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Online Presence for a New Entrepreneur - Case Landscape Design and Gardening Firm

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ONLINE PRESENCE FOR A NEW ENTREPRENEUR – CASE LANDSCAPE DESIGN AND GARDENING FIRM

The purpose of this thesis was firstly to study the theories involved in creating an online presence for a new entrepreneur operating in the landscaping and gardening industry. Secondly, the purpose was, as a case study, to create an online presence for the company with the help of service design methods and tools. The research questions were: What is the optimal way of starting an online presence for a gardening entrepreneur? What are the various aspects that should be considered? And how can service design methods and tools be utilized to help with the process of creating a suitable online presence for a new entrepreneur? The underlying process framework for the thesis was the Double Diamond model promoted by the British Design Council.

The thesis process began with a literature review. The literature review focused especially on social media in the B2B context. The theoretical section also looked at information technology usage in Finland in the B2B and to an extent, B2C contexts. The initial research prompted the necessity of creating a written marketing plan for the entrepreneur. In addition, a template for a social media updating calendar was created. The service design methods and tools that were used consisted of a stakeholder map, a business model canvas, a SWOT and several different types of personas. In addition, the methods included interviewing and several different types of benchmarking. User research was done on a prototype Facebook page, the methods used for it were think-aloud and semi-structured interviews.

The thesis looked at search engine optimization and search page results. A collection of relevant keywords for the social media pages and a future website were collected on a mind map. A section of the thesis looked at the future environment of the entrepreneur's business and it included statistics on the future customer base that were made into personas as well as their customer journey on the social media page. A wireframe for the future website was created.

All the research done was handed to the entrepreneur. It was used at this stage to create an improved Facebook page for the company and the information will be used by the entrepreneur going forward with her business. The choice of which social media platforms to use for a new entrepreneur were confirmed in the theory section as well as during the benchmarking and interview sections of the thesis. The selected service design methods were very helpful in gaining knowledge for the entrepreneur, both on the wider environment that her business operates in as well as on a specific scale looking at the user experience of people going on the protype Facebook page.

KEYWORDS:

Entrepreneur, Service Design, Landscape Design, Gardening, B2B Customers

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UUDEN YRITTÄJÄN VERKKONÄKYVYYDEN KEHITTÄMINEN – CASE PUUTARHA-ALAN YRITTÄJÄ

Tämän tutkielman tarkoitus oli tarkastella teorioita verkkonäkyvyyden luomiseen liittyen, erityisesti koskien uutta puutarha-alan yrittäjää. Tapaustutkimuksena oli verkkonäkyvyyden luominen puutarha-alan uudelle yrittäjälle hyödyntäen palvelumuotoilun metodeja ja työkaluja. Tutkimuskysymykset olivat: mikä on optimaalisin tapa aloittaa luomaan verkkonäkyvyyttä uudelle puutarha-alan yrittäjälle? Kuinka palvelumuotoilun työkalut ja metodit voivat auttaa verkkonäkyvyyden luomisessa?

Opinnäytetyön prosessi seurasi British Design Councilin luomaa Double Diamond -mallia. Tutkielman kirjallisuuskatsaus keskittyi aluksi sosiaalisen media käyttöön B2B ympäristössä. Lisäksi teoriaosuudessa tarkasteltiin informaatioteknologian käyttöä Suomessa niin yritysmaailmassa kuin kuluttajien keskuudessa. Alustavan tutkimuksen perusteella ilmeni tarve luoda yrittäjälle kirjallinen markkinointisuunnitelma sekä malli sosiaalisen median päivittämiseen liittyvästä kalenterista. Palvelumuotoilun työkaluista luotiin stakeholder map (sidosryhmäkartta), business model canvas, SWOT ja useita eri persoonia. Metodeina käytettiin mm. haastatteluja ja benchmarkingia useissa eri yhteyksissä. Käyttäjäkokemuksen tutkimista tehtiin yrittäjän yritykselleen luomalle Facebook prototyyppisivulle, valittuina metodeina think-aloud (puhu ääneen) sekä haastattelukysymykset.

Tutkielmassa tarkasteltiin myös hakukoneoptimointia ja hakutulossivujen merkitystä. Yrittäjälle luotiin kokoelma avainsanoja miellekarttaan, joita hän voi hyödyntää sosiaalisen media sivuilla sekä tulevalla verkkosivulla. Yrittäjän tulevaisuuden työympäristö ja asiakasryhmät otettiin huomioon luvussa seitsemän. Tulevaisuuden asiakassegmenteistä tehtiin kaksi persoonaa ja palvelupolku kuvaamaan heidän käyttäjäkokemustaan Facebook sivulla. Tulevasta verkkosivusta luotiin myös wireframe-malli (ns. rautalankamalli).

Kaikki koottu tutkimus luovutettiin toimeksiantajalle. Hän hyödynsi sitä luomalla parannetun version Facebook prototyyppisivusta sekä tulee hyödyntämään sitä myös jatkossa yrityksensä kehittämisessä. Sosiaalisen median valinnan oikeellisuus varmistettiin useista eri lähteistä, niin teorialähteistä kuin haastattelujen ja benchmarkingin kautta. Valitut palvelumuotoilun metodit osoittautuivat hyviksi luomaan toimeksiantajalle niin laajempaa yleiskuvaa yrityksen toimintaympäristöstä kuin tarkempaa käyttäjäkokemusta yksittäisten henkilöiden näkökulmasta.

Table of Contents

Appendices
 Appendix 1: Marketing plan
 Appendix 2: Interview with an entrepreneur in the gardening industry
 Appendix 3: User experience tests on the Facebook page

Figures

1. Introduction

The aim of this thesis is to look at how to create a suitable online presence (including social media pages and a web page) for an entrepreneur in the gardening industry using a service design process framework as well as service design methods and tools. The commissioner for the case study is introduced further in Chapter 2. The basis for the thesis came from a coursework project that was carried out in the summer of 2018. The coursework provided initial research into the environment the entrepreneur will be operating in. Based on the information gathered previously, a new topic was chosen for the thesis to focus on. The research questions for the thesis are: what is the optimal way of starting an online presence for the commissioner? What are the various aspects that should be considered? How can service design methods and tools help with the process of creating a suitable online presence for a new entrepreneur?

The aim of the thesis is to create a prototype social media page (Facebook) and a rough wireframe model of a future website for the commissioner. The prototype is subjected to user testing. The feedback from the user research together with other findings on the topic are be given to the commissioner in order for her to improve on the prototype.

The service design framework used in the coursework (2018) was the Double Diamond model by the British Design Council. This thesis will therefore follow the same framework with focus on the new subject. The literature review focuses on B2B customers and social media as it is the current main customer group of the commissioner. Consumer customers are recognized as growing future customer segment and are looked at in more detail in Chapter 8. The literature review is chosen to reflect academic studies done on the subject as well as statistics of current usage of social media among businesses and people.

The service design methods chosen for the thesis are both qualitative and quantitative. They include a stakeholder map, a business model canvas, a SWOT, benchmarking, interviews, personas, brainstorming, mind map and a customer journey. The methods for the user research are think-aloud and semi-structured interview. In addition, a marketing plan and a social media calendar are created to provide structure for the commissioner's future updates online. A wireframe model of a future website structure is created with topics and elements that have been researched to be relevant.

This thesis begins by looking into the commissioner and her situation. The literature review will follow. The marketing plan and the social media updating calendar's template are addressed before going into service design and the methods and tools used in the thesis. Search engine optimization is introduced in Chapter 7 before taking a look at the future. Finally, the thesis introduces the improvements on the prototype page and lists the results and conclusions made from the study.

2. Commissioner

The commissioner for the case study in this thesis is an entrepreneur who has worked for several years as a translator. She has studied gardening and landscape design and is now looking to include these services to her company's offerings. So far, she has had some garden design commissions by private customers, but currently mainly works as a subcontractor for other gardening firms in the Pirkanmaa region doing manual landscaping work. Therefore, the main focus for this thesis is looking at the theories and practicalities of creating an online presence in B2B environment. In the future, the entrepreneur's intention is to offer garden design and landscaping services more for consumer customers as well. Therefore, the B2C customer segment will be considered in the future studies section of the thesis. One existing customer has been a housing cooperative, and this is also recognized as a potential customer group by the commissioner in the future. This has been taken into consideration in the stakeholder map shown in figure 1.
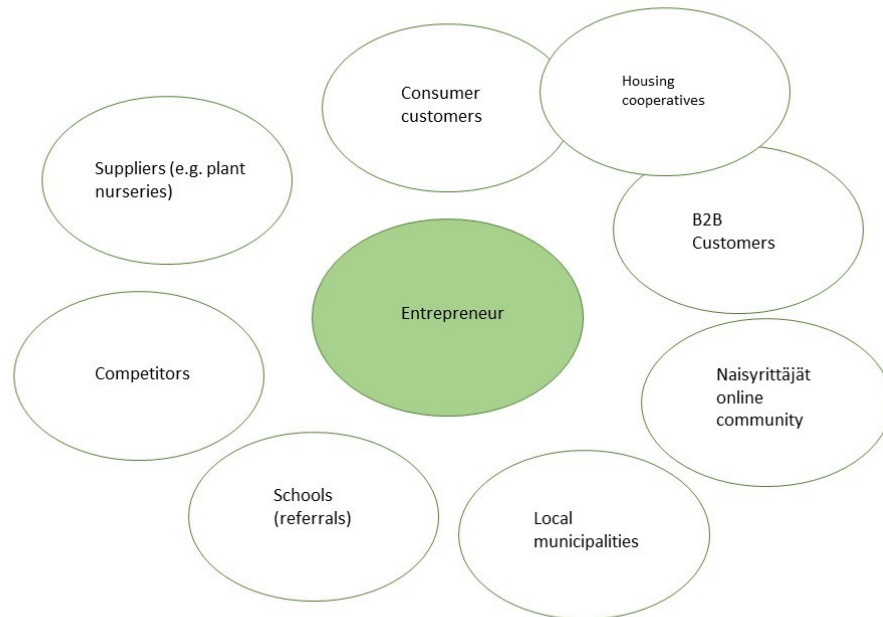
Figure 1: Stakeholder map for the commissioner.

