can you Measure the ROI of Your Social Media Marketing? pp.44

The table and metrics introduced are only helpful if the correspondent metrics are used when monitoring corporate performance (Kiexman & al. 2011). In order to find the correlation and help decision making in terms of action planning Kreuzer and Land (2015, pp.485) introduced a method of monitoring the social media performance using a social media balanced scorecard (figure 17)

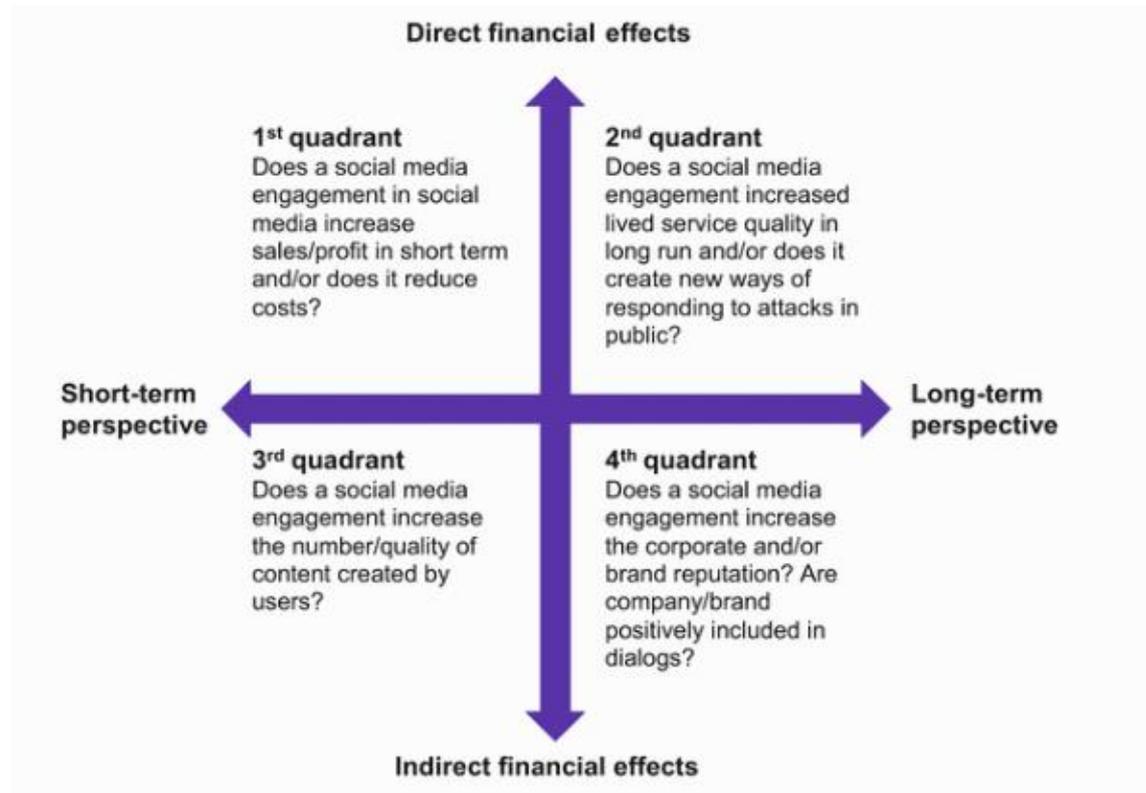


Figure 17. Social media balanced scorecard by Kreuzer and Land (2015, pp.485)

The actions are monitored with the balance between short-term and long-term perspective in correlation with direct financial effects and indirect financial effects. The 1<sup>st</sup> quadrant indicates the social media engagement increasing sales/profit and/or reducing costs in short term. The 2<sup>nd</sup> quadrant indicates experiencing service quality in long run and/or creating new ways of responding to attacks in public. The 3<sup>rd</sup> quadrant indicates social media engagement increasing the number/ quality of content created by users and the 4<sup>th</sup> quadrant indicates social media engagement's effects on brand reputation and engagement in positive dialogue.

### 3.3.2 Automated Tools for Monitoring Social Media Presence

In order to understand the tools for monitoring social media presence it is first useful to understand the nature of the data these tools use. The data is referred as Big Data. Big Data has three dimensions according to Kreutzer & Land (2015): volume as in data volumes or amounts of data due to the various digital footprints of humans, machines and bots including the amplitude and the profoundness of the available data. It includes

also velocity as in the speed at what the data sets are created, updated or deleted. The third dimension of big data is the variety as in the diversity of data sources including organization's own data pools, public data pools, and also the data pools created by social media. This also includes several different data formats regarding variety in nomenclature and termini used in different sets of data. These dimensions reflect the need for understanding the reasons why the data is analyzed in the first place. What are the questions we ask in order to get the answers? and ultimately what are the metrics we need the answers for and is this information valuable to us when adding value to our client's needs and services?

Information gained through social media monitoring should also include semiautomatic sentiments recognition (Kreutzer & Land, 2015) which means that the human eye does the classifying of the information into the categories of "positive", "neutral" and "negative". It should also be remembered that by doing this it should be evaluated through the question: "what is the sender's intention?" as there lies evaluation bias in recognition of fact, opinion and populism when trying to see trends and behavioral shadows and reflections.

The social media presence can be measured by the help of objective data as by number of views or followers or different rating systems using collective intelligence of the crowd. There are social media services such as Social Mention which enables organizations and individuals to evaluate their presence through number of metrics such as the number of times one is mentioned (=strength) the ratio of positive and negative mentions (=sentiment), how often certain individuals talk about the brand (=passion) and the number of different users talking about the brand divided by the total number of times the brand is mentioned (=the reach) (Kiezman et. Al. 2011)

### 3.3.3 Marketing Automation and Social Media

The social media marketing actions are most useful when data driven (Safko, 2012; Qusenberry, 2015). The more there the digital environment produces information of target groups the more there is data to be mined, explored, consumed and analyzed for the marketers. Marketing automation utilizes different types of consumer and client data and contacts clients accordingly. Traditionally marketing automation has been

system based operations that are based on clients' purchase behavior. Systems have been set up to send communicative messages either via mail or e-mail depending on the actions planned in the client service model (Heimbach et. Al. 2015). Setting up this type of a system requires data form customer journey mapping and later on utilizes the data given through CRM systems. Marketing automation systems are more popular among companies that have online shopping as they are better equipped to gain and utilize data throughout the whole customer journey form browsing the options into the actual purchase (Heimbach et. Al. 2015).

Setting up the automation system requires not only utilization of data but also decision making capabilities. Earlier the decisions were made beforehand according to the behavioral patterns the groups of clients (target groups) had. In the era of social media and big data the marketers have much more information to base their decision with. Social media reactions and different types of location services used by mobile devices have enabled action based advertising through social media channels. This has made the decision rules used by automated tools to become more dynamic and adaptive to the context (Heimbach et. Al. 2015).

There are a variety of different tools and systems to help the marketer to connect data form different sources and even automatize the reactions. Some of the systems have social listening capabilities and ability to deliver automated campaigns with personalized features. These systems connect the data from CRM and customer big data to pinpoint the most influential customers and advocates triggering automated but personalized messages and possibly streamlining real-time response (Bernier, 2016).

There are systems that combine information from different channels (e.g.Adobe/ Campaingin management, Attentive.ly, BlueConic) and systems that help automating labor intensive processes around segmentation, data analysis and product recommendations. There are systems that connect inbound campaigns form different platforms like e-mails and social media (Constant Contact, HubSpot, Infer, SalesFusion, OfficeInteractive) providing tools for lead management. More sophisticated systems (Infor, Infusionsoft, LeadDNA, Kentico) also provide services to monitor marketing, sales and service through the entire customer lifecycle and offers also interface for social media monitoring and campaigning. Some of the systems are cloud based solutions and more social media driven (Leadspace, MatrizCX, Nible).

These systems see and sense the actions clients have in social media and let the marketer react on basis of the actions. All of these systems offer reporting tools to help decision making when formulating communicative strategies for different actions in social media (Bernier, 2016).

The most relevant question to ask is why to implement these systems (Wood, 2015). There should be strategy driven need for the benefits the system brings which include the clients' ability to pull content in the format they want it, when they want it. There should be a degree of efficiency in communication but still personalized experience for each client and it should combine cross channel results. Marketing automation should not replace CRM –system but it should make the usage of CRM system more effective and profitable (Wood, 2015).

### 3.4 Summary

- Individuals have basic need for communication driven creativity/ self fulfilment, solidarity, freedom/ autonomy and being.
- There are three strategical tools for developing the social media actions 1) the social corporate philosophy by Brian Solis, 2) SMART implementation plan by Quesenberry and 3) practical tools for measuring the performance by Kreuzer & Land, Kiezman & al. and Hoffman and Fodor
- The framework of social corporate philosophy consists of 7 dimensions:
  1. The definition of the business goals
  2. The establishment of the long term vision
  3. Getting executive support for actions
  4. The definition of the strategical roadmap and identification of the initiatives
  5. The establishment of the governance and guidelines
  6. Securing staff, recourses and funding
  7. Investment in technology and needed platforms
- There are commercial and non-commercial motives for online communication of individuals and organizations. Commercial motives are driven by the need of purchase, resulting in the action of selling or finding business partners and finally acting out the creation with reward. The non-commercial motives are

driven by the need of getting and sharing information, self-expression, urge to communicate or power resulting in search for and care of social contacts and finally acting creativity out without reward.

- SMART guidelines for evaluation of actions in social media channels should be specific, measurable, achievable, relevant and timely.
- There are four phases in development path of social media communication. These phases are:
  1. Experimental phase
  2. Setting up social media islands
  3. Establishment of social media as singular company process
  4. Social media penetrates through the entire organization.
- Each of the social media channels have traits with different emphasis. The honeycomb model implicates the functionalities of these different traits. The core of these traits is the identity of an individual which is surrounded by presence, relationships, reputation, groups, conversation, and sharing.
- The social media actions and channels can be examined in all of the perspectives of marketing communication and in relation of the aforementioned traits.
- The essential perspectives are content marketing/ inbound marketing, the influence of SEO and SEM and turning CRM into social CRM
- The actions of corporate communication through blogging and microblogging, brand building, recruiting, customer service and sales and public relation should be done through the usage of relevant channels with suitable traits supporting the actions.
- The marketing communication actions are performed in online and offline environment. The social media house is useful tool for integration and monitoring of these actions.
- All social media actions an organization is performing should be measured including the presence. Targets for these actions should be created in order to effectively do the measurement and later on also corrective actions.
- The measures include monitoring website traffic, sales generated through social media channels, content reach and engagement, acquisition of new and potential customers (lead generation), search engine rankings, marketing costs, customer support costs, company/ brand image, market observation, and possible recruitment.

- These measures should be monitored through social media balanced scorecard with the dimensions of direct and indirect financial effects and short-term and long-term perspective.
- Automated tools for monitoring social media presence should be implemented after careful analysis of the suitability of the tools. The evaluation should be made keeping in mind the measurement instruments set for social media communication in order to avoid too heavy or too thin monitoring.
- Marketing automation is a helpful method for customer communication. However, it should not form the only communication towards customers but it should be additional help for routine communication such as sending out a welcome package of a new student in case of Metropolia.

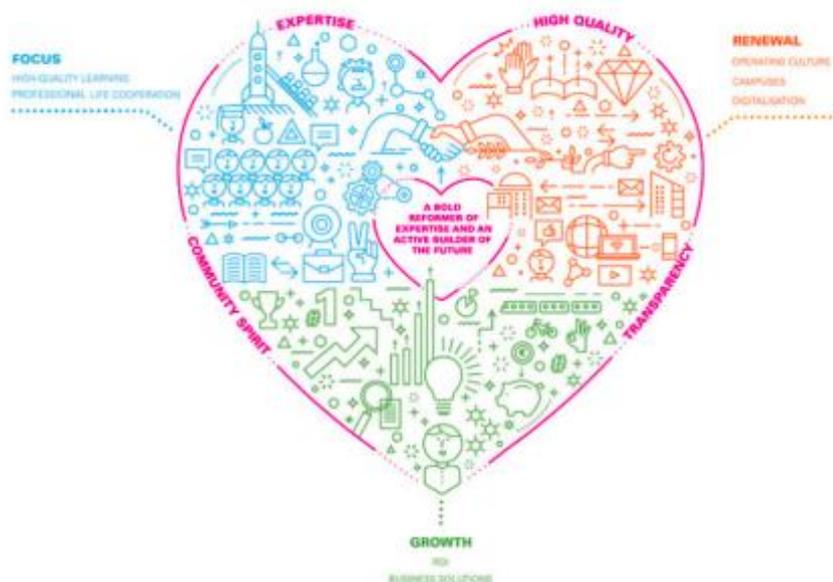
#### **4 Organizing Social Media Communication for the Metropolia Alumni Program**

Henry Mintzberg discussed in his article in Harvard Business Review in 1994 the threats of planning. He reminded that: “Strategic planning is not strategic thinking”. He reminds that the information gained through analyzing numbers has to be evaluated by management in a way vision is not lost. Otherwise current state analysis supports strategic programming of the organization rather than creation of a vision based strategy. Strategic programming according to Mintzberg is actually “the articulation and elaboration of strategies, or visions, that already exist.” He reminds that “the most successful strategies are visions, not plans”. (Mintzberg,1994, pp. 107) There are several fallacies to avoid: At first is the fallacy of prediction as the world will not stand still while the strategy is formulated. Second is the fallacy of detachment where hard data is considered accurate over the soft knowledge which in some points may give better indication of the surrounding business environment. Third is the fallacy of formalization where processes and supportive systems are analyzed throughout in order to find existing patterns and hidden formulas for strategy to recognize, comprehend and support in a mechanical manner overlooking human intuition on the current state of affairs.



This in mind the social media strategy for Metropolia Alumni Program begins with examination of Metropolia’s strategy and vision (picture 1). In the vision statement Metropolia UAS is described as “solid reformer of expertise and an active builder of the future” to support the vision, key strategical attributes are stated as expertise, high quality, transparency and community spirit. The strategy is further described through the supportive actions. Expertise relies on focusing into high quality learning and cooperation through professional life. High quality relies on renewing the operational culture through digitalization and campus development. Growth is sought on research and development activities as well as impressiveness and external funding.

The communication strategy has not yet been clearly stated but the vision statement of communication is stated: “The communicational manner of the people in Metropolia inspires dialogue that creates new things” (transl. Metropolialaisten tapa viestiä innostaa dialogiin, joka luo uutta, Interview with Liisa Salo) More detailed communicational strategy is yet under constructions and is scheduled to be finished during the spring of 2017.



Picture 1. Metropolia strategy and vision.

#### 4.1 Current State Analysis

The current state analysis of Metropolia UAS communicational presence in respect of social media communication targeted to Master’s alumni communication was

performed in November 2016 through monitoring the social media channels of Metropolia and competitors, blogger activity and interviews of the key persons in charge of social media communication and web based questionnaire to members of alumni group.

The focus of this research is the MBA alumni communication and thus it should have been limited into communication using English language. The communication in this manner is somewhat non-existent so the decision was made to monitor Metropolia level communication in social media channels in order to have some kind of a starting point for strategy development. Similar level communication was also monitored from the competitors to get effective benchmark.

#### 4.1.1 Competitor Benchmark and Social Media Channel Analysis

The social media channels were analysed through monitoring all relevant channels during the period of one month, November 2016. The channels were Facebook, LinkedIn, Twitter, Instagram and YouTube. The channels were selected because there already are in active use by Metropolia UAS. These channels are also commonly used by the alumni group as stated in the questionnaire sent for the alumni group in November.

[https://docs.google.com/forms/d/1YOU\\_PFCdH5whWAhV2gM7sNsUXbotJtwT9PXpcq6Xwbc/viewanalytics](https://docs.google.com/forms/d/1YOU_PFCdH5whWAhV2gM7sNsUXbotJtwT9PXpcq6Xwbc/viewanalytics)

The profiles monitored in each channel were the common university level profiles even though each university has their own profile for alumni communication. Some of the alumni communication profiles are restricted so that only members have access to the messages. The decision was made to monitor the common profile in order to get adequate material for conclusions.

All results were collected into one table (table 5) introduced originally by Quesenberry (2015, pp. 2) and published through Harvard Business Review. The table sets monitored information into five different categories:

- In the column “Who?” the collected data is listed under who is talking: either the company, consumers or a competitor.

- In the column “Where?” the content is categorized according to the channel and environment. These channels can be any of the social media channels used. It also includes the environment, the look and feel of the channel usage.
- In the column “What?” the type of content is categorized. Whether it is articles, photos, videos including the sentiment of the post as positive, negative or neutral.
- In the column “When?” the frequency of the activity is quantified through number of posts, comments, views or shares per day, week or month.
- In the column “Why?” the purpose of the messages is determined from awareness and promotion to complaint or praise. If it is possible KPI’s should be included.
- In the final column each observation is scored as either a problem or an opportunity to help formulation of right marketing or communication action in social strategy.

Social Media Audit Template					
WHO	WHERE CHANNEL/ ENVIRONMENT	WHAT CONTENT/ SENTIMENT	WHEN DATE/ FREQUENCY	WHY PURPOSE/ PERFORMANCE	OPPORTUNITY 1 = challenge 2 = opportunity
COMPANY	Twitter • text • links	Sharing headlines from website with links • little likes, comments, or retweets	2 tweets per day	Drive to website • few visits • few unique visitors	•••• • few visits • no unique visitors • some conversions
	Flickr • photos • text • links	Sharing photos from website with links • low views, faves, or comments	5 posts per week	Drive to website • no visits • no unique visitors	• • no visits • no unique visitors • no conver- sions
CONSUMER	Twitter • comments • questions	Seeking help • negative brand experiences	20 tweets per day	Complaints • negative	•• • negative comments • no likes • no shares
	Instagram • photos • text • hashtags	Sharing photos • positive brand experiences	10 posts per day	Praise • positive	••••• • positive comments • no brand presence
COMPETITOR	Twitter • photos • videos • links • hashtags	Sharing photos • some likes, comments, and retweets	5 tweets per hour	Drive to website • visits • unique visitors	•• • lots of positive comments
	Instagram • photos • text • hashtags	Sharing photos • high likes, comments, shares	15 posts per day	Engagement • views • faves • comments	•• • lots of positive engagement

Table 5. Source Keith A. Quesenberry (2015, pp. 2)

The full table of Metropolia UAS channel analysis can be found in the appendix 3. The activity and the style of activity is analysed by different channels in the following paragraphs.

### **Facebook**

All of the monitored universities of applied sciences and universities have profile in Facebook. The rate of engagement varies a lot between the different institutions. All have clear Facebook strategy where the content is aimed for promoting the brand and the offering for prospective students. Some seem to make it relevant to communicate the size and the long traditions of the institution in their description like Hanken and Lund University. Hanken posts mainly self-generated content with only a few likes but Lund succeeds in adding value for the target audiences and generating discussions. During the period of monitoring it was somewhat striking that the visual content of Hanken represented aged groups of alumnus or other stake holders. This way of visualizing the staff may alienate some of the target audiences from commenting.

All of the monitored universities have fair share of likes in their feeds. For the engagement aspect of social media only the likes should not be target of engagement. Aalto University, Lappeenranta University, Lund University, University of Jönköping, University of Amsterdam and ESTM Berlin all have better engagement rates than Metropolia in Facebook. They manage to engage students and stakeholder groups into some level of discussion and shares of the university generated content. The best performance among these is with Amsterdam University, Lund University and Jönköping University all of which have managed to generate discussions through sharing content of current issues and relevant matters for target audiences. Lappeenranta University has distinguishable tone of voice enhancing the location in north-east of Finland.

The universities and universities of applied sciences that perform well in Facebook seem to follow their given descriptions in their feeds which makes the presence in the channel consistent and logical. The comment frequency does not seem to be the dominative issue when generating discussions. It seems that the target audience is more casual in its comments and use Facebook as a channel of self-branding and maintaining contact with own network.

## **LinkedIn**

All of the monitored universities and universities of applied sciences had two profiles in LinkedIn - one as an educational institution and the other as a company. Hanken had made the difference with these two profiles very strict where the company profile was used just to publish open vacancies whereas the profile of an educational institution was used to post professional content which was the same as in Facebook profile feeds. Laurea used LinkedIn only to promote study programs and information on application times. University of Jönköping published only open vacancies in its common profile and left individual schools do publishing of content relevant to their target audiences. Lund University added also live streams of key notes into its feed generating some lively discussions. Others published the same content in both of their profiles.

The frequency of the posts seemed to be related to the content. If there was only content related to recruitment the frequency rate was very low, only a couple times a month. If the content was aimed towards discussion and engagement the frequency rate could be couple times a week. The frequency of the posts did not seem to guarantee engagement or positive sentiment. The most positive sentiment was noticeable when the content was contemporary or interesting for the target audience. The target audience use LinkedIn when seeking new career opportunities and keeping in touch with professional network. It is also used to seek additional information in their own field of expertise more than other social media channels monitored.

## **Twitter**

Metropolia has two profiles also in Twitter – one for Metropolia and the other for Metropolia Alumni. Twitter seems to be the most active channel used in social media communication by Metropolia as it is with Aalto, Haaga-Helia, Tampere AMK, Lappeenranta (LUT), Turku UAS and Lund University. The content is the same as in Facebook and in LinkedIn, and some of the universities use publishing platforms like Hootsuite or Klout to share the similar content in several different channels. The difference is that a lot of the content is formed by retweets of interesting topics rather than self-generated content. Hanken, ESTM Berlin, University of Jönköping are the ones that use Twitter less than others. University of Jönköping uses Twitter as

marketing channel and clearly states so but it also means that the activity rate is fairly low.

University of Amsterdam had two profiles of its own, one general and other for students. The general seemed to be for promotional purposes and the student profile seems to be harnessed for student services answering questions and sharing contemporary information concerning exam cancellations, applying visas, admissions etc. It also has active audience formed by students and staff publishing content related to UvA field of studies using relevant hashtag. The staff uses their own profiles to promote their own brands and self-image lifting also the brand of the University of Amsterdam in a positive way.

Twitter is not widely used channel in social media communication in Finland. The alumni group seems to use Twitter mainly for other purposes than to seek career related information. Some use it to seek latest news in their field of expertise. On the other hand, even the universities with larger amount of followers do not seem to generate vast engagement in Twitter. The nature of the channel requires instant or at least fast reaction so the need to have added value in content in order to get reactions is important.

### **Instagram**

Metropolia has two profiles in Instagram – one for Metropolia and one for Metropolia alumni. The content is similar in both profiles, mainly visual documentation of events. Other monitored universities do not seem to have similar strategy of maintaining different Instagram profiles. They rely on one institutional profile and encourage students and staff members to provide visual content with relevant hashtags. Some of the universities also share video content in their own profiles. Many of the videos are short gif –type animations and fun memes.

It seems that Haaga-Helia, Tampere AMK, Laurea UAS, Lappeenranta (LUT) have included explanatory profile text in their front page. Turku UAS and Lund University highlight the size of the university in their profiles which seems somewhat irrelevant as the content does not resonate the size. University of Amsterdam, Lund university and University of Jönköping have succeeded the best in Instagram in regards of likes of the published photos and videos. Their content is mainly posted by students documenting

everyday life and fun events on campus where as others have a lot of photographed lectures and workshops. Edinburgh Napier seems to rely on photos of famous former students but this type of content does not generate a lot of reactions.

The more the Instagram content is documenting leisure activities, study trips, or otherwise interesting events and even selfies the better the reaction rate seems to be. It also seems that the amount of followers does not relate to the reaction rate in Instagram. When asked from the alumni group Instagram was considered as a channel to keep in touch with friends which can explain the reaction rate.

### **YouTube**

At the time of the channel monitoring when asked the target group stated that they use YouTube on other purposes than seeking information supporting professional development. The questions were asked only from Metropolia alumni so the answers need to be considered accordingly. In cases of Aalto University, Lund University and University of Amsterdam the content of YouTube includes also webinars, documentation of keynotes or podcasts and the interviews of interesting speakers which all are watched several times.

All of the universities did publish some kind of an introduction video of the institution. Edinburgh Napier has introductory videos of different campuses and study programs. Many publish also videos of graduation ceremonies and promotional videos for joint application period which seemed to be the most published content in cases of Laurea and Tampere AMK.

The amount of subscribers does not seem to correlate with the reaction rate. This may be caused by the fact that content varies a lot and some is aimed for certain narrow target group e.g. videos of new innovations and research results by Aalto University, Lund University and University of Amsterdam. Many of the monitored universities seem to have YouTube as a promotional channel only ignoring the fact that added value would be fairly easy to transmit.

### **Blogs**

The content of blogs seems to be handled in very different ways in the monitored educational institutions. Metropolia, Aalto, Haaga-Helia, Tampere AMK, Turku UAS

and ESMT Berlin have dedicated platform for bloggers and blog texts. Others publish similar content under the “news” or “press releases” sections of their official web pages. Hanken seemed previously have blogging platform but does not seem to have it active anymore.

The institutions that have blogs did not seem to engage discussions in their web pages. The discussions and this type of engagement was directed into other social media channels such as Facebook, Twitter or LinkedIn. There seems to be difficulty in finding contextual purpose for the blog texts other than reporting student life, events and highlights. Texts handling research results or innovations are in most cases published under news or press releases.

#### 4.1.2 The Customers - the Interview of Alumni Group

Heller and Parasinis (2011) performed a survey in October 2010 of social media behavior reaching online 1056 consumers in United States, Canada, the United Kingdom, France, Germany, India, China, Australia and Brazil. They continued the study by surveying 351 business executives in the same countries and made very interesting notes. The study revealed that consumers in several age groups and from different financial backgrounds and from all over the world are quickly adopting the social media but most interact only occasionally. Today there is increasing pressure for consumers to have social footprint which implicates that the amount of interaction has increased. But it still is about friends and family not about brands. In 2010 more than half of the consumers didn't even consider engaging with the businesses via social sites.

Today engagement via social sites is so common that it has become new natural. That is why it is also important to understand why, what channels and how often individuals use their social media channels. For this research Google forms –platform was used to organize small survey of social media channel usage among Metropolia alumni. The survey was conducted during the period of two weeks in the beginning of December 2016. The result is only directional and designed to give guidance for formulation of the social media strategy for Metropolia alumni communication. That is why the results are studied throughout even-tough 30 replies were gained. The alumni group was invited to



answer the survey through Facebook group. The summary of responses can be found at:

[https://docs.google.com/forms/d/1YOU\\_PFCdH5whWAhV2qM7sNsUXbotJtwT9PXPcq6Xwbc/viewanalytics](https://docs.google.com/forms/d/1YOU_PFCdH5whWAhV2qM7sNsUXbotJtwT9PXPcq6Xwbc/viewanalytics)

The all of the questions are in appendix 3.

Figure 18 describes the general demographics of the persons who answered the survey. 19 (63.3%) of the respondents were female and 11 (36.7%) were male. The main part, 25 (83.3%) of the respondents were employees, only 3 students and 1 employer. The study did not conduct any further questions about the field of possible studies so it is impossible to say if these students are studying in Metropolia or in other institute. 18 (60%) of the respondents were in the age of 20-29 years and 11 (36.7%) in the age group of 30-39 years. Only one respondent was in the age group of 40-50 years and none were in the age groups of 50+ or under 20 years of age.

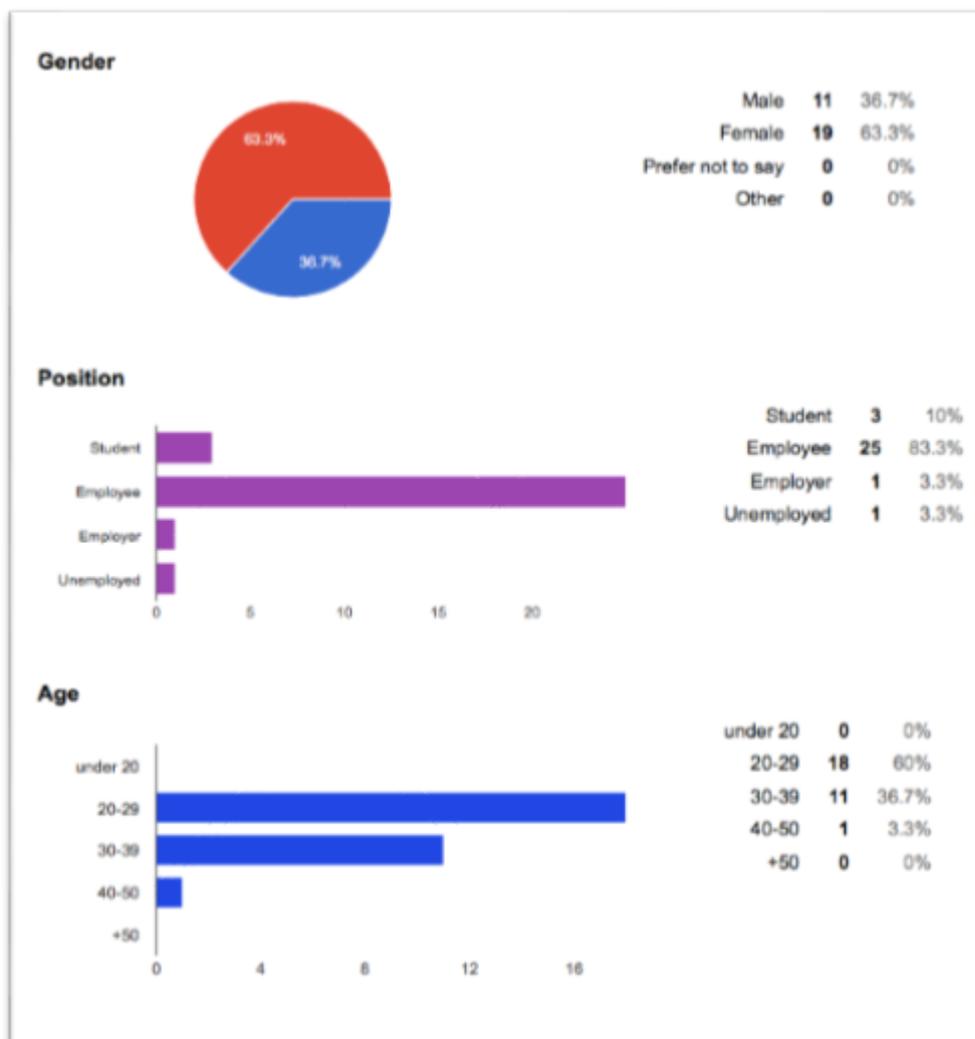


Figure 18. Demographics of the alumni survey.

The first two questions in the survey concerned the social media channel preference of the respondents by asking which social media channels are actively used and which of the channels the respondents prefer to use in personal communication. Figure 19 shows the deviation of the answer for the channel activity and figure 20 shows the degree of preference for different channels. All of the respondents use actively Facebook. Among the most used channels are also LinkedIn (83.3% of the respondents are users) and Instagram (76.7% of the respondents are users). The least users have Twitter and some other channels. YouTube is used by 43.3% of the respondents. In the light of this question Facebook account along with LinkedIn and Instagram are preferable for Metropolia. But in order to deepen the understanding of

the choice it is important also to ask why and for what kind of communication these channels are used.

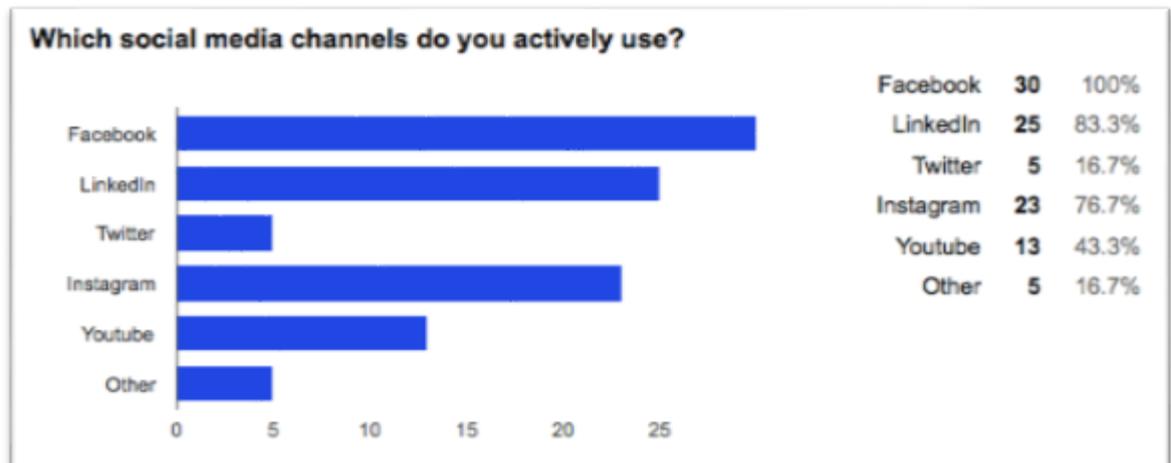


Figure 19. Deviation of preferred social media channel.