A stakeholder map is a visual representation of the various parties involved in a service (Jiřinová, n.d.). By depicting the customers, partner organizations and other stakeholders in this way, the interplay between them can be recognized, charted and analyzed. The stakeholder map in Figure 1 was created together with the commissioner (personal communication, updated version September 2020) to depict relevant players operating near and with the entrepreneur's business.

It shows different customer segments as well as takes note of the suppliers and notes the influence of local municipalities. An online community called Naisyrittäjät has provided the commissioner with information and support in being an entrepreneur. The schools that the commissioner has attended have already recommended her to different B2B customers, so they have functioned as a stakeholder providing referrals as well.

The landscape design and gardening services that the commissioner is currently offering and is going to offer in the future can be put into the four categories shown in figure 2.

Gardening services for other companies (B2B)	Gardening services for consumer customers (B2C)
Landscape design services for companies (B2B)	Landscape design services for consumers (B2C)

Figure 2: Service categories of the commissioner.

Due to the seasonal nature of the gardening industry, it will be necessary and prudent for the commissioner to continue with her translation work as well as with these new services. Although the landscape or garden designs could be drawn during the wintertime and are most often based on existing blueprints of the yard areas, the demand for these services are less during the winter months. During the project, it will become necessary to create a written marketing plan as well as social media updating template that would provide the entrepreneur a more premeditated schedule for online updates for her firm. These can be found in Chapter 5.

The entrepreneur lives in small municipality in the Pirkanmaa region called Orivesi. The municipality does not currently have other entrepreneurs located there that advertise gardening and landscape design services. There are, however, entrepreneurs and larger firms in the gardening industry that cover the Pirkanmaa region, therefore there are competitors in the field. The population of Finland is ageing and the same is true for the people living in Orivesi. The ageing consumer customer segment is recognised as a potential growth area for the entrepreneur's services in the future. This will be addressed in several chapters of the thesis.

In the beginning of the project the commissioner has neither a webpage nor social media pages for her business. She does have a personal LinkedIn page and a personal Facebook page. During the initial meeting in March 2019, it was decided that the entrepreneur would firstly update her LinkedIn page to include the new industry she was going into and the services that she is providing. It was also decided that she would create a separate Facebook page for the company and not utilize her own private Facebook page to communicate professional information.

3. Process chart: Service Design's Double Diamond Model

Service Design is not considered a strict methodology, but more as an inter-disciplinary approach or a way of thinking. It has adopted methods and working traditions from several different fields. However, some process models or frameworks have begun to emerge in the field. These usually consist of three or even up to seven stages, although they share the same logic and mindset (Luojus & Harviainen 2016, 74–77.) Luojus and Harviainen list five different models: The Double Diamond (or 4D) Model, the 3 I model, Moritz's set of tasks of six categories, Liedtka and Ogilvie's four basic questions and Stickdorn and Schneider's four stage service design process. For this project, the underlying framework that has been used is the Double Diamond Model of the British Design Council. The 4D model consists of four distinct phases: Discover, Define, Develop and Deliver. In the Discovery stage, the designer identifies the problem and builds a rich knowledge resource. During the Define stage, outputs of the previous phase are reviewed and analyzed, and findings are synthesized into a reduced number of opportunities. During the Definition phase the initial brief is developed into a product or service for implementation and iteratively test concepts with end users. In the last Deliver phase, the final solution concepts are taken through final testing, signed-off, produced and launched. (Luojus & Harviainen 2016, 74-75.)

3.1 Previous research for the commissioner

The initial research for the commissioner began in the summer of 2018 as a coursework project. It started with doing research trying to map out the entrepreneur's emerging business and the environment it would be operating in. This was helped by using various service design tools and methods. One of the first visual tools was creating a business model canvas that identifies the Key Partners, Key Activities, Key

Resources, Value Propositions, Customer Relationships, Customer Segments, Channels, Cost Structure and Revenue Streams of a business. The business model canvas is, in fact, a company's business plan made into a concise visual form. The business model canvas for the entrepreneur can be found in Chapter 6.1.1.

Other service design methods used for the coursework was observation and interviews. These were conducted at a local hardware store in Orivesi, which is also one of the only stores in the municipality that sells seasonal plants and gardening supplies. The interview especially with the salesperson at the store, conducted in August 2018, gave, among other things, more insight to various stakeholders. This information was used in creating the stakeholder map.

Part of the course project was trying to consider what type of service products potential customers might want. This was addressed by conducting an online survey for other gardening firms in the Pirkanmaa region. Three out of twenty firms that were contacted answered. The entrepreneur had done a few projects for private customers and one building association, so a customer satisfaction questionnaire was sent to them by email. One of the questions that was asked was whether the customers (that had already experienced using landscape design services) would prefer a predetermined "service package" with a clear price and parameters of what it would include or would they prefer a more customized service. Perhaps surprisingly, the customers all replied that their situations were so unique that a customized service was better for them than a prepared service package.

Another service design method that was used was benchmarking the websites of different gardening firms. This led to observations about certain themes, topics, and headlines that the websites contained. Looking at the topics, the idea also came to look at the websites of a somewhat related field to landscape design, that of interior design. Observing and benchmarking the websites of different interior design firms also gave inspiration on what information a potential website for the entrepreneur could contain. This information was used in creating a mockup of a possible future website's content.

3.2 Thesis project

This previous coursework therefore laid the foundation for the current thesis project. In discussion with the entrepreneur, she decided that she wished the focus to be, going forward, in creating an online presence for the firm, focusing especially on social media. Since some time had passed since the initial research had been conducted, she had in the meanwhile received more work from B2B clients. Therefore, the literature review for the thesis is focused on social media, especially in the B2B context.

Based on the Double Diamond model, the develop phase was therefore identified as producing an online presence, especially on social media. Due to the iterative nature of service design, after identifying the need of the commissioner and stakeholders, the Double Diamond process model began anew with the necessary research into this new topic. Figure 3 shows the model with a summary of the service design methods and tools used during the thesis project. It also contains the some of the methods used in the previous coursework project that were also presented in more detail as part of this thesis. They marked with the color green in figure 3: creating a business model canvas and future personas (Coursework, 2018).
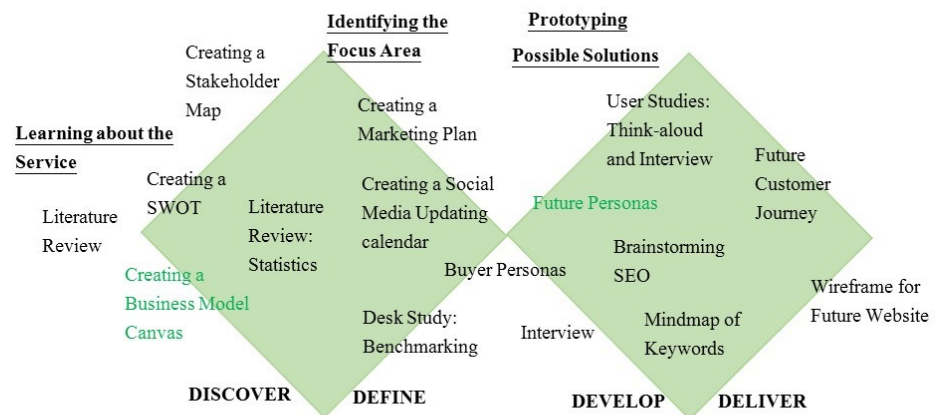
Figure 3: Double Diamond Model for the thesis project.

The Discover phase includes doing research and getting to know the service including the environment it operates in. This stage consists of doing a literature review on social media usage in the B2B market, but also researching statistics relating to web usage in Finland. Service design tools for this stage of the process include a stakeholder map, a SWOT and a business model canvas. The Define stage is where the object is to identify the focus area. Methods that used during this phase are the literature review in addition with doing benchmarking on different gardening firms and interviewing a current B2B client. During the Develop phase, buyer personas are created for the current B2B customers and future personas for the future consumer customer segments. These are then used in prototyping possible solutions which was to improve on a prototype Facebook page, using user research methods. The end result therefore is an improved Facebook page that takes into account all the collected data from the research that has been made and a wireframe concept of a future website.

4. Theoretical framework and literature review

4.1 Theoretical framework

Problem: There is currently no other than word-of-mouth marketing being done for the firm.

Objective: To create an online presence for the firm in order to create visibility, a social network online and to provide contact information for current and future customers.

Research questions:

1. What is the optimal way of starting an online presence for the commissioner?
2. What are the various elements that should be considered?
3. How can the service design methods and tools help with the process of creating a suitable online presence for a new entrepreneur?

The research area contains firstly a literature review of recent academic studies done on social media usage in the B2B context and the current statistics regarding social media usage with B2C customers. The reason why the literature review focuses on the B2B sector is because currently most of the commissioner's customers are from the B2B segment. The consumer customers will be addressed more in Chapter 8 that is focused more on the future.

Secondly, it involves taking into consideration the service design process framework and service design methods and tools for the case study. As said before, the basic service design framework follows the Double Diamond or 4D process promoted by the British Design Council.

In addition, the characteristics of the potential customer segments could be considered. It should be noted that social media usage in Finland differs from other countries. Studies done elsewhere may give insights, but cannot always be wholly applicable, especially when dealing with the B2C sector. When dealing with consumer clients, it is relevant to think about the age groups of the target customers, as the social media usage differs from the younger generation to the older. This thesis does not, however, go too deeply into the sociological or cultural aspects of the entrepreneur or potential B2C customer groups.