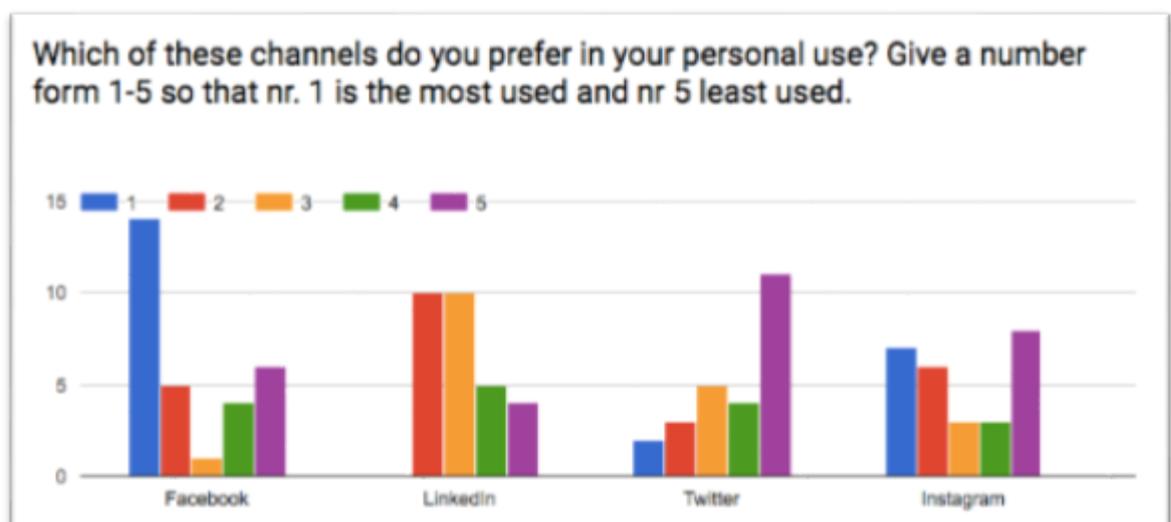
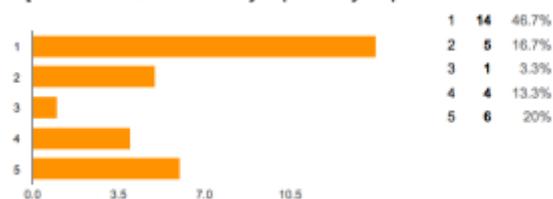


Figure 20. The degree of preference in different channels in personal use.

The most preferred channel is Facebook (nos.1 and 2 by 19 respondents), followed by Instagram (nos. 1 and 2 by 13 respondents) in personal use. More detailed deviation of answers is shown in the figure 21. Facebook is the most preferred in personal use for 14 of the respondents followed by Instagram as first choice for 7 respondents. The second preferred channel for personal use was LinkedIn and YouTube having the equal amount of numbers 2 and 3.

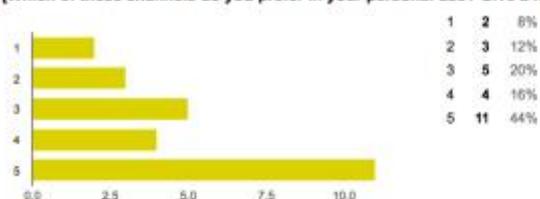
**Facebook** [Which of these channels do you prefer in your personal use? Give a number form 1-5 so that nr. 1 is the most used and nr 5 least used.]



**LinkedIn** [Which of these channels do you prefer in your personal use? Give a number form 1-5 so that nr. 1 is the most used and nr 5 least used.]



**Twitter** [Which of these channels do you prefer in your personal use? Give a number form 1-5 so that nr. 1 is the most used and nr 5 least used.]



**Instagram** [Which of these channels do you prefer in your personal use? Give a number form 1-5 so that nr. 1 is the most used and nr 5 least used.]



**YouTube** [Which of these channels do you prefer in your personal use? Give a number form 1-5 so that nr. 1 is the most used and nr 5 least used.]



Figure 21. Deviation of the responses regarding preference in personal use by channels.

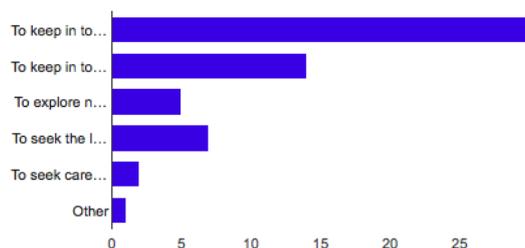
If we look at the second preferred channel equaling the numbers of second and third choices LinkedIn is the clear choice with 20 respondents giving the number 2 or 3 followed by YouTube (nos. 2 or 3 by 13 respondents) and Instagram (nos. 2 or 3 by 9 respondents). Twitter is clearly the least preferred channel in personal use followed by Instagram. On the other hand, 10 of the respondents gave Facebook the value of 4 or 5 as not preferring it for personal use.

It is important to see what is the main type of the communication in different channels for the target group. The detailed deviation of answers regarding the type of communication is shown in figure 22. Facebook (100% of the respondents) and Instagram (87% of the respondents) are mainly used for keeping in touch with friends. YouTube (70% of the respondents) and Twitter (55.6% of the respondents) are mainly used for other purposes. It is interesting that YouTube (50% of the respondents) was used to seek career supportive information or the latest news of the field of expertise even more than otherwise popular channel Facebook (30% of the respondents).

LinkedIn is the obvious choice for work related communication including exploring new career opportunities (89.3% of the respondents), seeking the latest news of the field of expertise (75% of the respondents) and seeking career supportive information (71.4% of the respondents) other than just keeping in touch with colleagues (60.7% of the respondents) where Facebook is the other popular channel.

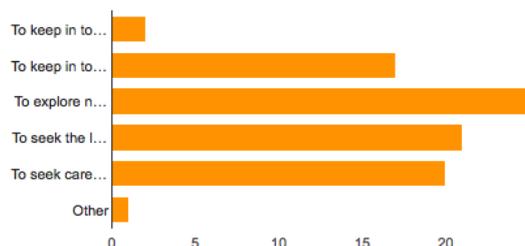
Twitter seems not to be popular in any type of communication as seen in the figure 23. The most popular content of communication through Twitter is to seek the latest information of their field of expertise by 38.9% of the respondents. 11.1 % keep in touch with friends and only one respondent uses it to keep in touch with colleagues. Only one respondent uses Twitter to seek career supportive information. This tells about the popularity of Twitter in Finland among Metropolia Alumni group and the representation of this type of age group. It should not indicate that the channel is useless in the future. For this type of conclusion, a deeper research should be made.

### What kind of communication you use Facebook for?



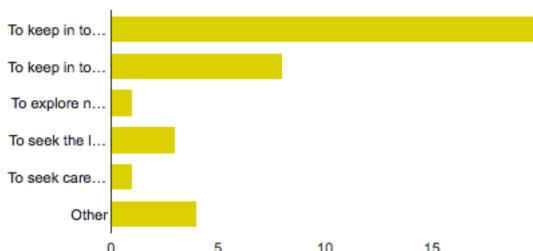
Communication Purpose	Count	Percentage
To keep in touch with friends	30	100%
To keep in touch with colleagues	14	46.7%
To explore new career opportunities	5	16.7%
To seek the latest news of my field of expertise	7	23.3%
To seek career supportive information	2	6.7%
Other	1	3.3%

### What kind of communication you use LinkedIn for?



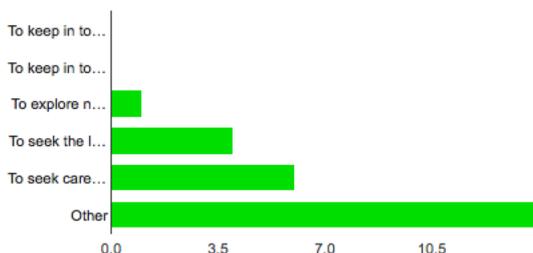
Communication Purpose	Count	Percentage
To keep in touch with friends	2	7.1%
To keep in touch with colleagues	17	60.7%
To explore new career opportunities	25	89.3%
To seek the latest news of my field of expertise	21	75%
To seek career supportive information	20	71.4%
Other	1	3.6%

### What kind of communication you use Instagram for?



Communication Purpose	Count	Percentage
To keep in touch with friends	20	87%
To keep in touch with colleagues	8	34.8%
To explore new career opportunities	1	4.3%
To seek the latest news of my field of expertise	3	13%
To seek career supportive information	1	4.3%
Other	4	17.4%

### What kind of communication you use Youtube for?



Communication Purpose	Count	Percentage
To keep in touch with friends	0	0%
To keep in touch with colleagues	0	0%
To explore new career opportunities	1	5%
To seek the latest news of my field of expertise	4	20%
To seek career supportive information	6	30%
Other	14	70%

Figure 22. The type of communication preferred through different social media channels.

#### What kind of communication you use Twitter for?



Figure 23. The type of communication Twitter is preferred.

The channels preferred for alumni communication have supportive results as will later be seen. Unfortunately, these responses can have only indicative significance as 50% of the respondents stated that they did not receive any type of communication from Metropolia lately (Figure 24).

#### Have you received any alumni communication through social media channels from Metropolia lately?



Figure 24.

The next set of questions regarding the type of communication received from Metropolia was asked only from the respondents answering yes or maybe to the question of receiving any communication from Metropolia. The figure 25 shows the deviation of answers regarding Facebook, LinkedIn, Instagram and YouTube and the figure 26 shows the deviation of answers regarding Twitter. Facebook was the most used channel in alumni communication. Through Facebook they had received an invitation to a happening (5 respondents) and only one respondent had received the invitation through LinkedIn. But Facebook was used for sharing press releases (4 respondents), only 2 had received press release through LinkedIn. Facebook is also used to share information of a new study program, key note speaker or a new blogpost release as well as information of a key note speaker.

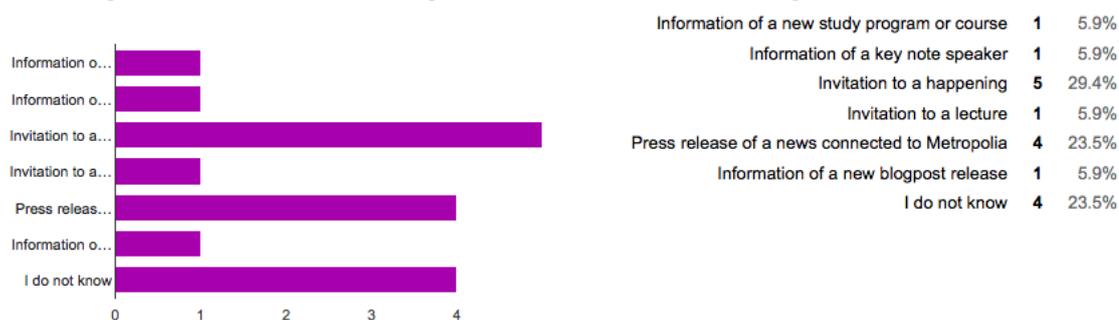
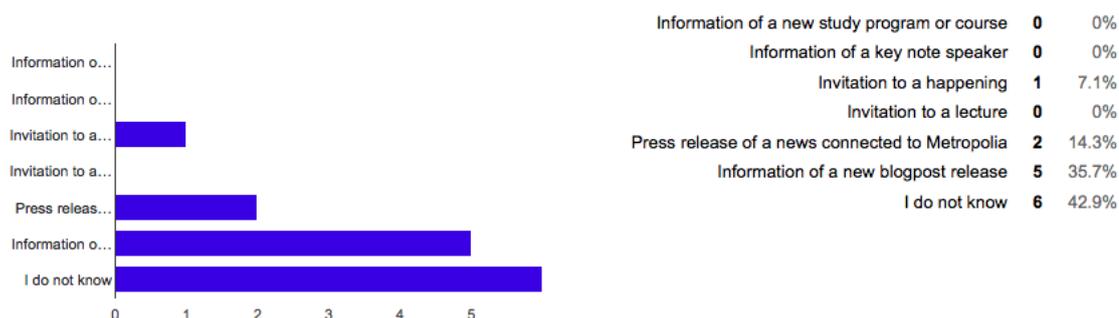
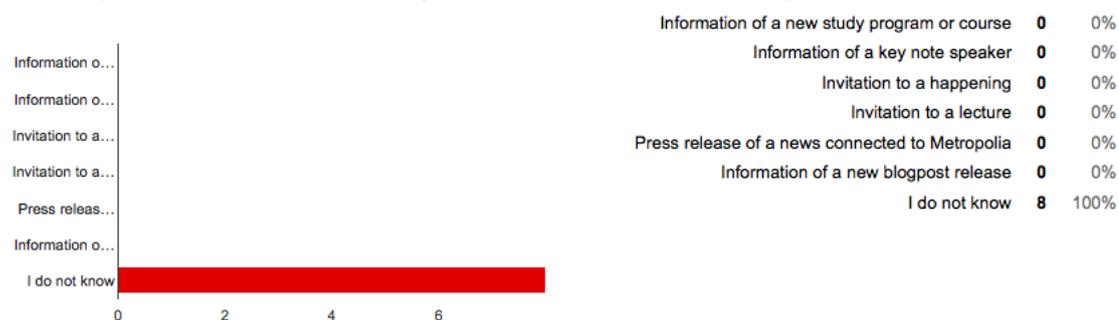
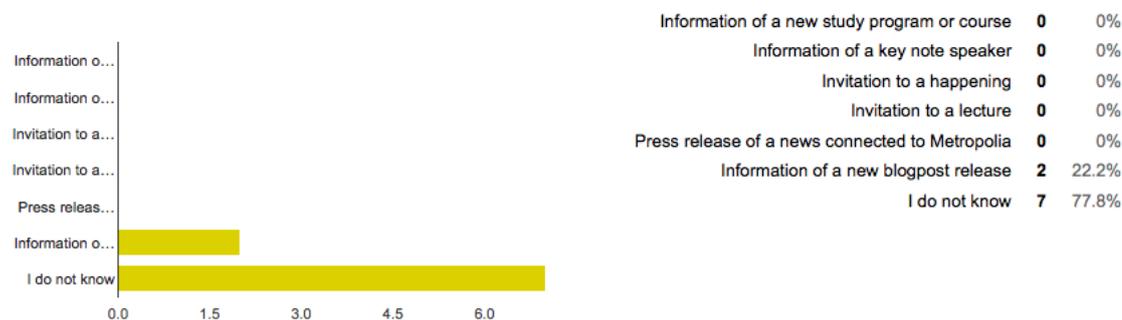
**Facebook [What kind of communication did you receive? what channel was used?]****LinkedIn [What kind of communication did you receive? what channel was used?]****YouTube [What kind of communication did you receive? what channel was used?]****Instagram [What kind of communication did you receive? what channel was used?]**

Figure 25. The channels through which communication was received.



### Twitter [What kind of communication did you receive? what channel was used?]



Figure 26. The type of communication received through Twitter

LinkedIn was the second popular channel of communication among recipients. 5 of the respondents remembered receiving news of a new blogpost form LinkedIn, 3 via Twitter and 2 via Instagram. No one knew what type of communication they had receive through YouTube and 7 did not know what they had received through Instagram. The least recognized channels for alumni communication were Twitter, YouTube and Instagram.

16 of the respondents received messaging form Metropolia alumni once in a month (figure 27) even tough half of the respondents did not have any recollection of having any messaging form Metropolia alumni in recent times. This may be due the fact that the expression “recently” is vague and has a different significance for different people.

### How often do you receive a message from Metropolia or Metropolia Alumni?

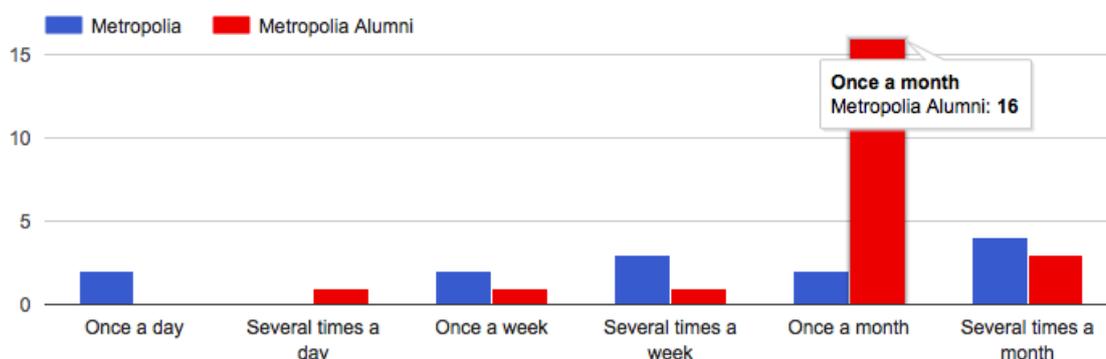


Figure 27.

Three respondents had received messages from Metropolia several times a week and 4 several times a month. 3 respondents had received Metropolia alumni communication several times a month.

17 respondents gave answer to the question of the type of messaging they would want to receive from Metropolia alumni (picture 2). They would mainly prefer invitations to different kinds of networking events for alumni, courses and happenings but also information on new courses, job or internship opportunities and latest news.

### What kind of communication you would want to receive from Metropolia Alumni through social media channels?

(17 responses)

Information on Master's degrees, alumni events etc.
A detailed newsletter
New courses and study programs
Information on useful networking events
Jobs or internship opportunities, experience
Invitations to happenings
News, invites
Invitations to INTERESTING events
Information of new courses / opportunities to develop oneself more.
Invitations
Interesting events held for alumnies (Future female kind of events)
Invitations, information on new courses
Facebook
Invitations to a happening and gatherings
Happenings and news
News on what's happening at Metropolia, possibilities to reconnect with old school mates
Happenings, courses

Picture 2.

There is no need for very frequent messaging as long as the content is interesting. It is enough to receive some information once a month for the majority of the respondents

(Figure 28). 70% of the respondents say that once a month is enough, for 13.3% say once a week is a good frequency for messaging. More often information was requested only by some of the respondents.

### How often would you want to hear form Metropolia Alumni through social media channels?

(30 responses)

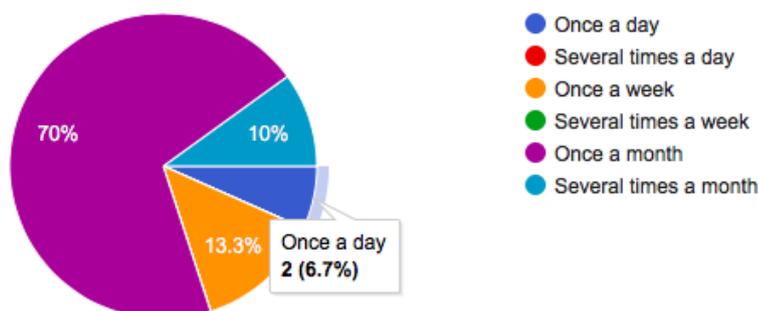


Figure 28.

The tone of voice in communication by Metropolia in overall was considered neutral (Figure 29). 62.1% considered the sentiment of communication neutral and 34.5% positive. Negative sentiment had only one respondent.

### What is the sentiment you get form Metropolia Alumni communication?

(29 responses)

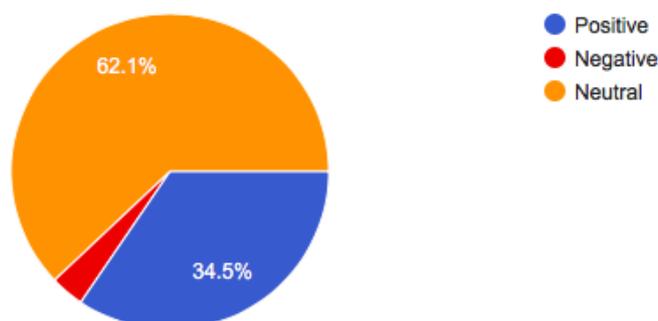
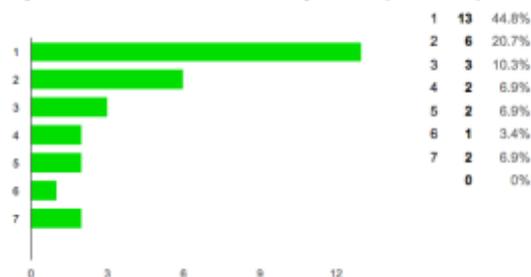


Figure 29.

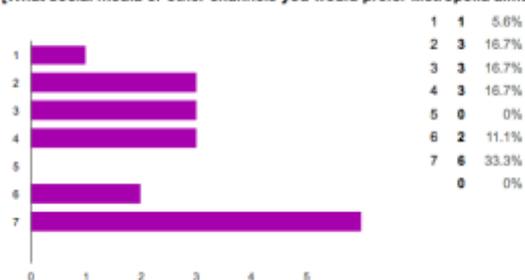
The channel preference for communication in alumni group was very interesting. Figures 30, 31 and 32 show the deviation of the responses in question considering the

channel preference for alumni communication. In addition to traditional social media channels also the preference for using e-mail or newsletter was included into the question.

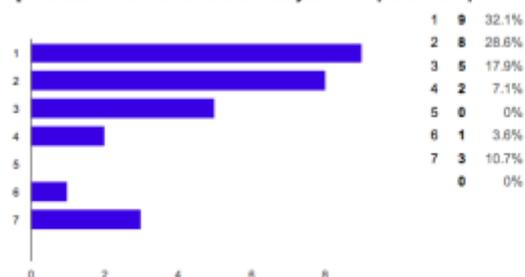
**Facebook [What social media or other channels you would prefer Metropolia alumni to use? n:o.1 most preferred channel and n:o. 7 the least preferred.]**



**Twitter [What social media or other channels you would prefer Metropolia alumni to use? n:o.1 most preferred channel and n:o. 7 the least preferred.]**



**LinkedIn [What social media or other channels you would prefer Metropolia alumni to use? n:o.1 most preferred channel and n:o. 7 the least preferred.]**



**Instagram [What social media or other channels you would prefer Metropolia alumni to use? n:o.1 most preferred channel and n:o. 7 the least preferred.]**



Figure 30

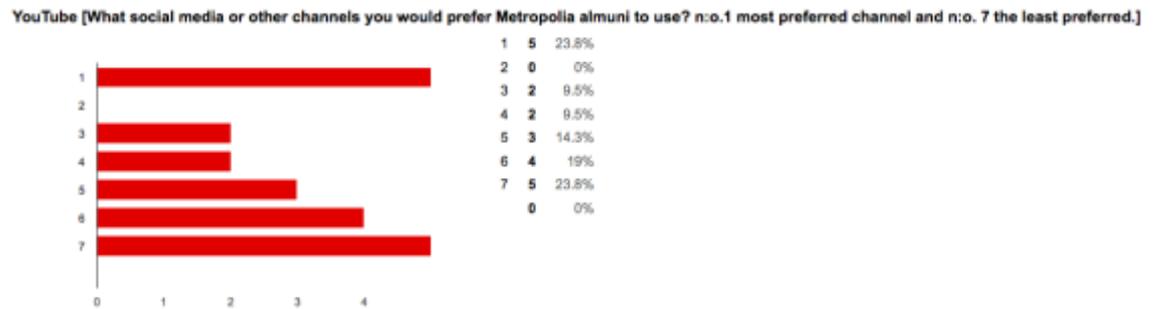


Figure 31

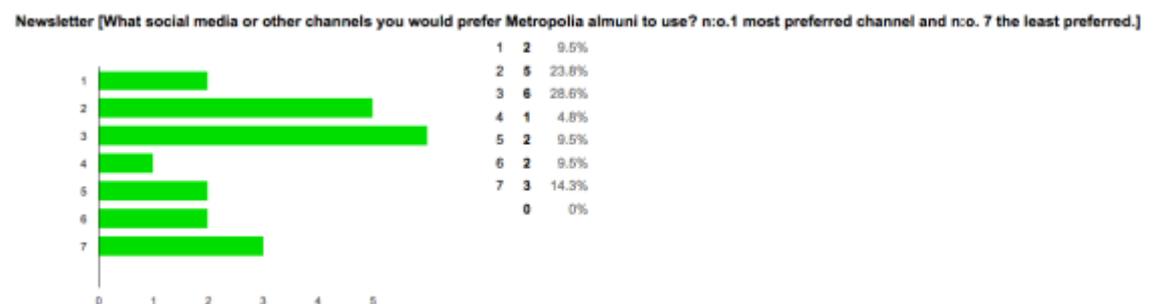
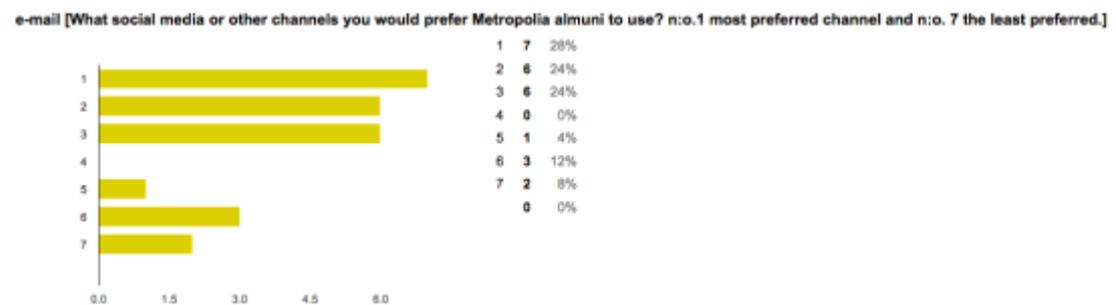


Figure 32

Facebook was the most preferred channel with 13 respondents ranking it no. 1 followed by LinkedIn (no. 1 ranks of 9 respondents) and interestingly e-mail (no. 1 ranks of 7 respondents). YouTube was considered the most preferred channel for alumni communication by 5 of the respondents.

When considering what channels got the most ranks for 2 and 3 then the second preferred channel would be LinkedIn (13), e-mail (12) and Newsletter (11) followed by Facebook (9) and Twitter (6). YouTube and Instagram would not be as preferred channels for alumni communication as the aforementioned.

YouTube was a channel with most deviation in the preference. As many preferred it the most and the least (5 respondents). Twitter and Instagram shared the position of least preferred channel used for alumni communication.

When asked comments, suggestions or critique regarding the communication, only two replies were received:

**Do you have any comments, suggestions or critique regarding Metropolia Alumni communication?**

Informations could be more interesting

Currently I think I get information only through email or at least what I have noticed / remember.

#### 4.1.3 Internal audit, Examination of the Structure, Tools and Resources used in Social Media Communication

The internal audit of Metropolia University of Applied Sciences alumni communication was based on interviewing the key persons. The interviews were performed in late November after the channel audit's competitor benchmark was finished. The questions asked and the outline of the interview can be found from appendix 1. To maintain the anonymity of the interviewees the position nor the exact comments are not published. The answers are combined from the interviews and clarified from the information given on Metropolia UAS web pages.

Q: Do you have vision statement for social media actions? Is there a one-sentence business vision for the next three years?

A: Currently there is no social media strategy statement derived from the business strategy. There is a communication strategy which is derived from the business strategy but it is not actively implemented into social media channels. The communication strategy however includes all communicational actions regardless of the channel used. But what comes into generating new business through the usage of social media, this type of strategy is nonexistent.

Q: Is the vision statement derived from Metropolia's vision mission and brand promise?

A: The business strategy statement of Metropolia UAS has been turned into communicational vision in a form of a strategy statement as explained in the beginning of chapter 4. This is formulated to steer all communication in Metropolia. There is some

reference for master's programs in themes such as publishing master's thesis works either blogposts or through some kind of a news platform. It seems that people are very secretive of their knowledge.

Q: Is there an existing survey with valid information on opinions of the students? Are they in line with the brand promise?

A: There is an active protocol of asking feedback from different lecture entities and courses but these are not used to seek feedback for communication or to see if the brand promise is followed. The feedback is addressed by the management team. Students have made some assignments on behalf of the communications department and there has been feedback accordingly but there is no systematical survey on this field. The development of communication in social media channels is not very active. There is no existing program for development in use as in the form of A-B testing or questionnaires considering only communication. The current brand image is based on the experience of bachelor's degree. If that one is positive then also master's degree is possible.

Q: Is there a list of key words that describe customer relationship aspirations and desired experiences?

A: One can consider that the list exists as the strategy gives us terms like high quality learning and professional life co-operation but pure key words as a listed guide do not exist. There is a challenge now when we are changing from the old strategy into the new one. Also social media code of conduct is in use which should help in communication.

Q: Is there an action plan for social media communication for next three years? Is it prioritized? Is it build into time-based roadmap?

A: There is a planned calendar of content for messages published in social media channels which also states content along with named persons in charge. But this plan is not widely known.

Q: Who owns the social media communication?

A: It comes down to the communication manager Liisa Salo. She owns the process of social media communication. The official alumni communication in Metropolia social media channels lies heavily on the shoulders of one person who only has dedicated

somewhat 20 -30 % of her time for this task. She is in charge of the alumni communication but each social media channel has their own persons in charge of publishing the content. These are the same persons who plan and execute the actions for some channels. They are communication planners in charge of the communication of their named degree programs: Engineering, Business, Health and Social Sciences and Culture.

The social media communication is really imbalanced as it heavily relies on persons in charge. It seems that in some fields almost anything is possible to share whereas in some fields the persons are too protective and it seems nothing is possible to say. It seems that the communicational needs and targets of general Metropolia level communication does not meet with the degree level communication targets.

Q: Who makes the decisions what to publish?

A: The communications department is in charge of these decisions. One can say that the decision making is distributed for the persons in charge of the different social media channels. Each some channel has their named persons in charge of the content published through the channel. If the situation debatable then of course it is consulted and in situation of crisis also upper management is consulted.

Q: Who carries out execution based on the context of the situation?

A: The communication planners, in other words the people in charge of the social media communication.

Q: How is the social media communication organized?

A: There is no graphical organization presentation. But there is an existing organization for social media communication which is derived from the organization of all communication. The communications department is in charge of co-ordination of over-all communication and management. From different communicational types the communications department is in charge of:

- corporate communication
- external academic level communication
- brand communication including graphical design and instructions as well as material production
- the monitoring of applicants and promotional activities



- communication of learning according to the fields of studies (business, culture, engineering and social and health care) including stakeholder and media relations and communication
- support for business communication
- support for research and development communication
- operations for alumni relations
- the entity of web pages and web based solutions, technical support and maintenance
- event communication and PR

These tasks have been divided between different employees (table 6) so that one person is in charge of all alumni communication and alumni relationships from different departments in addition to promotional activities with other universities and schools and production of events such as Metropolia event for pupil counsellors, Studia –fairs, events on campuses and MINNO-fest.

<b>Communications manager</b>			
Strategical and operational planning of communication, budgeting and co-ordination, brand promotion, change communication, crisis management, communication with named universities			
<b>Webmaster</b>			
Contact person for IT, systems planning, development and maintenance, administrator of CRM and OMA, web analytics			
<b>Communications planner</b>	<b>Communications planner</b>	<b>Communications planner</b>	<b>Communications planner</b>
Alumni relations and communication, R&D communication, promotional communication with other universities, event	Academic communication including media communication, strategical communication, brand communication, channel	Brand communication and co-ordination, graphical design manual, printed materials, recruitment communication	Web pages, SEO, videos and animations, support in online writing, web analytics and report, channel responsibility: YouTube and

production	responsibilities: Twitter and LinkedIn		Instagram
<b>Communications planner</b> Stakeholder and media relations and communication for engineering and business study programs, MBA communication and marketing, Strategy marketing, Facebook coordination and development	<b>Communications planner</b> Marketing and communications for new students, coordination of business operations, event communication, channel responsibility: Twitter and LinkedIn	<b>Communications planner</b> Corporate communication, press releases, stakeholder and media relations and communication for culture and social and health care study programs	<b>Communications planner</b> Metropolia level media, stakeholder and change communication, coordination of blogs and internal communication

Table 6, The current organization of communication with fields of responsibilities.

Q: Who funds it?

A: In principle all social media communication costs are allocated from the Metropolia UAS communication budget but this varies according to the situation. Sometimes the actions are funded from the budget of the degree program.