The theoretical framework for this thesis can be seen in Figure 4 with all the aspects that have been considered in finding the optimal way of to start an online presence for a gardening entrepreneur.
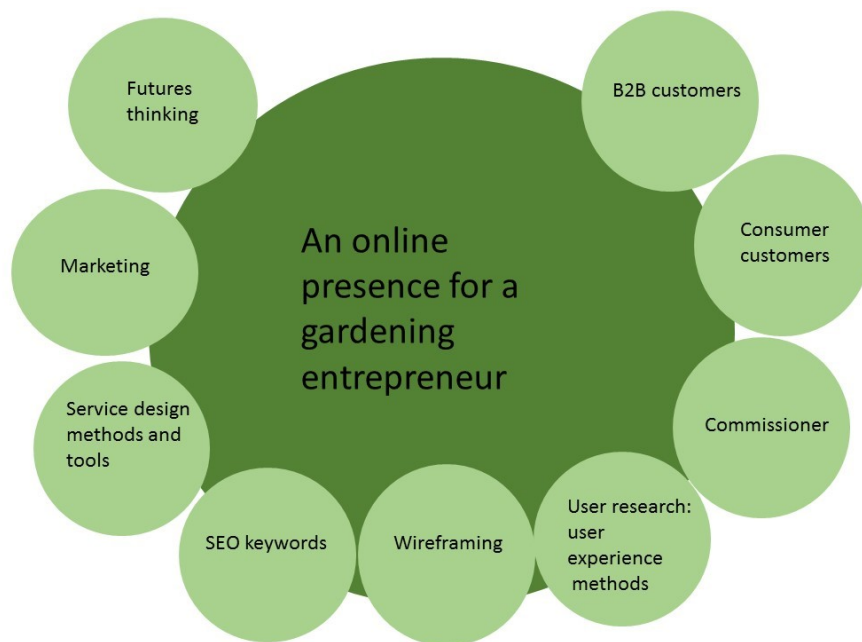
Figure 4: Theoretical framework for the thesis.

4.2 Information technology usage in Finland

Information technology or IT refers to technology that is involved in developing, maintaining, and using computer systems, software and networks for the purpose of processing and distributing data (Merriam-Webster, 2021). IT as a term that is often used in the context of the business world as opposed to personal or entertainment technologies (Castagna & Bigelow, 2021). The term ICT or information and communications technology is a similar to IT, but in some ways, it is considered to be broader in scope. ICT refers to technology that handles communications processes. ICT is used to describe the convergence of several technologies that deal with facilitating communication. (Techopedia, 2021.)

4.2.1 Information technology usage among Finns

One consideration that should be taken into account when thinking of managing information online is that the human brain has a memory capacity of only approximately one gigabyte while the amount of information people are receiving each day is around 35 gigabytes (Purcarea & Purcarea n.d., 13–15). This amount is being increasingly developed thanks to social networks. As people are being inundated with messages all the time, it is relevant to think in a business context what kind of information should be put out through what channels and how often. In addition, Purcarea & Purcarea (n.d.) note that 91% of social media users under the age of 45 access social platforms via mobile devices. This is also a relevant aspect to take note of when designing an online presence for an organisation.

In 2018, 89 percent of Finns between the ages of 16 and 89 were internet users. 76 percent of the population used the internet several times a day. The number of new users is only growing among the oldest age groups. Even among the people aged between 65 and 74, 78 percent already use the internet. Among the people aged between 75 and 89, 40 percent are internet users. (Statistics Finland, 2018.)

Most often the internet is accessed with mobile phones, 75 percent of the time. The second most common way of accessing the internet is with laptop computers, 65 percent. Finns use the internet for taking care of errands, communication, following the media and searching for information. The most common errand was visiting online banking sites. (Statistics Finland, 2018.)

61 percent of Finns have used online social networking sites within a three-month period. The usage is highly age-dependent: 93 percent of people between 16 and 24 use social networking sites, 87 percent of people aged between 25 and 34. Only half of the population between the ages 45 and 54 have reported using social networking sites. However, even among the age group of 75 to 89, ten percent have stated accessing a social networking site within the latest three-month period. (Statistics Finland, 2018.)

The usage of social networking sites has to do with a variety of areas. Most often it is considered to be related to friendship and maintaining relationships (85 percent of users), the second most common reason was stated to be maintaining contact with relatives (52 percent). Different social networking sites are an integral part of various leisure time communities. Over 56 percent of usage was stated to relate to a hobby. 36 percent of users have also stated that following social networking sites has had to do with their job, profession, or business. Every third user stated that they have accessed social networking sites relating to following brands, products, and services. (Statistics Finland, 2018.)

4.2.2 Information technology usage in businesses in Finland

Statistics Finland defines as a business utilizing social media one that has a user profile, an account, or a user licence on a social media site (2019, 8). Based on the field the business is operating in social media is most commonly used in Finnish firms in the information and communications sector whereas it is least used in the construction industry. The number of businesses using social media has increased by 33 percent since 2013. (Statistics Finland, 2019.)

Out of the different types of social media businesses most commonly used, social networking sites are the most prevalent (69 percent). Media intended for sharing multimedia content (for example Instagram, Youtube, Slideshare) are used by 41 percent of businesses, blogs and microblogs by 20 percent and wiki-based tools of sharing information by 10 percent of companies. The sharing of multimedia content increased by 13 percent in one year and since 2013 the usage of social networking sites has increased by 35 percent. (Statistics Finland, 2019.)

The most common reasons for firms to use social media are to develop the image of the company and to market its products. Out of all the companies using

social media, 90 percent stated that they use it for these purposes. Recruitment has also risen as one of the most common reasons for using social media, 66 percent of companies have used it for this purpose. 58 percent of companies have also used social media to receive reviews, opinions, and questions from the firm's customers. (Statistics Finland, 2019.)

4.3 Social media definitions

Kaplan and Haenlain (2010, 61) define social media as a "Group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of User Generated Content". The definition of Web 2.0 is an important part of this. It refers to that users of a platform are permitted to continuously modify the content in a participatory way (Andersson and Wikström, 2017). Social media is therefore a term that covers various types of applications and platforms.

Papa et al. (2019, 332) state that social media are highly interactive platforms in which individuals, organizations and businesses interact and communicate with each other in order to share, co-create and explore new user-generated innovation opportunities. They list as examples of social media platforms Facebook, Twitter, Wikipedia, LinkedIn, Xing, Google+, Youtube, Vimeo, Picasa and Flickr. Many others could be added to this list, such as Pinterest and Instagram. In addition, applications such as WhatsApp and Snapchat are occasionally included into the category of social media although others argue that they are merely communication applications. (Sukiennik, 2019.)

Smith et al. (2016, 21) state that there are six types of social media: online social networks, collaborative projects, blogs and microblogs, content communities, virtual game worlds and virtual social worlds. Online social networks have the highest use and, in their view, represent a fundamental change in human interaction. Social networking sites are defined as online-based services that allow people to construct a public or semi-public profile within a system, create a list of other users with whom they share a connection and explore their list of connections as well as the lists of others in the system. Smith et al. note that recent studies have found that a significant amount of people, including entrepreneurs, manage their relationships on social networking sites. They use the sites to socialize, exchange advice and use the

information available on the sites to make decisions. In addition, social connections can be developed, maintained, and strengthened through social networking sites and social capital can be enhanced. (Smith et al. 2016, 21.)

4.4 Social media usage in the B2B context

When looking at academic research on the topic of social media usage in the B2B sector, most studies firstly recognize that there is huge potential in using social media in the B2B context, and secondly note that not a lot of academic research has been done on the subject. On the studies that were available, the size of the companies varied, as well as the industries they worked in. However, it is possible to gain insight from these previous studies even though the studies were made in different size companies and fields than the one the commissioner of this thesis project operates in.

Andersson and Wikström (2017, 1098) note in their article *Why and how are social media used in a B2B context, and which stakeholders are involved?* that extant research shows that companies in a B2B environment benefit from using social media not only to strengthen existing relationships, but to build new ones, targeting or gathering prospective customers. However, they also note that because a company cannot control conversations on social media as easily, firms may hesitate to use it as a marketing tool in order to avoid potential bad publicity. One of the most common reasons why firms do not use B2B social media is the lack of understanding how to do so, but also a lack of perceived benefits. Academic research indicates that B2B markets are not as sophisticated or skilled in social media usage as B2C marketers. Andersson and Wikström (2017, 1099) promote a stakeholder perspective and stakeholder theory as an instrumental lens to understanding social media in a B2B context. They state that social media reaches many different stakeholders and is crucial for firms to enhance understanding of how social media influences the relationship between different stakeholders.

Drummond et al. state (2017, 68–70) that social media can have an important impact on B2B marketing relationships networks for example in the way they can be used to target and identify new business partners, customers, to communicate more efficiently with industrial partners as well as create and develop customer relationships. They note that B2B relationships and networks have been illustrated to be a potential resource access point for entrepreneurial firms. New firms may lack

critical resources such as technological and human capital in addition to financial resources. These challenges can be partially overcome through B2B relationships and networks. They note that a network of ties can provide new entrepreneur pathways through which a firm can locate access external resources. In addition to other benefits, entrepreneurs can potentially rely on their networks for, for example, advice, problem solving and business information. Their empirical case study however involved the Irish artisan food and craft brewery industry. In order to apply this to the gardening and landscape design industry, it would be necessary to analyze whether it would be possible to create similar small business community where advice could be shared. (Drummond et al. state 2017, 68–70.)

Drummond et al. (2017, 78) state that social media platforms can intensify B2B relationships leading to information and knowledge sharing with a pre-existing network. Smith et al. (2016, 29) define the term network requesting as seeking help, support, favors, information, or other actions or resources from others. The commissioner for the case study in this thesis has had information sharing by working as a subcontractor, therefore a type of practical on-the-job learning. So far this has not involved online information sharing with, for instance, other entrepreneurs in the field. Drummond et al. (2017, 72) also note that using social media in the supply chain is an emerging phenomenon.

Drummond et al. (2017, 71–72) claim that smaller companies tend to use social media more frequently to enrich external communications and are more likely to use social media for lead generation purposes when compared to a larger firm. An entrepreneurial firm is limited by resource constraints and may be able to use social media to connect more efficiently with a wide number of potential business partners. In their view, social media can be viewed to be an initiation tool in the relationship between partners by an entrepreneurial firm. Smith et al. state that social capital is integral to entrepreneurship (2016, 18–22). It can assist entrepreneurs in realizing business opportunities, acquiring resources, gaining legitimacy. They note that previous research in computer-mediated communications demonstrate that social capital is accrued differently online versus offline. How people build, maintain, and use social networks online differ substantially from face-to-face interactions. When using social networking sites, time and space are compressed, interaction speed is accelerated, and people are increasingly accessible. Social media platforms have the capacity to help entrepreneurs initiate weak ties and manage strong ones. Smith et al.

comment that social capital is the key outcome of networking, which then is an important micro foundation of entrepreneurial action. Social capital helps an entrepreneur in a variety of ways, such as: capitalizing on market opportunities; managing resources; garnering information, influence and sponsorship; providing legitimacy; preventing failure and strengthening the innovative flexibility and competitiveness of small firms. Smith et al. note that an entrepreneur's network broadening behaviors such as being outward looking and connecting with a broad range of people are examples of adding weak ties to a network. They note that these actions may bridge into social capital. Smith et al. (2016, 25) differentiate this from bonding social capital, which refers to strong ties characterized by multiple, repeated interactions. These interactions are considered to encourage the development of trust and willingness to help. They state that social networking sites have affordances such as searchability, retrievability and asynchronicity that allow entrepreneurs and their connections to gather information about others on the sly. In their view, these affordances or qualities inherent to social networking sites enable entrepreneurs to identify weak tie opportunities and find calculative ties more quickly and at a lower transaction cost. (Smith et al. 2016, 25.)