Q: Who else is simply kept in the loop of communication?

A: In the normal communicational situation the responsibility lies on the person in charge of the channel. In the situation of crisis also executive committee is consulted. There should also be the possibility for the people in degree programs to have actions in social media channels. Currently the communication is in Finnish which limits the possibility to reach international students. This is why we have profile in Facebook for Metropolia Business School.

Q: How the current some initiatives create business value?

A: We do mostly reach target groups who are genuinely interested in Metropolia UAS. Especially young people. It makes it possible to bring human to human aspect into more official communication and adds better interaction than the traditional channels. It

seems that all communication and activities are very organizational based. There is the need to communicate about Metropolia but are we really considering what is the need of the target audience to hear. It seems at the moment we do not really know what is being published.

Q: What channels do you use for sales communication? List all channels?

A: Facebook, Twitter, Instagram and YouTube are the main social media channels. These give support to sales and marketing actions. The most important are the web pages. We do have e-newsletter and we do some traditional direct mailings for alumni register considering the master's program. But our registers are not in top shape which causes failure in most of the campaigns. It seems we can not provide added value to those who visit our web pages.

Q: Who is in charge of the pass words of these channels?

The collective responsibility is in communications unit. By contacting the person in charge of the certain channel one can have access into the pass words. But this is considered difficult and this is why there are so many individually maintained profiles. Also volunteers maintain business school profile in their spare time.

Q: Have you ever had training for social media communication?

A: Yes, there has been education for different channels. The communicational team usually gets training for itself and it's network.

Q: Is social media channels currently used for sales/ student support?

A: These channels are not originally harnessed for this type of service and this is why we do not have operations protocols for this type of activities. But if and when there are questions that fall into this category we naturally answer to these questions. We do not have internal structures for this type of operations. E.g. the student registry office feels that they do not have enough resources.

Q: Do you have measurement tools set to monitor performance through social media channels?

A: The measurement tools for communication are still under development. By the help of the tools in Meltwater we systematically analyse the number of followers and the sentiment of the discussions. The individual profiles are monitored through the channel

based measurement tools. The handicap is that all communication is done through persons who do not have “business sentiment”. This causes problems in the way of communicating when marketing is not included. It also puts the degree programs in inequality position when it goes unnoticed what the competition situation for different degree programs is. E.g. it is critical for business to get more leads.

#### 4.1.4 Key Findings and Conclusions of the Current State Analysis

Metropolia has fairly active social media communication. There are variety of channels in use like Facebook, LinkedIn, Twitter, Instagram, YouTube and others that were not monitored as Pinterest and Periscope. The degree of activity in these channels varies a lot between different departments and between the channels. SWOT analysis indicates the overall status of Metropolia’s communication in social media channels (figure 33).



Figure 33. SWOT analysis of Metropolia UAS Alumni’s Social Media communication

The strengths include existing alumni program in which social media communication is included into the communicational strategy level. This strength also has a counterpart in the category of weakness as it has not fully been utilized yet. The organization

around social media actions lack structure and clear set of rules, liberty and responsibilities. The advantage is that there are volunteers that are willing to communicate their field of expertise through social media channels and also include Metropolia UAS in the role of communicator. That is why there are many different profiles depending the department. This can confuse possible students when there is not a clear indication of official profile.

Where the communication strategy enables social media channels to be utilized the support lacks form business strategy. There is no clear connection between the metrics for business success and equivalent in social media communication. Also the paid resources are very limited as there is only one person in charge of all alumni communication including alumni communication through social media channels. The barrier for turning this into actions is the lack of representative of communication in the top management group which also results the very limited resources for communication.

The external opportunities include a vast variety of unutilized content form different departments. As there is no clear structure for social media communication and very limited resources many communicative opportunities go unnoticed. There is no link between CRM and social media communication which also causes the gap in lead generation for up and cross selling. If the structure can be formulated the contact network becomes vaster and creates sales possibilities.

The competitors create both opportunities and threats. Some communities inadvertently create image of old institution (Hanken) through the content they provide. Some are more capable in communicating their added value (Aalto, LUT) to their prospects. If nothing is done, Metropolia faces the reality of an institution with mixed public image where individuals maintain department and even study program –level communication making it possible for the student network to feel more familiar with an individual professor than the institution. This can be considered as a threat when the professor is leaving the institution, but it is also an opportunity for the institution to widen its network and reach new type of a target group.

The lack of recourses causes both internal weaknesses and external threats. Both can be seen as relevant content being unnoticed, when the value adding aspect is left

unsaid or not recognized. It seems that there is not enough time to consider these aspects when making the decision what to publish. It has been stated that the best knowledge of the field of studies lies on the shoulders of the lecturers and the teachers (Kaarni, 2015). But the organization does not make it possible to utilize fully this knowledge.

The vast variety of bloggers can also be seen as an internal strength but also as an external threat. It creates strength when the bloggers can write content that is relevant and interesting to a certain target group. It becomes a threat when the blog content is irrelevant and is goes unnoticed. Then the amount of blogposts may become overwhelming for the person who is seeking certain type of information. It also may become fairly difficult to segment the content into relevant categories.

The communications department is officially in charge of all social media content. They heave dedicated persons for each department to look over or even do the actual postings. This type of organization does give enough support for casual social media communication that could be effective and engaging. But in the study program level the planners do not seem to have clear connection into the study program. It was stated in the internal interviews that the content expertise lies in the hands of the teachers and the lecturers. This information does not travel into the channels as value adding messages e.g. the responsibility of Instagram is in hands of a person who does not have any responsibility for study program level communication.

Currently the organization of communicational activities does not become reality throughout the organization (table 6). E.g. Student Admissions office does not communicate actively via social media channels. They seem to have no active role in communication other than if the students are in direct contact with the office. Marketing and communications department have full access onto all social media channels and they utilize the possibilities actively. The style of the communication in social media channels is mainly aimed towards new or current students instead of contacting graduated or alumni groups. During the internal interviews it was stated that the internal education has been provided but the departments have organized it themselves. There is no knowledge of social media this education to be centrally organized through HR department.

The departments have developed individual ways of providing communication into social media channels. Some have very active network of volunteers who communicate in their spare time and the others seem to have no communication through social media channels. The alumni group gets newsletter four times a year, otherwise the communication for alumni group is completely in the hands of one person who should be able to communicate to nurse, social services, engineering, business and culture students trying to formulate the message in a manner that it would provide added value to the recipient.

Department	Responsibility
Customer Service/ Student admissions office	No responsibility at current state
Marketing	Promote social support and provide brand briefing on communication style, provides material to be published in social media channels
Departments	Each department have dedicated person in charge of all communication. There is one person in charge of all alumni communication for all of the departments.
Corporate Communication/ PR	Develop crisis and stakeholder communication plans, in charge of all social media communication
Legal	Define social media policies that govern agent responses
Human Resources	No role known currently

Table 6. The current roles and responsibilities of different departments in Metropolia UAS.

The content of Metropolia's social media channels is usually official with sometimes posted channel specific casual content mainly focusing on Instagram and Facebook. Facebook seems to be the main social media channel where lot of different types of content is published varying from promotion material into casual posts of student work. The challenge with Facebook lies in the fact that it does not seem to encourage interactivity. Many students may share their studying experiences through Facebook in

their private profiles but they either do not include hashtag into the post or fail otherwise to include Metropolia as a participant in their post. There are also several different Metropolia profiles which makes it fairly difficult to decide which one to engage into the feed. The discussions in Facebook is scattered around different smaller communities all related to Metropolia but not in direct link. This makes it very difficult for the one alumni communication's coordinator to monitor all these smaller groups and contact them with relevant content after graduation.

#### 4.1.5 Key Findings of the Competitor Analysis and Suggestions for Future Actions

When observing the materials and the content Metropolia UAS has, a lot of opportunities can be noticed. Many of its competitors seem to fail in delivering messages to their target groups. The appendix 3 presents the full table of the social media channel analysis for Metropolia UAS. The table 7 has observations made on basis of the competitor channel analysis. The observations are categorized into internal challenges and external opportunities. Alongside with the observation there is also a suggestion for action to either correct the situation or turn the situation into better use. The internal challenges require structural and directive actions for the organization. The external opportunities are more content related measures that are seen form outside the organization. The suggestions and observations are made on the basis of the last column "opportunity" on the channel analysis table (Appendix 2). The channels on which Metropolia UAS is performing well compared to the competitors is marked "2 opportunity" and the others where the performance could be improved is marked "1 challenge".

The internal perspective is equal to the concept of back end operations. The social media efforts do need a lot of internal efforts. Many of these are the result of team work and support from different departments. The external perspective is equal to the concept of front end operations. These operations are more visible to outside the organization and needs to reconsider the expectations of the audience. It is important to understand the different roles of the channels in communication and also the original need for communication for individuals in order to make conclusions of the audit. The need of communication of individual level is examined in chapter 3.1 and the roles of social media channels are more closely explained in chapter 3.2.3. The observations



and suggestions for actions have been made on basis of the understanding explained in those chapters.

<b>THE INTERNAL STRENGTHS AND WEAKNESSES FOR METROPOLIA UAS ON SOCIAL MEDIA CHANNEL COMMUNICATION</b>		
<b>CHANNEL</b>	<b>Observations</b>	<b>Suggestion for action</b>
FACEBOOK	Many profiles of which some difficult to identify as official or unofficial	Correct the data on profiles, indicate the role of the channel, educate people who update the profile.
LINKEDIN	Sentiment is neutral, commenting and engagement lacks behind	Ensure the added value for each post. Add a few selling points for blogposts.
TWITTER	Sentiment is positive, but engagement rate fairly low.	Twitter is a channel that shares instant reactions. It requires reactive follow up.
INSTAGRAM	Videos have the most impressions and also more likes and shares.	The videos can transmit added value more effectively. Requires planning and producing video material. Promotional channel
YOUTUBE	The subscription rate is low compared to competitors. Some of the video material would work better on Instagram.	Videos could present better added value to the target groups in forms of videoed key notes or lectures.
BLOGS	Many bloggers providing texts.	Needs to be carefully studied in a matter of adding value to the target groups. Too many

		of these blogs go unnoticed.
<b>THE EXTERNAL OPPORTUNITIES AND THREATS FOR METROPOLIA UAS ON SOCIAL MEDIA CHANNEL COMMUNICATION</b>		
<b>CHANNEL</b>	<b>Observations</b>	<b>Suggestion for action</b>
FACEBOOK	is the preferred channel of communication for casual content among the target groups and the staff is familiar with updating their status. The presence is highly competitive environment.	Other than casual update type of content needs to be formulated in a way it transmits clear added value for the target group.
LINKEDIN	Is preferred channel of communication for professional content.	Good channel to compete with other institutions by actively engaging into conversations and promoting blogposts, keynote speakers, lecture series etc.
TWITTER	The channel is not very popular among the targetgroups in Finland.	Channel is useful for promoting similar content than in LinkedIn, but the posts need to be tailored. Many of the competitors are not active in Twitter.
INSTAGRAM	Popular channel for casual updates and browsing.	A clear division between Instagram videos and You Tube videos could be made. More promotional and instant posts.

YOUTUBE	Rising channel also for seeking information.	The content could be steered towards videoed lectures, key note speeches etc. instead of fun and casual stories
<b>BLOGS</b>	Many bloggers providing texts.	Needs to be carefully studied in a matter of adding value to the target groups. Too many of these blogs go unnoticed.

Table 7. The internal strengths and weaknesses and the external opportunities and threats for Metropolia UAS in social media communication.

### Facebook

Metropolia UAS has many different Facebook profiles, some of which are official and some are maintained by individuals. It should be made very clear in the information of these profiles if they are official or unofficial. There should not be a rule that prohibits forming a Facebook group for a class or another group of students. However, there should be clear instructions on how to do this and what kind of relationship this group has with Metropolia. For better results there the data of profiles should be updated and corrected also there should be clear indication of the role of the channel and also some sort of education for the people who update the profile should be provided.

These internal measures would also help to adjust the external expectations for the Facebook communication. It has to be noted that Facebook is one of the most competed channels for attention for any institution. However, Facebook has the role of somewhat casual communication the style should be adjusted accordingly. For many institutions Facebook is also natural channel for customer service. In this sense it could serve effectively also Metropolia's student affairs. Facebook updates should transmit the added value for the target audience but this is in direct link with the profile where the content is published. Unofficial profiles can have more casual content in nature than the official one. These are not in contradiction when there is clear roles and instructions for liking and sharing content.

## **LinkedIn**

LinkedIn is the preferred channel for professional information. Internal perspective for LinkedIn is very neutral. There were hardly any internal likes or shares of any posts. Also blogposts seem to go unnoticed internally. The opportunity in LinkedIn is to take more active role in sharing content provided from different departments or interesting articles regarding a hot topic. Also slide share possibility should be better utilized. It is important to test and see what type of content whether research, slideshow or blog post would reach the best possible stakeholder groups through LinkedIn. Many other universities use this channel only for promoting their own courses and lectures. This is where the opportunity for Metropolia lies. The content could be broadened towards adding informational value for the audiences.

The alumni group expects more career supportive content through LinkedIn. This is to say that in addition to open positions also shared content from other sources could increase the value of this channel to alumni group.

## **Twitter**

Twitter is a channel for microblogging and engagement. It has a lot of users abroad but not in Finland. The sentiment internally seems positive but many of the updates go unnoticed. There is a lack of engagement internally and externally. The target audience- alumni group seems not to be so active in Twitter but other stakeholder groups could be fairly easily reached. The opportunity of Twitter lies in value adding content as it does with LinkedIn. There are other operators like Aalto University who take full advantage of Twitter when promoting own research and events through sharing interesting content of these events rather than just promoting or advertising. They also manage to engage people into discussions with this type of content.

Twitter could be harnessed as a supportive channel for videoed lecture content. With certain # -marked comments, distant students following videoed lectures could be engaged to comment and make remarks and be active participants of lectures. This way Twitter would support YouTube as a strategic channel for stepping up the digitalization ladder.

## **Instagram**

Instagram is the visual and also casual channel. Internally the channel needs better organisation in order to add value for external users. Instead of publishing images of audience sitting in lecture or listening a keynote speaker, Instagram should be harnessed for visual promotion of the campuses and student life. The possibility to add short videos (shorter than YouTube) gives new possibilities and also increases the rate of likes and shares. This channel is externally used for inspirational content and casual amusement by the alumni group so this should be more promotional channel. It could also be a channel for visual diary of selected students from suitable study program and/or link to vblogs promoting student life or research project. This way additional value is linked into the visual content.

### **YouTube**

The YouTube is currently not harnessed effectively by Metropolia at all. Internally it should also be better organised. The digital era we are right now increases requirement for better shared content. YouTube could be strategical channel for getting Metropolia a step further on digital ladders. The content should be effectively categorized and also lectures and key notes should be shared through YouTube. This would help students into entering the classes regardless of their whereabouts and help also MBA students to full fill their studies alongside their working lives.

Externally YouTube is the channel through which increasing amount of future students and employees seek information to support their career. It would be important for Metropolia to reply into this need by offering better content and possibilities for digital studies.

### **Blogs**

Metropolia has a lot of different blogs most of which go unnoticed. There are not much shares nor comments in different blogs and some of them seem to lack crystallized profile. It seems there has been more an idea of having a lot rather than having quality. Internally the blogs should be studied and thought who writes, what and why? The most importantly there should be a discussion on why is this blogpost relevant to the target audience and who do we aim this at. This way the added value for different audiences should also be studied. If international students are one of the target groups also the language version of web pages should have link to blogs. During this research such link did not exist.

Blogs are very important when promoting the professional excellence of an organisation or institution. This does not mean that there should not be casual blogging but it means that the social media channels should be more carefully harnessed for certain need. Would casual content be better shared through Facebook and Instagram with small updates rather than blogging? Is it important for students and alumni groups to read blogs about changes in Metropolia organisation, new politics about teaching or campus renewal? Would this content be better off in a newsletter?

After careful evaluation of blog content and need for different blogs, supportive social media channels should be harnessed to promote the blogposts. Also it is important to internally encourage staff to share the blogposts and engage into commenting through Twitter, LinkedIn and Facebook.