Compared to offline networks, social networking sites allow users to manage a broader, more complicated network of digital relationships that encompass diverse resources. Affordances such as social interactivity, scaleability and interoperability increase efficiency and decrease the costs of managing networks. Network management may help build the size of the entrepreneurs' networks, as well as diversity and supporting the accrual of bridging social capital. Social networking sites users tend to not delete old connections and if so, these dormant ties can be seen as a valuable source of social capital. (Smith et al. 2016, 25.)

Pascucci et al. (2018, 630) state that social media in combination with other resources is a powerful tool for small and medium-sized businesses (SMEs). It can be used to increase their visibility and tap into new markets. They state that by stimulating collaboration with external partners, social media could help SMEs overcome their typical resource limitations. Bocconcelli et al. (2017, 695–696) state that SMEs are traditionally characterized by limited financial, organizational and technological resources in addition with informal and unplanned decision-making. SMEs are, however, engaged in networks of relationships that allow them to overcome their limited structural resources. They state that it has been recognized that

networking through the web and through social media may offer interesting opportunities for SMEs to overcome their weaknesses and improve their competitive position in the market. Bocconcelli et al. note that existing studies show that there are SME entrepreneurs that still have resistance in adopting social media for their companies. Moreover, they state that when social media is used, it is often characterized by unplanned behaviors by entrepreneurs who are not yet fully aware of all its related benefits. (Bocconcelli et al. 2017, 695–696.)

Pascucci et al. (2018, 630) note that social media may represent a type of "laboratories" where SMEs can experiment innovative ideas. They comment that B2B companies are behind their B2C counterparts in the use of digital tools. In B2B contexts, business owners and executives are struggling to find reliable ways to turn social interest into measurable bottom-line results. They also have difficulty in exploiting the numerous advantages that can be take advantage of by using these tools. They also comment that research on the adoption and use of social media in B2B settings is still in its infancy. (Pascucci et al., 2018.)

Social media usage is constantly evolving as individuals and organizations adapt to existing and new social media practices and applications. User behavior is therefore constantly changing. This presents challenges for determining social media's role in a company's marketing strategy (Andersson and Wikström 2017, 1099–1100). A lack of strategic orientation could result in poor selection and usage of social media applications or the use of traditional marketing when social media applications would be more suitable. The limited knowledge that B2B firms often have of social media prevents them from adapting it as a strategic tool to gain corporate advantages. The majority of B2B firms consider the use of social media as irrelevant to their business. B2B marketers have had a common belief that the nature of the sector requires face-to-face interaction. VanBogart (2013, 12) notes in her study that achieving "normal" relationships online takes longer, because it requires more messages to be sent and received. However, researchers have identified innovative B2B marketers that have established a company presence on social media. The use of social media is evolving. Companies can use social media to establish a two-way communication and strengthen existing relationships with different stakeholders. Information from such interactions may provide valuable feedback. Social media can also be used to attract new suppliers or customers. In addition, social media usage has been adopted in various branding strategies. Salespeople in various companies have

used social media for, among other things, information sharing, trust building and customer service. (VanBogart, 2013.)

VanBogart (2013, 19) writes in her study on how individuals establish credibility online through impression management strategies that personal branding is the combination of self-presentation with credibility. She also notes that branding is inevitable when a person is participating in an online environment. Impression management is used for personal brand positioning, it deals with the active communication of one's brand identity to a targeted market. People adjust their self-presentation techniques to the values and preferences held by their intended audience. Due to the nature of computer mediated communication, multiple audiences complicate an individual's desire to employ self-presentation tactics, especially on social networking sites. A person's authenticity can be tarnished when an individual tries to segment multiple audiences. This may result in a failed personal brand. However, social media provides a powerful platform for startups and entrepreneurs to advertise and drive brand awareness without a large advertising budget (Wang 2016, 10). Wang mentions four primary goals that entrepreneurs can achieve by employing social media: driving brand awareness, distributing engaging content, generating leads and enhancing customer acquisition. (VanBogart, 2013,19.)

Andersson and Wikström's (2017, 1104) empirical study consists of analyzing the social media usage of three different companies noting on the social media channel (Facebook, Linkedin, Youtube, Twitter, Instagram and Blogs), the companies' intended use and the targeted stakeholders. It is important to note that these companies had selected various social media channels to communicate with different stakeholders, but some had been later on abandoned as not being useful for the company in question. It is therefore necessary to consider beforehand which channels to use for which stakeholder, but also note that this process is in a way also iterative and changes with technological advancements and the needs of the stakeholders. Keeping up with this shifting environment can require effort on the company's part, but potential benefits outweigh the time put in. Anderson and Wikström note that organizations need time to learn and understand how their stakeholders use the sites in order to create better content that fit the targeted stakeholders. Choosing a platform that is in line with an organizations interests is therefore crucial. A stakeholder map that depicts the key stakeholders for the commissioner can be found in Chapter 2.

VanBogart (2013, 14–18) notes that websites are good for self-presentation performances, because the impressions displayed are minimal or controlled. However, she notes that blogs present a medium for more self-disclosure. Social networking adds another dimension to an individual's perception online. Social networking sites combine text-based communication with highly visual communication. They are dedicated especially to forming and managing impressions, including relationship-forming as well as relational maintenance.

In this thesis, the commissioner wished to firstly set up a Facebook account in order to start creating an online presence with her business in mind. Globally, Facebook along with Youtube are considered the biggest social media sites. Facebook is mostly a consumer-oriented network, but it is used to fulfill both private and job-related needs (Hansson & Wrangmo 2013, 113–116). The difficulty often is how to separate private from the work-related messages and contacts. One solution is to have two different accounts with different purposes.

One major advantage of using Facebook as a marketing channel is customers' ability to communicate with the company about their wants and needs. Companies can use their Facebook page to gather information from users. This information can then be used to target customers and receive feedback from them. Companies can also use their Facebook pages to provide information about product introductions, changes, and updates. Thusly, a company's Facebook page creates a collaborative space where companies and their customers can have rich interactions. (Hansson & Wrangmo 2013, 113–116).

Hansson and Wrangmo (2013) note that the fact that information can be shared between users on the internet and Facebook, makes them much more like word-of-mouth (WOM) marketing. In WOM, information such as product reviews and recommendations spread from person to person. Buyers' behavior has always been influenced by WOM and it is increasingly so during the age of social media. WOM as a marketing channel has often been taken more seriously than mass media advertising. Before the internet and social media, WOM was characterized by exclusive meetings and face-to-face contact and it was simpler to identify the sender and receiver of information. Contrastingly, social media platforms allow entrepreneurs to maintain interactions more broadly with a larger group of stakeholders (Wang, 2016). Today, Hansson and Wrangmo note, that we experience WOM more like an open public domain. It has been shown that consumers rely more on information and reviews from

consumers who have already used a product or service, than from professional critics. (Hansson & Wrangmo 2013).

Regarding WOM marketing and branding, studies have classified the marketing effects of WOM into three categories: informativity, persuasiveness and transformativity (Wang 2016, 14–16). Informativity raises awareness and knowledge of the brand. Wang notes that the more relevant the marketing information is to the brand attributes, the more convincing it is to the user. The persuasiveness of the message enhances engagement with the brand. Engagement is thought to promote advocacy of the brand. Transformativity relates to the stage where user engagement approaches a higher level, that of an affectional connection with a brand. In other words, transformative messages generate stronger emotional connections with a brand.

Hansson and Wrangmo's (2013, 120–122) empirical study shows that evaluating the different functions for marketing a company on Facebook, marketing in the form of 'status update' was the function that respondents considered to be the most important one. In addition, having a well-designed company profile was considered by the respondents to be a very important or absolutely critical for marketing purposes. Putting up pictures on companies Facebook pages was very important, as well as being able to send messages to companies. Interestingly, when asked about companies' activity on Facebook the answers fell into two different categories when it came to the frequency of updates. One side supported a lot of activity from the companies and the other was completely against it. Hansson and Wrangmo (2013) conclude that status updates with inspiring pictures are the most important functions on a company's Facebook page.

One of the opportunities that social media presents is the potential for co-creation between a company and its stakeholders. Social media is considered to be a form of ICT or information communication technology that involves active content creation by users (Papa et al. 2018, 330–337). It allows firms to acquire useful knowledge, conduct marketing activities, create sales, provide customer service as well as co-create products and services. Papa et al. note that social media engagement is increasingly significant in sustaining competitive advantage among firms. They state that knowledge is a main source of competitive advantage in today's knowledge economy and attention should be made the strategic use of ICT to acquire and manage knowledge as well as increase competitiveness. They argue that social media can have a part in innovative, customer-based co-creation processes as it, among other

things, enables new product or service development in a proactive and social collaborations between firms and users. They note that new ICT's are seen as facilitators of knowledge management and knowledge creation. Once the knowledge is created, Papa et al. (2018, 330–337) claim that firms are more likely to be innovative, because knowledge is the key resource to develop innovations. They go on to state that social media facilitates firms' capacity for innovation by making coordinated actions and knowledge flows simpler. In addition, they state that social media enhance co-creation processes, because they allow a larger number of participants to enter an organization's innovation processes, therefore augmenting the heterogeneity of the knowledge available. (Papa et al. 2018, 330–337.)

4.5 Social media in the B2C context

According to surveys, Facebook is currently the largest social media in Finland. For the purpose of the commissioner of this thesis, it is also important to note that the amount of consumer customers using Facebook are growing among the older age groups (Reinikainen, 2017). The presence of small to medium sized businesses online is varied, being more visible in the B2C sector. SMEs should therefore find their target group and focus on the relevant services for them. Facebook is recommended, because the oldest and the most financially soluble customers are there. The next two most important social media platforms are Youtube and Instagram. Instagram's 'story' feature has been especially relevant for business users. (Reinikainen, 2017.)

During the initial discussion with the commissioner, it was decided to firstly create a social media presence for the entrepreneur before creating a webpage (personal communication, 2019). The discussion included which social media platforms should be used and in what way. The process began with the suggestion that the entrepreneur update her personal LinkedIn profile to include the landscape design and gardening skills. The entrepreneur commented that she had previously had some contacts come to her for translation work through that page. The necessity to create a separate LinkedIn page for the company was not deemed relevant for the entrepreneur at this time.

Secondly, a prototype Facebook page would be created for the company by the commissioner in June 2019. The commissioner's already existing personal Instagram account was linked with the business's Facebook page. Figure 5 depicts the

social media pages that the commissioner and thesis writer agreed would be good combination for the commissioner to use at this stage with the note of which are to be kept personal and which are created solely for the business. It is important to note that since the commissioner will be doing all the updating herself, the task should not become overwhelming or too time-consuming.

As the literature review in the Chapter 4 noted, the process of using different social media sites and platforms is changing and iterative. It may, and probably will, become necessary to change which platforms or applications to use over time. It is also important to restrict the number of channels to a manageable one, since updating the content will take time and effort on the part of the entrepreneur. The commissioner also expressed a desire for the Facebook page to reflect more the design side of her business, rather than the manual labor part of her services (personal communication, 2019).

Social Media	Business/Personal
LinkedIn	Only personal, no separate profile for company
Facebook	Personal and Business both
Instagram	Only personal, no separate account for company
Blog/Webpage	Only business

Figure 5: Social media sites of the entrepreneur, personal vs professional.

Purcarea & Purcarea (n.d., 15) note in their article that Facebook has been described as a "discovery platform" whereas Instagram can be considered as "a place for inspiration". Genç & Öksüz (2015, 298) bring forth in their study on social media usage of female entrepreneurs that different entrepreneurs have different ways of viewing and comparing Facebook and Instagram. Some entrepreneurs in their study saw Facebook

as a more intimate platform that is for connecting people who have already established relationships whereas Instagram is more suitable for business purposes. On the other hand, their study also included an entrepreneur that preferred Facebook to Instagram, because it is easier to communicate on Facebook. The messaging option was indispensable for her. (Genç & Öksüz 2015, 293-300.)

5. Marketing plan and social media updating calendar

Pascucci et al. (2018, 640) note that an organization's acceptance and use of social media requires an integration of a social media strategy within the overall marketing strategy or business plan. For this thesis project, it was therefore necessary firstly to create a written marketing plan for the commissioner since one did not exist previously. A short marketing plan outline was written in discussion with the commissioner at the beginning of this project (Appendix 1).

A marketing plan is a document developed by marketing professionals and company leaders (Kokemuller, 2020). It is a tool that offers a guide on how to implement steps that are necessary in order to follow stated marketing objectives and strategies. Organizations typically develop a marketing plan every few years, but review it periodically and make adjustments, if necessary, based on company strategy. The major objective of a marketing plan is to set an organization on a specific course in regard to its marketing. Marketing goals generally align with broader company objectives. A new company looking to grow often has a marketing plan that emphasizes strategies that are geared toward increasing its customer base (Kokemuller, 2020). Gaining marketing share, increasing customer awareness, and building favorable attitudes are common objectives.

The Figures 6 and 7 show the marketing plan's main points. The Figure 6 summarizes the vision, objective, and target markets of the entrepreneur. The executive summary of a marketing plan is a brief overview that introduces the business to a reader (Bier, 2019). In this case: a landscape and gardening entrepreneur that offers landscape maintenance and construction work for gardening companies in the Pirkanmaa region. In addition, the entrepreneur offers gardening and garden design services for consumer customers. The vision of the entrepreneur is to offer the best

possible service for business and private customers, while maintaining an excellent quality of work and adjusting to flexible timetables when needed. (Bier, 2019).

The objective of the entrepreneur is to offer diverse gardening services for both B2B and consumer customers. The target markets are recognized as B2B firms in the gardening industry that require additional workforce for manual labor. Another target market are consumer customers that have need of small garden design and landscape work around the Orivesi municipality (within an approximately 60-kilometer radius of the town).

EXECUTIVE SUMMARY	VISION	OBJECTIVES	TARGET MARKETS
Landscape and gardening entrepreneur, offering landscape maintenance and construction work for gardening companies in the Pirkanmaa region and gardening services for private customers	To offer the best possible service for business and private customers, maintaining excellent quality with flexible timetable	To offer diverse gardening services for B2B and private customers	B2B firms in the gardening industry requiring additional reliable workforce for manual gardening work. Small garden design and landscape work for private customers around Orivesi municipality, within approximately 60 kilometres of the town

Figure 6: Marketing plan, part 1 (personal communication, 2019).

One common element that is usually included in a marketing plan is the marketing budget. In this case, the entrepreneur has not set aside a specific budget for marketing as of yet. The positive side of focusing on online marketing and social media is that it allows the entrepreneur to create visibility for her company without major monetary investments. Doing the work herself allows the entrepreneur to keep the costs at minimum, investing mainly time and effort. Another topic usually present in a marketing plan is pricing. For a new entrepreneur, a low penetration pricing strategy is a common technique (Kokemuller, 2020). This is currently the case with the entrepreneur as well. As a newcomer to the field and only beginning to establish herself, gaining contacts and building a positive reputation, she has accepted the contract rates offered by the B2B customers.

Figure 7 summarizing the marketing plan displays the Needs and requirements, the Competitive forces, Communication channels and Keys to success for the two target market segments of the entrepreneur. For the B2B customers the need is for additional labour, but it is easier to hire a subcontractor than hire new employees. The amount of work also varies, so hiring on a needs-must basis is more sensible. For the consumer customer the needs are for additional inspiration and information on garden designs as well as help with the manual labour of maintaining a yard.

The competitive forces in the B2B sector are other small businesses in the field. There exists more competition for design work than for manual labour at present. Competitive forces for consumer customers are other small entrepreneurs in the area and larger gardening firms that operate in a wider area. There is less competition for garden design work strictly in the Orivesi region. Methods of communications the entrepreneur has chosen for the B2B customers are, in addition to word-of-mouth references, direct email messages to firms, LinkedIn page with a description of the entrepreneur's offerings and Instagram and Facebook pages. For the consumer customers, the communications are at present restricted to the three social media websites: LinkedIn, Instagram and Facebook.

As the keys to success for the commissioner's business, she considers building a good reputation as a reliable partner to be at the core of creating a foundation for her B2B clientele. The same goes for the consumer customers, but as an extra service, she can provide an artistic view of garden design as well as hand-drawn design schematics (personal communication, 2019).

Figure 7: Marketing plan, target markets.

The service design method of using personas is very beneficial when considering different target markets. Personas for the commissioner's current customers can be found in Chapter 6.1.6 and for future customers in Chapter 9.

As the literature review showed, it is important to have structured idea behind social media updates in regard to what kind of content to publish and in what kind of timeframe. The social media strategy was addressed by creating a monthly calendar template for various social media updates. Pascucci et al. (2018, 629-656) comment that time resources may hinder the adoption of social media channels by businesses. This potential fall pit will therefore be addressed by creating the calendar, its main function is to create a broader structure for the entrepreneur to follow and maintain social media updates.

Bullock (2020) states that the two main reasons for creating a social media calendar are firstly that it helps organize and strategize an organization's social media marketing. Secondly, it helps save time and be more efficient. The calendar also helps keeping content consistent and it is possible to plan content ahead of time. There is room for spontaneity in content sharing, but for example holidays are events that can be prepared for ahead of time. As to what type of content to publish, it was already

stated in the literature review that visual content has been noted to be more effective than textual. However, Bullock emphasizes that the calendar also helps in diversifying content so that the organization does not end up posting the same kinds of things over and over.

In addition to a more involved schedule, Bullock (2020) promotes setting aside 5-10 minutes every day to respond to messages, join in conversations and for sharing and reposting other people's content. Whatever the form of the content, the target audience should always be considered. What do they care about and what types of updates are they interested in seeing. Figure 8 was created as a template to show the types of updates that could be planned, noting on which social media platforms and on which days of the week:

Month 2019

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Motivational update Facebook		Sales update Facebook		TGIF image Instagram		
	Holiday Instagram and Facebook			Content sharing Facebook		
			New product Instagram and Facebook	Content sharing Instagram		
				Content sharing Instagram and Facebook	Video/GIF Facebook	

Themes

Motivational update
Sales update
TGIF image
Holiday
New product
Video/GIF
Content sharing

Figure 8: Template for a social media updating calendar.

A social media updating calendar may vary in its detail and what timeframe is sensible for the business to focus on. It was decided that a month would be a good time period to consider for the entrepreneur, since her focus is not to be continually publishing new content. In addition, the seasonal variations of what kind of weather is current and what kind of work is done will vary drastically depending on what time of year it is.

Social media updates that could be prescheduled to a calendar are for example: motivational updates, sales updates, a more joking updates such a tgif themed updates on Fridays, holiday updates, new product information, content sharing from other websites as well as video sharing. The calendar also takes into note which channels are used for which type of updating. Later in Chapter 6.2 user research is done on the entrepreneur's prototype Facebook page that also addresses the question of how frequently this type of business should provide new updates. The user research also takes note of other gardening firms' usage of social media and the frequency of their updates. This brings forth a benchmarking aspect as the comparison with other companies in the field show how often they post updates and what kind.

6. Service design

Service design is about making services usable, easy and desirable. Using service design tools and methods can deliver deeper understanding of user behaviors, likes and needs. This understanding can then enable new solutions to be developed (British Design Council, 2015). As said before, Design Council developed the Double Diamond model originally in 2004 as a framework to describe a design process and its phases.