#### 4.2 Suggestion for The Organization, The Responsibilities, The Channels and the Measurement of the Social Media Communication to Metropolia UAS Alumni group

In order to make suggestion for an organizing the social media communication for Metropolia UAS based on the social corporate philosophy by Charlene Li and Brian Solis, it is important to remind the 7 different elements of effective social media communication (figure 4 in chapter 3.1). 1) Goals, 2) Vision, 3) Support, 4) Strategy, 5) Guidelines, 6) Staff and 7) investment. In Metropolia's case the set of goals and the vision is defined on highly top level and not implemented clearly for every day actions. There seems to be executive support for social media communication but the resources dedicated to follow through this are very thin. There seems not to clear strategical road map for implementing social media as an effective department level communicational channel nor is there existing social media guidelines or cook book. Staffing around social media actions is based on different type of communicational strategy which does not fully recognize the nature of social media communication. The investment of platforms and technology should also support the communicative goals not be just a tool for updates or promotion of the latest techniques.

Charlene Li and Brian Solis



Figure 4. Also presented in chapter 3.1

The structure of communication process should be renewed so that it supports better communication through social media channels. Clear responsibilities for each department should be stated and after that measurement tools indicated so that those will support the operations. The model introduced by Kaarni in 2014 would still be valid. Each department should have a person in charge of alumni communication through social media channels. These persons would encourage and challenge the lecturers into crystallizing the added value of their field by completing two sentences:

- After finishing this series of lectures the participant is better worker, because....
- During the study program the participant is better worker, because...

The new organizational model should include a social media agent in each department with additional agents for each study program. It should also have defined roles for each part of the organization, suggestion of the channels used and also the tools for measuring the actions. The complete suggestion can be found in table 8.

The social media agents can be volunteers from the current organization if they have a natural drive for communicating through social media channels. It should be remembered that these agents are not assistants providing social media messages but

persons who can inspire, urge, and motivate other people to publish in these channels. Mostly they should have access to the internal and relevant information that is worth publishing. These persons should also be educated so that they have full understanding of the Metropolia brand.

The current communication planners could operate as team leaders for these social media agents. This way the current organization of communication would be acting as a supportive function rather than in charge of the content they can not really be in responsible for. It would be important to engage the communication planners into the process of creating social media cook book for instructing the future social media agents. They would also be in responsible of recruiting enough social media agents for different departments and study programs in order to provide the quality content needed to build Metropolia brand. The operation of communications department in discussed later on in more detail.

The department of customer service or student admissions office should be supported and encouraged to provide additional information through social media channels. The measures for reaching the goals could be monitored monthly through the rate of activity, number of responses and even later on the savings which are made by not using some other, more costing channel. The content customer service provides is more content marketing, engagement and brand supportive in nature.

Marketing department should have clear and supportive role for providing education and support for analytics of social media metrics. Marketing should also provide tools and materials for marketing communication. A concrete tool should be “a social media cook book” an instructive document providing guidance for all social media contributors form the perspective of the brand. They should have clear responsibility of all paid marketing actions regardless of the channel. Marketing department is also measured through the ROI based indicators of effectivity like impressions, but also views, bookmarks, visitor amount in Metropolia web pages, search engine rankings etc. The content marketing department is in responsible for should be more aimed towards new students, stakeholders and businesses. It should be clearly sales oriented and lead generation based messaging.



Department	Responsibility	SOME Channels	Measurement
Customer Service/ Student admissions office	Set up active student service through social media channels.	Facebook and/or Twitter	- Rate of activity - Number of responses to inquires
Marketing	Promote social support and provide brand briefing on communication style, provides material to be published in social media channels and supports education and analysis of the social media metrics. Creation of social media cook book in cooperation with the communications department and keeping it up to date	- Paid content in Facebook, Twitter, and LinkedIn - Promotional content in YouTube	- Number of impressions, bookmarks, comments, views, and posts on the wall. - Frequency of appearances in timeline of friends - Number of unique and return visits - Search ranking - Number of incoming links and republishing in other social media than originally published
Departments of study programs	Set up active community to and social agent network provide up-to-date content for SOME channels and support for the Alumni coordinator.	Facebook, Twitter, LinkedIn, YouTube Blogs	- Number of likes, subscriptions, tags, shares and comments - Number of references of blogs in other media - Number of user generated content - Average length of time on site - Impressions to interactions ratio - Rate of internal activity - Frequency of appearance in timeline of friends and stakeholders - Search ranking of blogs
Corporate Communication/ PR	Develop crisis and stakeholder communication plans, in charge of social media communication and creation of the social media cook book in cooperation with the marketing dpt.	e-newsletters, LinkedIn YouTube	- Number of members, impressions, comments, reposts/shares and referrals, - Rate of external activity - Frequency of appearance in timeline of friends and stakeholders - Search ranking of blogs
Legal	Define social media policies that govern agent responses	Internal Facebook group	- Number and frequency of comments, replies, shares and responses - Rate of internal activity.
Human Resources	Provide basic education for communication in social media channels. Provides active information about Metropolia as a workplace	LinkedIn Internal Facebook group	- Number of impressions, comments, likes, reposts/shares and appearances in timeline of friends.

Table 8. The suggestion for the roles, used channels and measurement of actions for the departments of the Metropolia UAS

The departments of different study programs should have social agent each as they are the most monitored but also valued content providers. The status of Metropolia relies on the image of the teaching and education gives. Therefore, for all stakeholder groups, the content these study programs provide, should be the most interesting and valued. The communication and promotion provided by different departments and study programs is measured through different values: Number of likes, subscriptions, tags, shares and comments, references to blogs in other media, the number of user generated content, average length of time on site, impressions to interactions ratio, rate of internal activity, frequency of appearance in timeline of friends and stakeholders and the search ranking of blogs. Especially the average length of time spent on study programs site in connection with impressions to interactions ratio should indicate the attractiveness of the study program for new students.

The social agents of different study programs should monitor different content provided by students and lecturers. They should be persons who are naturally active in their own social media networks and willing to promote the content Metropolia publishes but also willing to share content from other contributors. They should also provide support and guidance for other individuals who are willing to provide and publish content under Metropolia brand. There should be understanding that these agents are not secretaries nor are they assistants and loaded up with published material. They only have supportive but active role in providing content for Metropolia's social media channels.

The corporate communications/ PR department is in responsible for the official communication in form of newsletters, press releases and sharing supportive content through social media channels. They should monitor carefully how Metropolia brand is seen from the outside and what kind of referrals it gets from other sources of information. It is important that communications department also understand the added value perspective of the communication for each target audience. Their performance is measured through the number of members, impressions, comments, reposts/ shares and referrals, the rate of external activity, the frequency of appearance in timeline of friends and stakeholders, and search ranking of blogs. These indicators will give an impression of the overall brand image and how attractive it is for stakeholders. It should also indicate future opportunities for innovation and renewal through social media connections.

As stated earlier the current communication planners could operate as team leaders for the social media agents in different study programs and through this function implement effectively the communication strategy throughout the organization.

The department of legal assistance is only internal function. This is why its performance through social media actions is only measured through internal and closed social media group. It is also good to question if this is necessary for operator like Metropolia. The vast amount of staff and students would defend setting up an internal group for legal guidance in different matters. This could be guidance for patents and other issues regarding publications and ownership of ideas. However, this is only internal function and the measures to monitor the activity of legal department in social media are only the number and frequency of comments, replies, shares and responses and the rate of internal activity.

The department of human resources is important when creating employer image. The responsibility of this department is restricted to providing supportive information for recruitment and promoting the brand image. The HR department has two very important roles. First it should provide attractive employer image for external stakeholder groups and secondly it should support internally all employers with the issues of internal education, employment etc. The HR department's activity in social media channels from external perspective is measured through the number of impressions, comments, likes, reposts/shares and appearances in timeline of friends. The similar measures are valid also for internal perspective.

Through analysis of these indicators each department could improve their performance and add attractiveness for the whole brand. It is necessary that all departments share each other's content when it is suitable and needed for their perspective. This way Metropolia supports the image of being active educational institution with strong ties to surrounding community and dedication for development.

#### 4.3 Suggestion for The Roles of The Different SOME Channels Used in the Alumni Communication in Metropolia UAS

Metropolia UAS is fairly active in social media channels. The activity currently is built on sharing the same content in different channels. Compared to its competitors it does not seem to have active followers base in any of the studied channels.

The presence in different channels was enough of an action a while ago but today the target audiences seek more value adding content. This means better design and formulation of the social media channel strategy.

Metropolia UAS communication strategy states: “The communicational manner of the people in Metropolia inspires dialogue that creates new things” (transl. Metropolialaisten tapa viestiä innostaa dialogiin, joka luo uutta, Interview with Liisa Salo). This requirement should operate as a guideline for the roles of social media channels. Each of the channels should have clear role that is effectively communicated to all social media agents in different parts of the organization.

##### **Facebook**

Facebook’s role is important and should be defined carefully. It should be service oriented, casual and promotional. The Service orientation means that should be harnessed for student services more actively as a service channel for Metropolia UAS but it should also have more casual style in communication. The official Metropolia profile would then concentrate on replying questions from students. The different departments would be in responsible of sharing casual content, promote blogposts and alumni events and with generating engagement of content related discussions. This means also effective paid marketing when needed.

##### **LinkedIn**

LinkedIn has undisputable role as providing professional information. All universities have dual role in LinkedIn. They operate as institutions and on the other hand also as employers of future talents. These two roles should be clearly defined but need not to be unnecessarily separated. Alumni group expects LinkedIn to offer professionally interesting content: blogpost notifications, shared articles, information on interesting lecture series, and even promotion of open vacancies in other organizations.

Slide share possibility in LinkedIn makes it possible to promote professional content provided by different departments and through this type of valued content also engage stakeholders into discussions of current issues. LinkedIn's role should be stated as the recruitment channel for Metropolia and also promotional channel for Metropolia's expertise in various fields. It is important to make sure the content shared in LinkedIn has always professional value rather than casual fun. Paid marketing actions in LinkedIn before the application period and before open Metropolia courses start has an important place in channel strategy.

### **Twitter**

Twitter's role should be more supportive and promotional. This means that interesting slide shows in LinkedIn, videos in YouTube and professional blogposts should always be shared in Twitter. Also press releases need to be shared in Twitter and made sure that it is directed to different media platforms.

It seems that for alumni group Twitter does not have significant meaning but it does have role as supportive channel for professional content to some users. The usage of hashtags in Twitter posts could harness this channel as effective student communication channel and support for digital lectures. This way also alumni group could be better engaged in happenings they would not be physically entering but can follow through live stream.

### **Instagram**

The role of Instagram should be casual and promotional. The alumni group has not really found Instagram as a channel for information seeking. On the other hand, students share increasing amount of visual content through Instagram. For Metropolia this is a channel for activity and fun among current students. The promotional value lies in sharing short and fun photos and videos made by students. It could also promote vblogs and share content of student life on various aspects.

### **YouTube**

YouTube is a channel of the most potential. There should be clear selection of content as lectures, key note speeches, research results instead of just promotional videos. The role of YouTube should be more professional and less casual form the brand

perspective. Some of the alumni group even today seek professional information through YouTube and this group is increasing. The social media agents of different study programs play important role in harnessing this channel for better professional usage.

As mentioned earlier YouTube could be the strategical channel to help Metropolia step up as the provider of a possibility to digital studies or lecture follow up with the support of Twitter. Live streaming of lectures and after wards the video shared in YouTube will add value for the audience and also promote Metropolia as an institution that provides interesting and engaging content for target audiences. This way the role of YouTube becomes professional and supportive rather than casual and fun.

### **Blogs**

The number of bloggers needs to be carefully studied. Some of the current content is more newsletter material rather than blog. Blogs should have more professional role in publishing summaries of research made in Metropolia or sharing a structured and well argued point of view on a current matter. In addition, the blogs should be effectively promoted through LinkedIn and Twitter in order to engage target audiences for discussion.

## **5 Conclusions and Suggestions for Future Research**

The first aim for this study was to develop a better way of communication for Metropolia UAS alumni group through social media channels. The selected approach was the framework by Brian Solis called the social corporate philosophy which means that social media communication should not only be a tactical operative function for communications but a matrix that goes through the whole organisation.

The channel analysis through the honeycomb of the different traits in different channels by Kiezman et al. (2011) supported the formulation of the roles of different channels. The traits and roles were supported by the inquiry made in Metropolia business student's alumni. Through this it was notable that there is no added value for the

alumni in social media communication. This could be corrected through generation of interesting content.

In the case of Metropolia there already is an active communication through different social media channels. The activity means rather a lot of content than the quality of content. The quality could be raised through reorganising content creation. The organisation of communication follows traditional way of organising communication thorough the communications department. This is not adequate way for effective social media content creation. There seemed to be a lack of engagement and also inadequate amount of followers for effective results. The discussions and interviews inside Metropolia also indicated that the current organisational model does not support the nature of social media communication.

The reorganisation of social media content creation does not mean reorganising the whole communications department. It means giving the current organisation better support from the departments through social media agents and reformulating the role of communication planners. The roles should be more supportive and guidance rather than curating and selecting suitable content.

The measures for effectivity in different social media channels were formulated with the help of Hoffman and Fodor's (2010) table of measuring social media ROI. These measures are effective in making sure the social media strategy is followed and all necessary departments will contribute to the content.

There is a clear need for social media cook book. This could be formulated as an additional research project for this study. There should be wider group of people interviewed and their social media usage should be monitored in order to get better results for the roles of different channels. Also additional channels should be included into the research such as Periscope, Pinterest, imgur and Reddit. The study should also evaluate the importance of different channels in communication for different target audiences. Also the measures should be then formulated accordingly and explained in the social media cook book.

The suggestions for future social business goals should be evaluated against Metropolia's strategic goals by using Social Goals Worksheet (Table 9; Li&Solis, 2013).

This would mean more careful implementation of the business strategy into communicational actions and evaluation of these actions against strategical metrics. The strategical metrics could then be turned into social business goals and social business metrics. E.g. if a strategical goal is to reduce the cost of student services by 10 %. The social business goal would then be the direction of student services into social media channels and definition of social business metric accordingly, in this case increase the inquiries of students through dedicated social media channel by 20%.

Organizational Strategic Goal	Strategic Metric	Social Business Goal	Social Business Metric
1. Decrease costs	Reduce customer service costs by 10 percent	Respond via social media to deflect calls from call center	Increase number of inquiries addressed via call center by 20 percent
2. Improve efficiency	Reduce sales cycle time by 25 percent	Reach out proactively to SMBs in social channels	SMBs engaged via social channels convert at a higher rate with greater account value
3. Greater market share among Millennial customers	Increase inbound leads by 15 percent	Introduce utility-focused campaigns aimed at education and creating awareness	Rise in social media engagement and earned media across top social channels plus increased inbound traffic via landing page efforts
4.			
5.			

Table 9. An example of the Social Goals Worksheet. (Li & Solis, 2013, pp.12)

The channel analysis made for this research in on Metropolia level. Therefore, it was not studied through as it would have taken the focus more on the overall communication of Metropolia. However, this is very important field of research and can be used for deeper analysis. The analysis could operate as a starting point for future reflections and areas of development.

The social media communication is evolving constantly. The strategy made today will be out of date within a year and needs constant adjusting and reactivity to the needs of the target audiences. It creates lot of possibilities but also requires efforts and recourses from the organisation.



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## The Outline of the Social Media Internal Operations Audit

Questionnaire for internal interviews:

- 1) Do you have vision statement for social media actions? Is there a one-sentence three year social business vision?
- 2) Is the vision statement derived from Metropolia's vision, mission and brand promise?
- 3) Is there an existing survey with valid information on opinions of the students? Are they in line with the brand promise?
- 4) Is there a list of key words that describe customer relationship aspirations and desired experiences?
- 5) Is there an action plan for social media communication for next three years? Is it prioritized? Is it build into time-based roadmap?
- 6) Who owns the social media communication?
- 7) Who makes the decisions what to publish?
- 8) Who carries out execution based on the context of the situation?
- 9) Who funds it?
- 10) Who else is simply kept in the loop?
- 11) How the current some initiatives create business value?
- 12) What channels do you use for sales communication? List all channels?
- 13) Who is in charge of the pass words of these channels?
- 14) Have you ever had training for social media communication?
- 15) Is social media channels currently used for sales support?
- 16) Do you have measurement tools set to monitor performance through social media channels?

## The Questionnaire for Metropolia Business Alumni

This survey is done in order to map the usage of social media channels among Metropolia Alumni and their perception of Metropolia's communication through social media channels. The aim is to improve social media communication with the help of the answers given through this survey. All answers are confidential and individuals can not be identified through this survey.