The Design Council describe the beginning of a project as the Discovery phase. They see it as a period of discovery, gathering insights and inspiration. Designers use this phase to try to look at the world in a fresh new way, from the perspective of others, noticing new things and seeking inspiration. The second phase is the Define phase where a designer tries to make sense of all the possibilities unearthed in the initial discovery stage. The goal is to identify and choose the problem or challenge of the organization which needs to be acted on first. The third period of the design process they named the Develop phase, during which solutions for the problem are created. Prototypes are created, if possible, then tested and iterated. The purpose is of this process of trial and error is to help the designers to refine and improve their ideas. The final phase of the design process is described as the Deliver phase where a resulting product or service is finalized and launched. The key activities during this stage are final testing and approval, launching the product or service and getting feedback and evaluations on it. (British Design Council, 2015.)

As mentioned in Chapter 3, this thesis project follows the Double Diamond design process model developed by the British Design Council. As the council states, it is not a linear process as many organizations, learning new underlying issues are sent back to the beginning (Design Council, 2020). The original coursework covered the Discovery, Define and to an extent, the Develop phases of the design process. However, as time passed and new knowledge and perspective was gained by the commissioner, a new problem or challenge was chosen for this project. This resulted in iterating the design process anew from this new perspective, which is in keeping with the iterative nature of service design.

6.1 Service design methods and tools

Different methods can be used to complete the tasks set in each of the design phases. Service design is known for adopting any and all methods that produce new insight into a dilemma, taking into account the perspective of the user of the product or service. The Design Council mentions some methods for each phase, but a plethora of others have been suggested by other authors and practitioners. In the following subchapters, the service design methods chosen for this project are described in more detail as well as the visual tools created.

Stickdorn (2018, 36) defines service design's tools to be the concrete models such as journey maps, spreadsheets and storyboard templates. Methods, on the other hand, are particular processes that attempt to accomplish or approach something. For example, contextual interviews could be described as a research method. Therefore, tools represent "what" is used, while methods describe "how" certain tools are created and used in service design projects. (Stickdorn, 2018, 36.)

6.1.1 Business model canvas

The business model canvas was created by Alexander Osterwalder and Yves Pigneur as a single graphical template describing nine essential components of a business (Greenwald, 2012). The individual elements make the viewer consider the full scope of the business, while the layout encourages thought how all the pieces fit together. As a

visual tool, it helps to improve, focus, and clarify what the business is trying to achieve in a straightforward, structured way. (Tuulaniemi 2011, 177.)

As a good tool to use as a basis for developing a new business, a business model canvas was co-created with the commissioner (personal communication, 2018), the result of which can be found in figure 9.
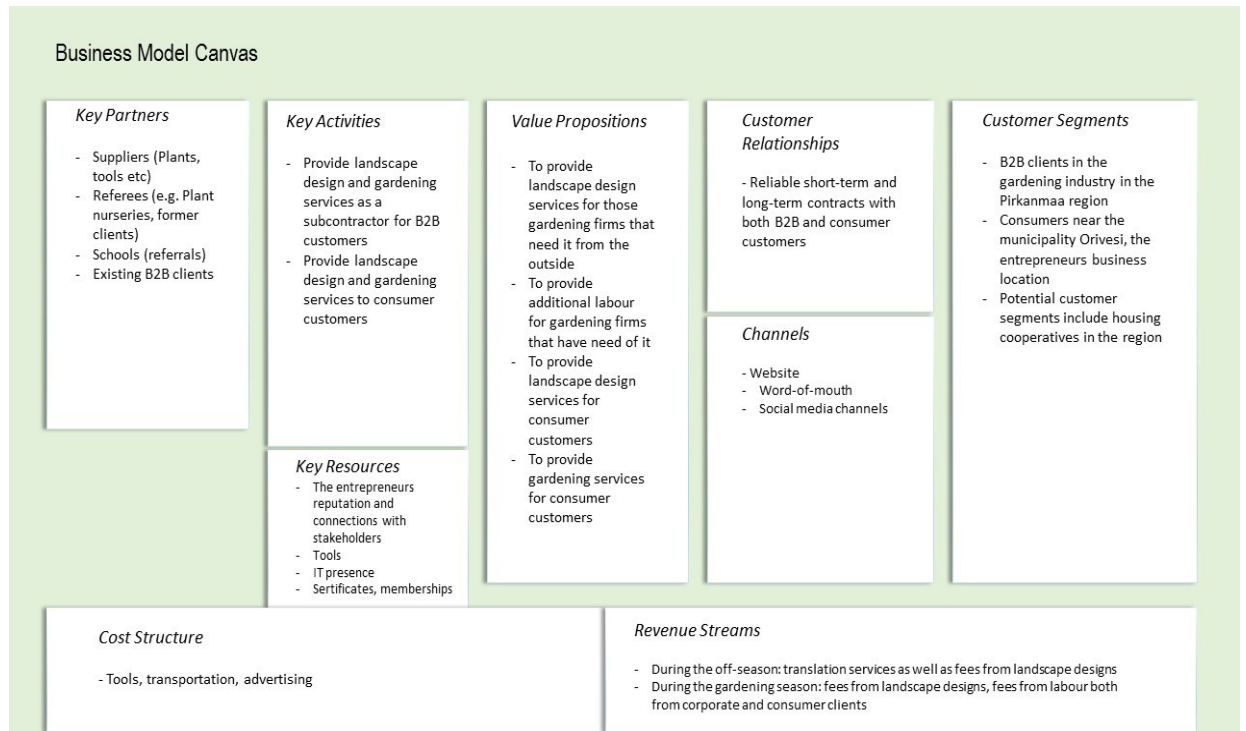

Figure 9: Business model canvas of the commissioner.

The canvas states what are the costs and revenue streams of the business, the key partners, activities and resources of the organization and at the center, it has the value propositions of the business. The commissioner has a longer written business plan, but the business model canvas summarizes the lengthy document into one visual image, which made it a good tool to use at the beginning of this project.

The key partners of the commissioner are suppliers, referees, schools and existing clients. Key activities are identified as providing landscape design and gardening services for both B2B customers and consumer customers. Key resources are the entrepreneur's good reputation and relationships with stakeholders, tools of the

trade, certificates, and memberships. The cost structure consists mainly of tools and transportation costs.

The value propositions section refers to what core value the firm delivers to its customers, what customer needs are the business satisfying (Greenwald, 2012). In the case of the commissioner, she provides landscape design and gardening services for gardening firms that have occasional need for outside labor. In addition, she provides landscape design and gardening services for consumer customers. The customer relationship that the entrepreneur intends to provide for her clients is reliable short-term and long-term contracts for both B2B and consumer customers. Channels of the commissioner are word-of-mouth and social media, with plans for a website. The commissioner's revenue stream comes in the off-season from her translation work. During the gardening season, she will get revenue from doing landscape design work as well as manual gardening labor for B2B and consumer customers. Customer segments that the commissioner recognizes are B2B clients in the Pirkanmaa area and consumer customers that live in the municipality of Orivesi or near to it. Potential customer segments include housing cooperatives and municipalities in the region.

6.1.2 SWOT

SWOT analysis is a tool that is often used is service design. It depicts the strengths, weaknesses, opportunities and threats that an organization may have. It is a management technique that has been existed for several decades. Strengths and weaknesses are part of the internal factors of an organization, whereas opportunities and threats are external (Hill, 2019). The strengths section of the analysis helps the organization manage the company's resources in a way that produces highest potential revenue growth and profitability. This section can be used to examine how the firm is able to use its competitive strengths most effectively.

When looking at an organization's weaknesses, it is to identify the most critical areas that need to be improved. The opportunities section can identify emerging opportunities that can be taken advantage of in the present, as well as trying to identify longer term opportunities that can be planned to take advantage of when the time is right (Hill 2019). The threat section in a SWOT analysis relates to the perceived main risks that an organization has. They can list events outside the company's control that can have a negative impact on it.

The SWOT analysis shown in figure 10 was co-created with the commissioner for her company (personal communication, August 2019). The entrepreneur considers as her company's strengths its location, the entrepreneurs own growing expertise in regard to gaining more work experience as well as gaining more knowledge through her horticultural studies. She also considers her interest and skills in the visual arts to be one of the strengths. In addition, her growing network of contacts and good reputation within the industry is a strength for the company.

As opportunities for the commissioner's business she recognizes the growing market of the gardening sector as well as previous satisfied customers that can provide recommendations. As a weakness she considers the current lack of garden design software and the lack of equipment and tools. In regard to threats, she considers the competition in the Tampere region to be one of the biggest as well as the slowing construction business and how that effects the landscaping industry and consequently the demand for her subcontractor work (personal communication, August 2019).

STRENGTHS Location Growing work experience Ongoing horticultural studies Interest in visual arts Growing network in the field	OPPORTUNITIES Growing market in the gardening sector Previous satisfied customers
WEAKNESSES Lack of garden design software Lack of equipment	THREATS Competition in the Tampere region, especially in garden design Slowing construction business and its effects on landscaping

Figure 10: SWOT analysis.

6.1.3 Benchmarking social media sites

Benchmarking is a process of obtaining a measure of something – a benchmark (Stroud, n.d.). Stroud notes that benchmarks are the "what" and benchmarking as an action is the "how". In this case the "what" are the social media sites of landscaping and gardening firms of the Pirkanmaa region.

Stroud notes that competitive benchmarking is used when a company is considering its position within an industry. He lists the differences between benchmarking and competitor research where he considers benchmarking as an action that strives, among other things, for continuous improvement instead of a quick fix. In addition, it is needed to maintain a competitive edge and is used for partnering to share information instead of being considered corporate espionage (Stroud, n.d.).

Conducting a desk study research on the websites of gardening firms in the Pirkanmaa region resulted in a quantitative research on the variety of ways the firms have stated their presence in social media on their webpages. A desk study refers to a preliminary investigation into a topic collating currently available relevant information (Collins English Dictionary, 2021). Desk research is, as described in the name, a research technique that is done sitting at a desk. It is involved in collecting data from existing sources. Therefore, it is considered to be a cost-effective technique. (Juneja, 2021.)

Firm	Social Media Presence
Pihasuunnittelu Kevät	A Blog
Puutarhapalvelu Evergreen	Facebook and Twitter
Pihapirkot	No social media presence
Viherrakennus Hietaniemi	No social media presence
Tyrvään vihertoimi	Facebook
A-Pihat	Facebook, last update in 2016
Pihasuunnittelu Päivi Saastamoinen	No social media presence
Vihersuunnittelu Ukonhattu	Website through Blogger, contains a blog
Pihapalvelu Merja Kallionaho	No social media presence
Savon maa- ja piharakentajat	No social media presence
Viherpalvelu Raija Palomäki	No social media presence
Oriveden Taimi- ja pihapalvelu	No website, no social media presence
Tyylipihat	Facebook
Pihasi Onni	Facebook and Instagram

MaisemaVisio	No social media presence
Kivat Pihat	Facebook and Instagram
Tampereen Viherrakennus	Facebook
Hämeen Viherrakennus	FB, Instagram, Google+, Dribble, Twitter, Pinterest, LinkedIn, WhatsApp
Nokian Piha ja Viherpalvelu	No social media presence
Merjan puutarha	Facebook
Pihlajarinne	No social media presence

Looking at the above list of gardening firms in the Pirkanmaa region and their social media presence, it is easy to see that while some, especially smaller, firms have not deemed it necessary to create a social media presence, others have chosen one or two platforms. One firm is clearly the exception with a very strong list of social media accounts. The same study is presented in figure 11.
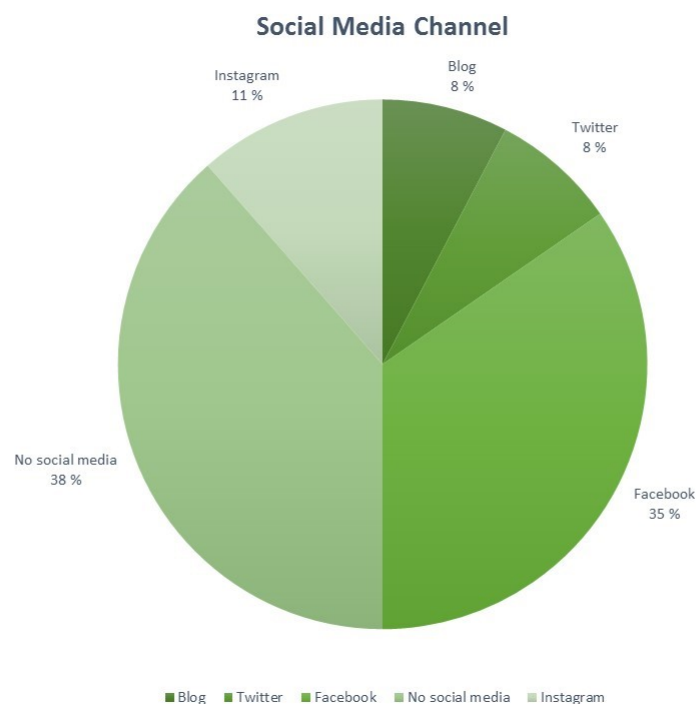

Figure 11: Social media channel usage of competitors in the Pirkanmaa region.

The largest section depicts in fact firms that have no social media presence, but almost equal to that is the number of firms that have a Facebook page. The next largest section is the ones with Instagram accounts. Blogs and Twitter come out as a minority.

It would therefore seem that the commissioner's decision to firstly put up a Facebook page with links to Instagram seems a sensible one, in keeping with general tendency of the field.

In Statistics Finland's publication on the social media usage of companies they have created a statistic based on different types of industry and the types of social media they use (figure 12). Closest to the landscaping and gardening industry could be perceived to be the construction industry. Even though this field was the least active in social media, still 46 percent of companies used social networking sites and 19 percent shared multimedia webcontent. It should be noted that in the same industry, 37 percent of businesses have stated that one of the reasons for using social media is for cooperation with business partners and other organisations (see figure 14). As the current clients of the commissioner are mostly B2B customers, it relevant to note that of the firms that are active in social media, nearly 40 percent use it for this purpose.

Liitetaulukko 1. Yritysten käyttämät sosiaaliset mediat vuonna 2019[1)]

Toimiala	Yhteisöpalvelut, %	Yrityksen blogit tai mikroblogit, %	Multimedia sisällön jakaminen, %	Wiki-pohjaiset tiedon jakamisen työkalut, %
Teollisuus	64	19	41	8
Rakentaminen	46	3	19	3
Tukkukauppa	81	22	54	8
Vähittäiskauppa	90	12	47	6
Kuljetus ja varastointi	55	11	28	2
Majoitus- ja ravitsemistoiminta	87	17	54	3
Informaatio ja viestintä	93	69	76	51
Ammatillinen, tieteellinen ja tekninen toiminta	76	36	43	24
Hallinto- ja tukipalvelut	69	25	43	7
Henkilöstön määrä				
10-19	63	13	33	7
20-49	71	20	42	10
50-99	77	31	53	16
100+	92	53	76	29
Kaikki yritykset	69	20	41	10

1) Osuus vähintään 10 henkilöä työllistävistä yrityksistä

Figure 12: Statistics Finland's table on the types of social media businesses in Finland use.

In figure 12, on the left-hand side are listed the different types of industry: manufacturing; construction; wholesale; retail; logistics; hospitality; information and communication; professional scientific and technical activity; administrative and back

office services. Below it are the statistics based on the size of the company in regards to the size of its personnel. On the top are the headings referring to the different types of social media: social network service; blogs or microblogs upheld by companies; sharing multimedia content; tools for sharing wiki-based knowledge.

Liitetaulukko 2. Sosiaalisen median käyttötarkoitukset vuonna 2019 [1]

Toimiala	Yrityksen imagon kehittäminen tai tuotteiden markkinointi	Asiakkaiden mielipiteiden, arviointien tai kysymysten vastaanotto tai niihin vastaaminen	Osallistaa asiakkaat tuotteiden tai palveluiden kehittämiseen tai innovointiin	Yhteistyö liikekumppaneiden tai muiden organisaatioiden kanssa	Rekrytointi	Näkemyksien, mielipiteiden tai tiedon jakaminen yrityksen sisällä
Teollisuus	86	47	25	43	60	34
Rakentaminen	79	39	7	37	52	39
Tukkukauppa	95	66	33	52	65	42
Vähittäiskauppa	99	75	41	42	56	44
Kuljetus ja varastointi	82	58	22	45	62	34
Majoitus- ja ravitsemistoiminta	96	86	53	52	69	56
Informaatio ja viestintä	96	68	52	67	88	65
Ammatillinen, tieteellinen ja tekninen toiminta	91	50	28	45	83	56
Hallinto- ja tukipalvelut	92	57	32	51	73	41
Henkilöstön määrä						
10-19	91	57	27	44	58	40
20-49	88	56	31	48	68	42
50-99	90	62	35	51	77	52
100+	92	70	43	55	86	61
Kaikki yritykset	90	58	31	47	66	44

1) Osuus yrityksistä, jotka käyttivät sosiaalista mediaa vuonna 2019

Figure 13: Statistics Finland's table on the purposes of using social media within different fields of industry.

Figure 13 lists the different types of purposes firms use social media for in 2019. On the left are the types of industry: manufacturing, building, wholesale, retail, logistics, hospitality, information and communication, professional scientific and technical activity in addition with administrative and back-office services. This is followed by the amount of personnel the company has.

The types of purposes the firms are using social media for are stated in the topmost headings: the development of a company's image or marketing of their products, receiving the customers' opinions and evaluations as well as answering their

questions, the inclusion of customers in the development or innovation of products or services, cooperation with business partners or other organisations, recruitment and lastly the sharing of opinions and information within the company.

The desk study therefore revealed that the landscaping and gardening firms in the region more often than not had some kind of social media presence. It also revealed that Facebook was the most common social media with Instagram coming in second. The data collected by Statistics Finland, on the other hand, revealed that companies do not use social media solely to communicate with consumer customers, but also with business partners and other organisations.

6.1.4 Benchmarking websites

In preparation for the upcoming website for the entrepreneur, it was deemed necessary to also benchmark existing websites of landscape design and gardening firms. Certain topics and themes came apparent when looking at the websites of competitors. One of techniques that was often used on the websites was storytelling. Several entrepreneurs presented their professional journey on their website. They told of their degrees, accomplishments, certificates and some why they love this field. Another theme related to this was personal branding. Some entrepreneurs had clearly made an attempt to brand themselves for example through storytelling and a few had chosen a more specialist field or niche markets to operate in within the industry.

Displaying references or testimonials are a good way to establish credibility and a good reputation (VanBogart 2013, 20). Similarly, it has been noted that utilizing seals of approval from appropriate review boards establish trust and credibility (e.g. credit ratings, memberships). Testimonials and recommendations by previous satisfied customers are important and many also choose to report their memberships in different trade associations that provide an image of quality control and interest in maintaining and developing their business at an excellent level. Well-designed websites with clear and concise navigation, succinct product or service descriptions and easy-to-follow processes also inspire trust. (VanBogart 2013, 20.)

Explaining why customers should purchase landscaping design service came up with few of the websites. The entrepreneurs often focused on describing how designing a yard, for example, would benefit the owners in the long run, saving money

and headaches even if they choose to save the cost of the manual labour and do the actual implementation work of the design themselves.