### Which social media channels do you actively use?

- Facebook
- LinkedIn
- Twitter
- YouTube
- Instagram
- Other:

### What kind of communication you use social media channels for?

Choose as many alternatives as you want for each channel.

#### Facebook

- To stay in touch with friends
- To seek career supportive information
- To stay in touch with colleagues
- To seek latest information on my field of expertise
- To gain new information of additional education

#### LinkedIn

- To stay in touch with friends
- To seek career supportive information
- To stay in touch with colleagues
- To seek latest information on my field of expertise
- To gain new information of additional education

#### Twitter

- To stay in touch with friends
- To seek career supportive information
- To stay in touch with colleagues
- To seek latest information on my field of expertise
- To gain new information of additional education

**YouTube**

- To stay in touch with friends
- To seek career supportive information
- To stay in touch with colleagues
- To seek latest information on my field of expertise
- To gain new information of additional education

**Instagram**

- To stay in touch with friends
- To seek career supportive information
- To stay in touch with colleagues
- To seek latest information on my field of expertise
- To gain new information of additional education

**Have you received any alumni communication through social media channels form Metropolia lately?**

- Yes
- No
- Maybe

**What kind of communication did you receive? what channel was used?**

Choose as many alternatives as you need for each channel. If you answered no to the previous question please move on to the next question.

**Facebook**

- Information of a new study program or course
- Information of a key note speaker



- ( ) Invitation to a happening
- ( ) Invitation to a lecture
- ( ) Press release of a news connected to Metropolia
- ( ) Information of a new blogpost release

### **LinkedIn**

- ( ) Information of a new study program or course
- ( ) Information of a key note speaker
- ( ) Invitation to a happening
- ( ) Invitation to a lecture
- ( ) Press release of a news connected to Metropolia
- ( ) Information of a new blogpost release

### **Twitter**

- ( ) Information of a new study program or course
- ( ) Information of a key note speaker
- ( ) Invitation to a happening
- ( ) Invitation to a lecture
- ( ) Press release of a news connected to Metropolia
- ( ) Information of a new blogpost release

### **YouTube**

- ( ) Information of a new study program or course
- ( ) Information of a key note speaker
- ( ) Invitation to a happening
- ( ) Invitation to a lecture
- ( ) Press release of a news connected to Metropolia
- ( ) Information of a new blogpost release

### **Instagram**

- ( ) Information of a new study program or course
- ( ) Information of a key note speaker
- ( ) Invitation to a happening
- ( ) Invitation to a lecture
- ( ) Press release of a news connected to Metropolia

Information of a new blogpost release

**How often do you receive a message from Metropolia or Metropolia Alumni?**

**Once a day**

- Metropolia
- Metropolia Alumni

**Several times a day**

- Metropolia
- Metropolia Alumni

**Once a week**

- Metropolia
- Metropolia Alumni

**Several times a week**

- Metropolia
- Metropolia Alumni

**Once a month**

- Metropolia
- Metropolia Alumni

**Several times a month**

- Metropolia
- Metropolia Alumni

**What kind of communication you would want to receive form Metropolia Alumni through social media channels?**

**How often would you want to hear form Metropolia Alumni through social media channels?**

- Once a day
- Several times a day
- Once a week
- Several times a week
- Once a month
- Several times a month

**What is the sentiment you get form Metropolia Alumni communication?**

- Positive
- Negative
- Neutral

**What social media or other channels you would prefer Metropolia almuni to use?**

- Facebook
- Twitter
- LinkedIn
- Instagram
- YouTube
- e-mail
- Newsletter
- Other:

**Do you have any comments, suggestions or critique regarding Metropolia Alumni communication?****Background information****Gender**

- Male
- Female
- Prefer not to say

**Position**

- Student
- Employee
- Employer
- Unemployed

**Age**

- Under 20
- 20-29
- 30-39
- 40-50
- +50

WHO	WHERE Channel/ Environment	WHAT Content/ Sentiment	WHEN date/ frequency	WHY purpose/ Performance	OPPORTUNITY 1=challenge 2=opportunity
<b>COMPANY METROPOLIA</b>	<b>Facebook</b> - texts - links - photos - videos - hashtags - several profiles	Sharing stories from other posts related to Metropolia with links, promotes courses, articles and student work - positive	- 1- 6 times/ day	-to share the life inside Metropolia - some likes and only a few comments	<b>1 challenge</b>
<b>METROPOLIA</b>	<b>LinkedIn</b> 4358 followers - texts - links - photos - Two profiles Metropolia and alumni	Sharing stories from other posts related to Metropolia with links, promotion of courses and happenings -neutral	-1- 3 times/ day but and 2-3 times/ week	“In the Metropolia community people and worlds meet to create insight, expertise and well-being for both the world of work and life in general.” - a few likes, no shares nor comments	<b>2 opportunity</b>
<b>METROPOLIA</b>	<b>Twitter</b> 2483 followers - texts - links - photos - hashtags - Two profiles Metropolia and alumni	Sharing stories from other posts related to Metropolia with links, posts of happenings, fairs and events -positive	1- 15 times/day	- promotion, information sharing - a few likes and some shares	<b>2 opportunity</b>
<b>METROPOLIA</b>	<b>Instagram</b> 2005 followers - photos - videos - hashtags - Two profiles Metropolia and alumni	Sharing stories happening on Metropolia campus or other related situations provided by students, staff and self-generated		Visual documentation of events, situations and happenings on campus - videos get the most views, some shares also	<b>2 opportunity</b>
<b>METROPOLIA</b>	<b>YouTube</b> 180 subscribers - videos	Sharing insights of different study options - positive/ neutral	Several times a month	-- Promoting Metropolia - some likes	<b>1 challenge</b>
<b>METROPOLIA</b>	<b>Blogs</b> - 55 different bloggers - texts - photos	- content varies form sharing information opening hours of library into content of different fields of study - mainly in Finnish - neutral	Several times a month by several different bloggers	- to raise discussion of topics related to the world according to Metropolia and its stakeholders: learning, professional life, co-operation, expertise, renewal and different types of encounter	<b>1 challenge</b>

	WHERE Channel/ Environment	WHAT Content/ Sentiment	WHEN date/ frequency	WHY purpose/ Performance	OPPORTUNITY 1=challenge 2=opportunity
				- no comments nor discussions	
<b>CONSUMER/ STUDENTS ALUMNI</b>	<b>Facebook</b> - videos - photos - texts - links	- keeps up to date with friends and relatives		- self branding and maintaining up to date with own network - more casual content	1 challenge
	<b>LinkedIn</b> - texts - links	- keeps in contact with colleagues and work related contacts. - channel for additional information in own professional field		- self branding, professional networking, seeking new career opportunities	1 challenge
	<b>Twitter</b> - texts - links - hashtags	- links to articles, news of followed persons		-To seek latest news of the field of expertise	2 opportunity
	<b>Instagram</b> - photos - videos - hashtags	- selfies, snaps of interesting visual or just fun situations		- keeps in touch with friends	1 challenge
	<b>YouTube</b> - videos			- is not related to studying or work	2 opportunity
<b>COMPETITORS AALTO</b>	<b>Facebook</b> - texts - photos - links	Share happenings and tell stories related to studying or doing research in Aalto - mainly self-generated content - positive	-3-5 times a day	Strengthens the community Engages into show and tell Shares fun with the brand - lot of likes, some shares and engagements on discussions	1 challenge
<b>AALTO</b>	<b>LinkedIn</b> 6872 followers - texts - photos -links	Information of open vacancies and links to Aalto related stories - positive	- 2 - 9 times/ month	- Presents community as a platform for "bold thinkers where science and art meet technology and business -moderate amount of likes, no shares nor comments	2 opportunity
<b>AALTO</b>	<b>Twitter</b> 20,2K followers - texts -photos -links	Shares news and stories related to studying or doing research in Aalto Engages discussion - positive	-up to 10 times/day	- engages into current discussions - shows expertise and values new innovation adds brand value to gain more students -some likes and little retweets	2 opportunity
<b>AALTO</b>	<b>Instagram</b> -photos -hashtags	Student selfies and stories of studying - positive		Shares fun activities Shows foreigners what it is like to study in Finland	1 challenge

	WHERE Channel/ Environment	WHAT Content/ Sentiment	WHEN date/ frequency	WHY purpose/ Performance	OPPORTUNITY 1=challenge 2=opportunity
<b>AALTO</b>	<b>YouTube</b> 3369 subscribers - videos	-Keynote speeches and videos of new innovations and research results - positive	- 4 times a month up to several times a week	Adds value for the viewers experience -views up to 46K, some likes and discussions	<b>1 challenge</b>
<b>AALTO</b>	<b>Blogs</b> - several bloggers	- content categorized under different fields of study - Finnish and English - neutral	- several times/month	- Aalto provides joint platform for blog publication - requires login with aalto account - the index and categories are difficult for outsider to understand	<b>1 challenge</b>
<b>HANKEN</b>	<b>Facebook</b> - 3420 likes - photos - texts - links	-Photos of current seminars, graduations, articles introducing own activity, press releases - positive but dominated by the age factor	- 1-2 times a day	- brand promotion, networking, emphasizes long experience and vast network - some likes	<b>2 opportunity</b>
<b>HANKEN</b>	<b>LinkedIn</b> 2100 followers - texts - photos	- company represents available vacancies in Hanken and starting programs - university shares current topics related to its own success - positive	- Company has 3 posts in 12 months - University has 2 posts in 27 days	- company uses as recruitment channel only - university builds brand towards business world and international network, underlines the vast alumni network and close ties with business world - a few likes and shares	<b>2 opportunity</b>
<b>HANKEN</b>	<b>Twitter</b> 1822 followers -texts -photos -links	- press releases, retweets, promotion of own courses and research - positive	6 tweets 3 retweets	-promotes own seminars, press releases, other happenings -11 likes and 8 retweets	<b>2 opportunity</b>
<b>HANKEN</b>	<b>Instagram</b> -photos -hashtags	Graduation photos of students, photos of happenings - neutral		Showcase the atmosphere and happenings at the campus site	<b>2 opportunity</b>
<b>HANKEN</b>	<b>YouTube</b> 391 subscribers -videos	- documentations of happenings, videos of lectures and keynotes, introductory videos of studying in Hanken especially MBA - neutral	1-5 times/month	Profile emphasizes H. as the oldest business school in the Nordic Countries -from 80 to 2500 views, no discussions nor shares	<b>2 opportunity</b>
<b>HANKEN</b>	<b>Blogs</b> - Humlog blog page for Hanken blogposts	- texts in English, the topics cover all fields of studying - neutral	publishing date is missing from the blogs	- Humlog allows visitor to follow what is happening at Hanken and read	<b>2 opportunity</b>

	WHERE Channel/ Environment	WHAT Content/ Sentiment	WHEN date/ frequency	WHY purpose/ Performance	OPPORTUNITY 1=challenge 2=opportunity
	- texts - photos			about different matters within humanitarian logistics. - no discussions nor comments	
<b>HAAGA-HELIA</b>	<b>Facebook</b> 10120 likes - photos - texts - links	- shares actively content of happenings HH is involved - positive	2 times/day	Promotes brand through education, research and development updates - some likes, a little shares but no discussions	<b>2 opportunity</b>
<b>HAAGA-HELIA</b>	<b>LinkedIn</b> 5164 followers -photos -links -texts	-promotes courses and study programs -information on open vacancies - positive	1-2 times/ week	to gain more students and connections in business world - moderate level of likes, no shares nor comments	<b>2 opportunity</b>
<b>HAAGA-HELIA</b>	<b>Twitter</b> 3388 followers -texts -photos -links -hashtags	- retweets articles linked to HH -promotes keynotes, press releases, blogs and study programs - takes part in discussions - neutral	5-10 tweets/ day - 5 days a week	Promotes HH brand as an active and participating organization - hardly any retweets or shares, little likes	<b>2 opportunity</b>
<b>HAAGA-HELIA</b>	<b>Instagram</b> 2722 followers -photos -hashtags	- shares snaps of student life and events on campus or fairs -some photos shot in professional level - neutral	1-2 times/week	Promotes HH brand, invites to share and participate	<b>2 opportunity</b>
<b>HAAGA-HELIA</b>	<b>YouTube</b> 344 subscribers -videos -links	- promotes HH - shares student work and promotive content - positive	Couple of times in a year	Promotes HH brand -some videos have over 200K views, some discussions and likes	<b>1 challenge</b>
<b>HAAGA-HELIA</b>	<b>Blogs</b> - texts - photos	- texts covering business development, educational matters and teaching - platform called e-signals	- a couple times a month	E-signals maintained by Haaga-Helia publications department which asks for topics and stories to be published - no comments nor discussions on site. Discussions directed to other SOME channels (FB, Lin, TW)	<b>1 challenge</b>
<b>TAMPERE AMK</b>	<b>Facebook</b> 7392 likes -photos	- promotes events and study programs - positive	Up to 4 times/week	Promotes the school as an active community	<b>2 opportunity</b>

	WHERE Channel/ Environment	WHAT Content/ Sentiment	WHEN date/ frequency	WHY purpose/ Performance	OPPORTUNITY 1=challenge 2=opportunity
	-texts -links			- Some posts exceed 60 likes but mainly small amount of likes, no shares nor comments	
<b>TAMPERE AMK</b>	<b>LinkedIn</b> 12743 followers -links -texts -photos	Open positions - promotes study programs, events and press releases - neutral	2-3 times a week	Promotes the vast variety of education offered - moderate amount of likes, no comments nor shares	<b>2 opportunity</b>
<b>TAMPERE AMK</b>	<b>Twitter</b> 2654 followers -photos -texts -links -hashtags	-promotes study programs, events -retweets content favorable to TAMK - neutral	- 1-5 times/day - 5 days a week	Promotes international activity and higher education -little or no likes, retweets or shares	<b>2 opportunity</b>
<b>TAMPERE AMK</b>	<b>Instagram</b> 1002 followers -photos -memes -hashtags	-student selfies, photos of events, student graduation and student work -positive		Promotes innovation and activity, welcomes students engagement	<b>2 opportunity</b>
<b>TAMPERE AMK</b>	<b>YouTube</b> Channel under name TAMK viestintäpalvelut 107 subscribers -videos	-university promotion videos and presentations of person by students mainly videos in connection with joint application period - positive	A couple times a month. Several videos uploaded around the time of joint application	Show cases student work and studies - 300 – 2300 views, no discussions, a little likes	<b>2 opportunity</b>
<b>TAMPERE AMK</b>	<b>Blogs</b> - several bloggers - texts - photos	- English texts cover topics related to exchange student's activities - Finnish texts provided by management group, staff and students covering topics from different fields of studies	A couple times a month	"Telling about events, thoughts and going-on at Tampere UAS" - no discussions nor comments	<b>1 challenge</b>
<b>LAUREA UNIVERSITY OF APPLIED SCIENCES</b>	<b>Facebook</b> 7860 likes several profiles -links -texts -photos	- mainly promotes study programs and short courses for additional studies only a few updates on events - positive	1-3 times/week	Promotes Laurea brand - some likes and comments	<b>2 opportunity</b>
<b>LAUREA UAS</b>	<b>LinkedIn</b> 3276 followers -texts -links	-only feeds of study programs and information on application times - neutral	- 1-8 times/month	Seeks new applicants for study programs and possibly also for recruiting -little likes, no shares nor comments	<b>2 opportunity</b>
<b>LAUREA UAS</b>	<b>Twitter</b>	-promotes study	- irregular	Emphasizes the	<b>2 opportunity</b>



	WHERE Channel/ Environment	WHAT Content/ Sentiment	WHEN date/ frequency	WHY purpose/ Performance	OPPORTUNITY 1=challenge 2=opportunity
	1377 followers -links -texts -photos -hashtags	programs and program content -retweets articles and favorable tweets - neutral	tweets from 5 times/week to 1time/month	most awarded UAS in Finland profile -little retweets and shares, no comments nor discussions	
<b>LAUREA UAS</b>	<b>Instagram</b> 1269 followers -photos -memes -hashtags -videos	-photos of seminars and fairs, some student selfies and photos of student work -promotes also alumni events - positive		Emphasizes the most awarded UAS in Finland profile	<b>2 opportunity</b>
<b>LAUREA UAS</b>	<b>YouTube</b> 98 subscribers -videos	-graduation party videos, videos representing study programs and promotion videos for joint application period - neural	1-2 times/month	To introduce the UAS and show case the university - view from 35 to top 1644 (graduation Ceremony 2016) -no shares, discussions nor comments	<b>2 opportunity</b>
<b>LAUREA UAS</b>	<b>Blogs</b> - Finnish language blogs published via "Teknologia lainaamon blogi" - no actual blogs can be found form Laurea pages.	- group of students provide texts concerning wellbeing technology and thoughts of it.		- texts mainly published under "press releases"	<b>2 opportunity</b>
<b>LAPPEENRANTA (LUT)</b>	<b>Facebook</b> 9000 likes -photos -texts -links -videos	-welcomes new students, shares articles related to research done in LUT, promotes teachers and professors, posts on current holidays and events - positive	A couple of times/month	Encourages discussion and presents LUT as an operator who does not have ready answers but provides the means to seek for them -moderate amount of likes and discussions, has unique tone of voice	<b>- 1 challenge</b>
<b>LAPPEENRANTA (LUT)</b>	<b>LinkedIn</b> 16391 followers -links -photos	Posts open positions and links on research - neutral	Once a week, maybe even less	Promotes brand through strategic areas: green energy and technology, sustainable competitive ability and connections to Russia	<b>2 opportunity</b>
<b>LAPPEENRANTA (LUT)</b>	<b>Twitter</b> 3723 -links -hashtags	Comments on current events and trends, promotes co-operation projects,	1-4 times/day	Promotes brand as a community of problem solving, open minded bunch	<b>2 opportunity</b>

	WHERE Channel/ Environment	WHAT Content/ Sentiment	WHEN date/ frequency	WHY purpose/ Performance	OPPORTUNITY 1=challenge 2=opportunity
	-photos -texts	press releases and retweets content involving strategic core areas - positive		of people -some retweets and likes	
LAPPEENRANTA (LUT)	<b>Instagram</b> 1974 followers -photos	Student selfies, shared photos with FB, snaps of events - positive		Promotes the brand in the same way as in Twitter but through images	- 1 challenge
LAPPEENRANTA (LUT)	<b>YouTube</b> 679 subscribers -videos	Living and studying in LUT, Alumni stories, promotes LUT campus areas - positive	1-2 times/month	Promotes brand in similar way as in Facebook From 220 views up to 192K views, no discussions nor shares	- 1 challenge
LAPPEENRANTA (LUT)	<b>Blogs</b> - no actual blog platform	Texts released under "news" section		Page visitors invited to follow through SOME - channels	2 opportunity
TURKU UNIVERSITY OF APPLIED SCIENCES	<b>Facebook</b> 5253 likes - photos - videos -texts -links -hashtags	- press releases, promotes events, projects and study programs, links to articles about TUAS -uses as and current information sharing - neutral	1-7 posts/day	Promotes brand through practical samples of projects -some likes, no shares discussions or comments	2 opportunity
TURKU UNIVERSITY OF APPLIED SCIENCES	<b>LinkedIn</b> 11524 followers -texts -photos -links	-promotes study programs, blogs, shares information on professors - neutral	Few times a month	Promotes vast variety of study fields and networking possibilities - a few likes, no shares nor comments	2 opportunity
TURKU UNIVERSITY OF APPLIED SCIENCES	<b>Twitter</b> 2676 followers -links -hashtags -photos -texts	Promotes research, prices, events, press releases and shares actively comments on TUAS - positive	1 to 20 times a day	Promotes vast variety of study fields and networking possibilities - a few likes, some discussion and likes	2 opportunity
TURKU UNIVERSITY OF APPLIED SCIENCES	<b>Instagram</b> 1014 followers -photos -videos -hashtags	Photos of events, study program info videos, student selfies and ads - positive		Emphasis on the size of the community - some likes	2 opportunity
TURKU UNIVERSITY OF APPLIED SCIENCES	<b>YouTube</b> 143 subscribers -videos	Several playlists form presentations of studies to student stories and ad videos for joint application period - positive	1-9 times/month	Emphasis on the size of the community - views from 80 to 24K no discussions nor shares	1 challenge
TURKU UNIVERSITY OF APPLIED	<b>Blogs</b> - texts - photos	- texts by headmaster, students and blog	Couple times in quarter	Stories about studying in UAS - no comments	2 opportunity

	WHERE Channel/ Environment	WHAT Content/ Sentiment	WHEN date/ frequency	WHY purpose/ Performance	OPPORTUNITY 1=challenge 2=opportunity
<b>SCIENCES</b>		tutors in Finnish - neutral			
<b>LUND UNIVERSITY HAS MBA WHERE AS STOCHOLM AND UPPSALA HAVE EMBA WHICH REQUIRE MORE WORK EXPERIENCE THAN MBA STUDIES</b>	<b>Facebook</b> 115 K likes -photos -texts -links -videos	- promotions of study programs, press releases of current events connected to LU - shares information and guides international students - positive	1-2 times/week	Promotes the brand through size and age of the LU. Encourages students to ask questions, comment and discuss things happening at the LU - a lot of likes, reasonable amount of shares and lengthy discussion threads	1 challenge
<b>LUND UNIVERSITY</b>	<b>LinkedIn</b> 114 k followers -links -photos -texts -video links	Press releases, job options, stories of current events at campus, links to research articles, live streams, stipend applications etc. - positive	2-3 times/week	Promotes the LU brand as traditional and experienced with vast network. "We are united in our efforts to understand, explain and improve our world and human condition - a lot of likes and shares, some discussion	1 challenge
<b>LUND UNIVERSITY</b>	<b>Twitter</b> 13,5K followers -links -photos -texts -hashtags	Tweets about research made in LU and links to published stories about LU -actively redirects student questions about studying in LU to FB - positive	1-5 times/day	Promotes itself as the strongest research universities in Sweden -some retweets and likes	2 opportunity
<b>LUND UNIVERSITY</b>	<b>Instagram</b> -photos -hashtags -videos	-photos and videos presenting student life on campus, selfies and photos of events - positive		Over 300 likes in some videos and photos	1 challenge
<b>LUND UNIVERSITY</b>	<b>YouTube</b> 3631 subscrptions -videos	Science and innovation, research presentations and videos, keynote and debate videos, student and faculty stories, videos linked from other universities - positive	1-45 times/month	Promotes itself in a same way as in twitter. Over all up to 895K views on the oldest videos	1 challenge
<b>LUND UNIVERSITY</b>	<b>Blogs</b> - no actual blog platform under	- articles published in news section available in bdf –			2 opportunity

	WHERE Channel/ Environment	WHAT Content/ Sentiment	WHEN date/ frequency	WHY purpose/ Performance	OPPORTUNITY 1=challenge 2=opportunity
	official web pages other than utblindningsblogg en.blogg.lu.se where the latest update may 2014	format or provided as links to e.g. mynewsdesk.se			
<b>UNIVERSITY OF JÖNKÖPING</b>	<b>Facebook</b> 45 878 likes - photos - videos - links - texts - hashtags	- posts liked to happenings, keynotes and research in university. Also faculty and student stories and introductions of study programs, scholarship programs - some discussions on current issues - positive sentiment	-2-4 times/ week	To build an international university which attracts qualified, inventive and enterprising people from all around the world. –contribute to sustainable economic, social and cultural prosperity in their own region making way for knowledge based innovation and enterprise - lot of likes and shares, also some discussions	1 challenge
<b>UNIVERSITY OF JÖNKÖPING</b>	<b>LinkedIn</b> - 2355 followers	No posts form JU in general other than recruitment, but updates by different schools in their individual field of expertise - neutral		-same description of the school as on web pages	- 2 opportunity
<b>UNIVERSITY OF JÖNKÖPING</b>	<b>Twitter</b> -2189 followers -links -texts -photos -hashtags	- tweets about interesting master's thesis topics, research, recruiting, key-notes and lectures in English and Swedish -retweets content in direct connection with JU. - positive sentiment	-3-5 times/ week	Truly international university. Tweets provided by marketing department - little likes and retweets, no shares	2 opportunity
<b>UNIVERSITY OF JÖNKÖPING</b>	<b>Instagram</b> -photos -videos -hashtags	-mainly photos by students representing student life and studies - positive sentiment	-several times a week	-content seems to be created mainly by students, teachers and lecturers who have JU in their own profile description - lot of likes and comments	1 challenge
<b>UNIVERSITY OF JÖNKÖPING</b>	<b>YouTube</b> 324 subscribers -videos	-student stories, introductory and research videos, student interviews, lectures -neutral sentiment	- several videos uploaded at the same time between a couple of months	Emphasis on size, amount of students and internationality in addition to the statement: "Both within education and	2 opportunity

	WHERE Channel/ Environment	WHAT Content/ Sentiment	WHEN date/ frequency	WHY purpose/ Performance	OPPORTUNITY 1=challenge 2=opportunity
				research, Jönköping University has a close cooperation with business and society.” -videos within last month form 6 – 320 views	
<b>UNIVERSITY OF JÖNKÖPING</b>	<b>Blogs</b> - no actual blog platform on official web	- Blog related content published as articles under news section			<b>2 opportunity</b>
<b>UNIVERSITY OF AMSTERDAM</b>	<b>Facebook</b> - 94508 likes - photos -videos - texts -links	- promotes series of lectures, study programs and happenings. Shares stories of life in Amsterdam - positive sentiment	-1-3 times/ week	Detailed and promotional story of UA. The Facebook page is “for prospective and current students, alumni and staff of UA - a lot of likes with some shares and comments	<b>1 challenge</b>
<b>UNIVERSITY OF AMSTERDAM</b>	<b>LinkedIn</b> -186994 followers - photos -texts -links	- recruitment content but also press releases in Dutch, promotes study programs in English - University page and company page share the same content - neutral	- 1-2 times/week	Detailed and promotional description of the UA - reasonable amount of likes but no shares nor comments	<b>2 opportunity</b>
<b>UNIVERSITY OF AMSTERDAM</b>	<b>Twitter</b> - two profiles, UvA_Amsterdam and UvA_Students - texts - photos - links - hashtags	- profiles in tweet mainly in Dutch shares relevant information on cancellations of exams but also links to articles - mostly tweets related to UvA are provided by staff and students in their own profiles containing #UvA -	- 2-13 times/ day	- UvA_Amsterdam profile for general brand promoting -UvA_Student profile answers questions and shares information on studying - some likes and retweets	<b>2 opportunity</b>
<b>UNIVERSITY OF AMSTERDAM</b>	<b>Instagram</b> 5746 followers -photos -videos	-mainly photos form the city - nice, stylish sentiment		Features pictures taken by students, employees and others with #uva_amsterdam - a lot of likes and some comments	<b>1 challenge</b>
<b>UNIVERSITY OF AMSTERDAM</b>	<b>YouTube</b> -2595 subscribers -videos	-webinars, lectures, keynotes, student and faculty stories, introductory and educational videos,	1-9 times/ month	With nearly 30,000 students and 5,000 staff, the UvA is one of the four 'classical'	<b>1 challenge</b>

	WHERE Channel/ Environment	WHAT Content/ Sentiment	WHEN date/ frequency	WHY purpose/ Performance	OPPORTUNITY 1=challenge 2=opportunity
		study program presentations, presentations of research -positive and professional sentiment		comprehensive universities in the Netherlands. We offer a range of study programmes that not only allows students to study the subjects they wish in depth, but also provides the opportunity for a multidisciplinary approach. - form 15 – 112500 views	
<b>UNIVERSITY OF AMSTERDAM</b>	<b>Blogs</b> - no official blogging platform under web pages - texts, photos and links published	- articles published under the news section of the pages			<b>2 opportunity</b>
<b>EDINBURGH NAPIER UNIVERSITY</b>	<b>Facebook</b> 74139 likes - photos - texts - videos - links -hashtags	Promotes study programs, lecture series, happenings, press releases, student life and after graduate stories -positive sentiment	1-2 times a day/ 5 days a week	“ENU is a dynamic, innovative and forward-looking institution dedicated to supplying educational services which are relevant to the needs of today's students and employers.  By offering creatively designed courses, flexible study methods and accessible routes to higher education we equip our graduates for success in a competitive job market.” - some likes and only a few comments	<b>2 opportunity</b>
<b>EDINBURGH NAPIER UNIVERSITY</b>	<b>LinkedIn</b> - 55467 followers - photos -texts -links	- same content shared as in FB and twitter - positive sentiment	- 1-2 times/ day	Edinburgh Napier University is one of the largest higher education institutions in Scotland with over 19,000 students from more than 130 countries.  We offer industry informed courses	<b>2 opportunity</b>

	WHERE Channel/ Environment	WHAT Content/ Sentiment	WHEN date/ frequency	WHY purpose/ Performance	OPPORTUNITY 1=challenge 2=opportunity
				which combine the optimum balance of theory and practice, to equip our graduates for success today's competitive global job market	
<b>EDINBURGH NAPIER UNIVERSITY</b>	<b>Twitter</b> -22700 followers - links -texts -photos	Same content as in FB and LinkedIn in addition to retweets of comments and discussion related to Edinburgh Napier -positive and active sentiment	- 1-5 times/day from 9am-5pm, Mon-Fri	Account managed by the communications dpt. - a few retweets, some likes but no generated discussions	<b>2 opportunity</b>
<b>EDINBURGH NAPIER UNIVERSITY</b>	<b>Instagram</b> 1547 photos -photos	-photos of famous students, happenings, graduations etc. -positive sentiment		-show cases the diversity of student life - some likes, only a few or no comments	<b>1 challenge</b>
<b>EDINBURGH NAPIER UNIVERSITY</b>	<b>YouTube</b> 977 subscribers -videos -links	-introductory videos for students of campuses and different study programs, graduation videos -neutral sentiment	- 1-4 times a month - several video entities uploaded at the same time	Highlights the employability of students and the dynamic, innovative and forward-looking atmosphere for students and employers - 15- 620 views, some of the oldest videos have over 20.000 views	<b>1 challenge</b>
<b>EDINBURGH NAPIER UNIVERSITY</b>	<b>Blogs</b> - no actual blog platform	Articles published under news -section			<b>2 opportunity</b>
<b>ESMT BERLIN</b>	<b>Facebook</b> 13886 likes -photos -videos -texts -links -hashtags	Promotes open lectures, podcasts, nominations, recruitment, professors, conferences and happenings, shares press releases and articles (CNN, the Guardian) and student stories - positive sentiment	1-4 times/ day	"The business school founded by business" highlights the entrepreneurial thinking of students. - reasonable amount of likes, some comments and shares	<b>1 challenge</b>
<b>ESMT BERLIN</b>	<b>LinkedIn</b> -5346 followers -texts -photos -links	-recruitment, promotes open lectures and won acknowledgements and prizes, shares otherwise same content as in FB -neutral sentiment	- 1- 4 times/week	ESMT focuses on three main topics: leadership and social responsibility, European competitiveness, and the management of technology. ESMT faculty publishes in	<b>2 opportunity</b>

	WHERE Channel/ Environment	WHAT Content/ Sentiment	WHEN date/ frequency	WHY purpose/ Performance	OPPORTUNITY 1=challenge 2=opportunity
				top academic journals. Additionally, the business school provides an interdisciplinary platform for discourse between politics, business, and academia. - only a little likes, no shares nor comments	
<b>ESMT BERLIN</b>	<b>Twitter</b> 2277 followers -texts -videos -photos -hashtags -links	-shares news about ESMT, happenings on campus, press releases about research, and interesting phenomena, promotes open lectures and keynotes -positive	1-4 times/day	The business school founded by business. Accredited by AACSB, AMBA, EQUIS, and FIBAA. Offers MIM, MBA, EMBA, Executive Education, and PhD. - some retweets, shares and likes	<b>2 opportunity</b>
<b>ESMT BERLIN</b>	<b>Instagram</b> -488 followers -photos -hashtags	-snaps of student life, study trips and lectures -positive		Reports everyday life on campus and beyond.	<b>2 opportunity</b>
<b>ESMT BERLIN</b>	<b>YouTube</b> - 591 subscribers -videos -links	- student life videos, videos of keynote speeches and lectures, interviews with top speakers - positive	-1-2 times a week	The same purpose as linked in given in description -form 17 views up to 285 views	<b>1 challenge</b>
<b>ESMT BERLIN</b>	<b>Blogs</b> - texts - photos - links	- topics vary form alumni, ESMT, Full-time MBA to Master's in management - students provide the content	Not even monthly	Lengthy texts in diary like format	<b>2 opportunity</b>