In addition to other gardening firms, during the benchmarking process, a look was taken at the websites of companies in a similar field, that of interior design. Benchmarking a related field helps in determining possible best practises. Stroud (n.d.) states that this is one way how benchmarking differs from mere competitor research. This second benchmarking inspired to add certain elements to the future website design. One of the elements to consider adding on the website would be a description of pricing and different types of service products and packages. Secondly, a clear description of the design process and its progression was looked at to be something useful that could be added to a landscape design website. One interior design firm for example describes the design process in a more visual way almost as a customer journey with different touchpoints (Sisustuskorjaamo, 2018). A screenshot from their webpage can be seen in figure 14.
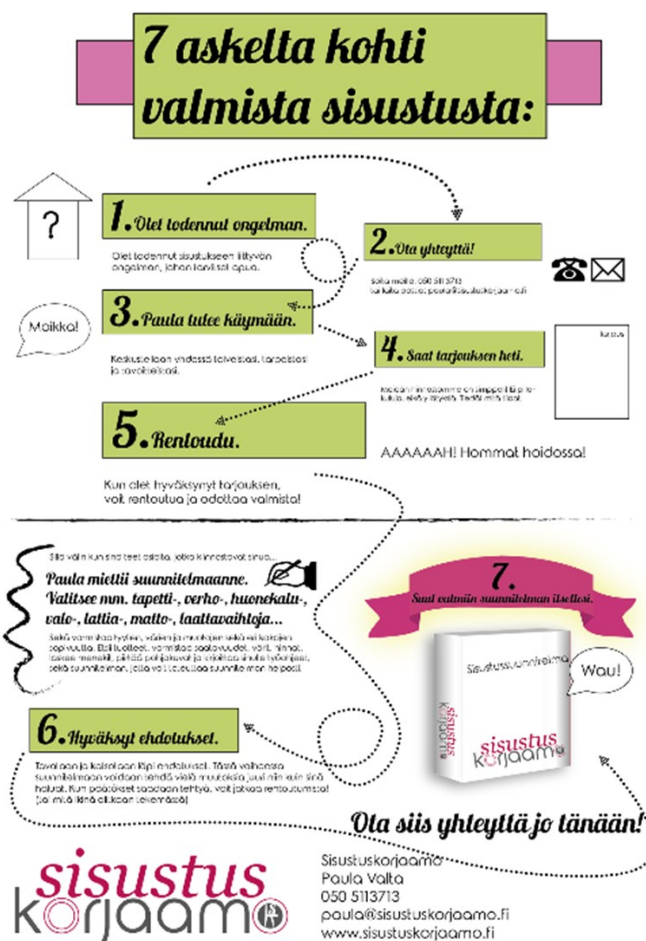

Figure 14: Screenshot from an interior design firm Sisustuskorjaamo's website.

This firm describes their design process as seven steps towards a ready interior design. Step one is noticing a problem, step two is contacting the interior design firm, step three is a visit from the designer, step four is getting the offer, step six is accepting the proposal and finally step seven is getting the finished design plan.

6.1.5 Interviewing an entrepreneur in the gardening sector

One of the most commonly known and often used method of gaining customer insights is doing interviews. As an old qualitative method, it can give surprising discoveries into the minds of users and other stakeholders. Interviews are often either more strictly structured with a set of questions or more loosely structured (semi-structured) with some set questions, but also leaving room for the interviewees to express their opinion outside the preconceived list of questions. (Keller&Conrarin, 2020.)

In order to get the point of view of a B2B client in the landscaping field, an interview was conducted via email with an entrepreneur, Tanja Vaalivirta from Kangasalan piha- ja puutarhapalvelu. The company employs subcontractors to help with their business and workload. The questions and answers (translated into English) can be found in the appendices (Appendix 2).

The results of the interview show that even though an established company does not have the need to market or to gear themselves towards an online presence, still some contacts are made outside traditional face-to-face networking. The entrepreneur admits that if her company is looking for a service online, they look especially at the reference photos in order to get an idea of the quality of work the other company provides (T Vaalivirta 2019, personal communication, 22 September). Facebook groups where consumer customers are asking about service providers can provide work for an entrepreneur if someone gives a referral to them through the social media.

On the topic of problem solving among other entrepreneurs, the interviewee answered that she uses social media as a channel for private messaging to other operators in the field who she already personally knows (T Vaalivirta 2019, personal communication, 22 September). In her case, social media is used as a two-way communication tool rather than a group or a network messaging tool. It is not

unimaginable, however, that even in her case the social media usage could be expanded to be used for communicating within a wider group, should the need arise as seen in one of the previous examples in the literature review.

      The entrepreneur does recommend Facebook as a marketing channel for both B2B and consumer customers in addition to other possible marketing methods and efforts (T Vaalivirta 2019, personal communication, 22 September). As a conclusion from the interview, an online and social media presence already plays a part in getting work referrals, as a communication tool or providing photos of completed works to show the quality of work of the entrepreneur and therefore functioning as a calling card for future customers.

6.1.6 Personas for current B2B customers

Working with the entrepreneur, two personas were developed to describe the current B2B customers of the entrepreneur (personal communication, July 2020). In relation to consumer customers, personas depict a certain customer segment. In anticipation of potential consumer customer segments, personas for them can be found in Chapter 7. Whereas with B2B customers, the personas are used to describe the buyer profile of a company: what are their motivations, goals and frustrations that lead to the need to hire a subcontractor for their business.

      The first buyer persona describes a female entrepreneur that occasionally needs help with completing commissions, but it does not make sense for her business to hire a full-time employee.

BUYER 1 PERSONA

ENTREPRENEUR, FEMALE, AGE 35+
0-1 EMPLOYEES

GOALS

My goal is to complete the commissions I have received in an efficient and timely fashion while maintaining good quality. I am not looking to expand my business, but I would like to keep operating at the level I am now in.

MOTIVATIONS

I need extra help from time to time, when I do not have enough time to do all the work for my commissions myself. The work projects have time limits that a have to adhere to. The work itself can sometimes be physically demanding so I need someone to help me do the work I cannot accomplish on my own or when it would take me took long to do all the stages and tasks myself. Sometimes it's also nice to have another person around and not be by myself all the time. Because the need for extra labour arrises only occasionally, it does not make sense to keep full-time employees, but instead hire help when needed.

FRUSTRATIONS

I can concentrate on more important things in running my business when I have someone else doing the labour. I can also get things done quicker when someone is assisting me.

Figure 15: Buyer persona 1.

The second buyer persona describes a manager of a company that needs a reliable professional to help with completing projects in a timely fashion. There is also less paperwork involved with hiring a subcontractor than hiring an employee.

This buyer persona appreciates a subcontractor who is able to do a variety of tasks, but who does not also shy away from routine work.

BUYER 2 PERSONA

MANAGER/CEO, MALE, AGE 40+
5-8 REGULAR EMPLOYEES, 2
SEASONAL WORKERS

GOALS

Our company is a subcontractor for other firms. The most important thing is to complete projects on time. We also have to adhere to the general quality quidelines of the gardening and landscaping industry and keep to a certain standard of work.
My goal is to get new contracts and hopefully more lucrative ones.

MOTIVATIONS

I need to have projects and work steadily for the whole season and I will hire out only when necessary. The benefit for us hiring another subcontractor for the work is that we do not have to take care of the same byrocratical legalities we do when hiring an employee. What we need from a subcontractor is someone who is competent, reliable and possesses a certain amount of expertise and knowhow from this field.

FRUSTRATIONS

It is sometimes difficult to find professional workers to perform specific tasks. The employees do not always possess knowledge to perform a variety of tasks, but on the other hand they are not interested in doing only one thing.

Figure 16: Buyer persona 2.

6.2 User research: prototyping a social media page

User research is the study people's or users' behavior, needs and motivations in a particular context (Marsh, 2018). User research can also include thinking about how

these factors change over time. Marsh notes that without user input, organizations risk spending large amounts of money creating products and services that will eventually fail (2018, 1-3). Considering when to do user research Marsh advocates doing it any time and all the time, although the latter is often not pragmatical (2018, 13). When working on an entirely new concept, product or service, she states that user research should be done as soon as possible. It is not necessary to have something tangible and finished before it is put in in front of users. Even sketches on a paper will do. Marsh states that at the inception of a concept, after some initial deliberation, research should be done in order to understand whether the company is going in the right direction (2018, 14). Even if the product or service already exists, there is never a bad time to do research with the aim of understanding how it could be improved. Marsh also notes that the best solutions to problems encountered while doing the research are a balance of business and user requirements.

In discussion with the commissioner, it was decided that that the entrepreneur would create a Facebook page for her company herself first as a prototype. She wished the Facebook page to focus more on the design services and linked the page with her personal Instagram account. This prototype was then subjected to a user experience test with two test persons (August, 2019). The methods involved think-aloud and interviewing. Think-aloud methods ask the participants to verbalize their thoughts while performing a function (Salkind, 2010).

The test persons were asked firstly to observe the Facebook page of the commissioner and at the same time saying out loud what they saw and noted on the pages while the observer was taking notes. The next stage involved looking at two other firms' Facebook pages, commenting on those and comparing them to the commissioner's page. The observation was supplemented with interview questions. The transcript of the notes from these two test situations can be found in the Appendices (Appendix 2).

Marsh notes that there are often situations where it is necessary to use multiple methods in order to get the answers needed (2018, 71). The methods chosen for this research ended up being moderated: the researcher and the user are in the same room and the same time interacting with each other face-to-face. Moderated tests give the researcher more control over the situation. One of the benefits of moderated testing is that the researcher is able to ask follow-up questions to the participants in order to understand better what they are meaning to say and how they

feel about it. The researcher is able to pursue tangents, if deemed relevant or prudent. Marsh states that it is common for this kind of research to reveal something that has not been considered beforehand. Therefore, with moderated testing, it is possible to adapt the research while doing it based on the researcher's findings. Marsh notes that it is also a relatively inexpensive type of research as no special equipment needed; the researcher can simply sit next to users and take notes as they talk. She also states that the findings from these types of sessions are often good, robust and convincing (2018, 76).

Marsh notes that there are times when closed yes or no type of questions are necessary while doing user research. However, she states that if a person is doing exploratory research, interviews, usability testing, open-ended questions should be used as much as possible (2018, 51). During the user research on the Facebook page both types of questions were utilized when necessary. For example, during the think-aloud process with the first test person, it was necessary to clarify whether the person typically looked at the Reviews and Recommendations heading of an organization's Facebook page. This could have been answered with a yes or no answer, but the person gave more information: *it depends on what I'm looking at, if it is a service I'm going to buy, then I will look at the reviews*. Another yes/no question had to do with whether having the entrepreneur's picture on the front page or not, the answer to that being: *it would be nice* (personal communication, August 2019).

The additional interview questions that were asked also consisted of both yes/no and open-ended questions. An example of a yes/no question was: *Would you like to see a link to the entrepreneurs Instagram account in the company's Information section?* To which the first test person answered with a simple: *yes*. Examples of open-ended questions included: *In what situations do you usually end up following a firm in social media?* and *Why do you like following businesses on Instagram (vs Facebook)?* The responses to both these questions did result in longer, more detailed descriptions.

Positive comments that the users gave on the prototype Facebook page had to do with the visual aspects, such as the profile picture (painted by the commissioner herself) which can be seen in figure 17.

Figure 17: Prototype Facebook page's profile picture.

In addition, they liked the pictures that gave an idea on the kind of work the commissioner does, such as the photo of a garden design she had made previously (figure 18).
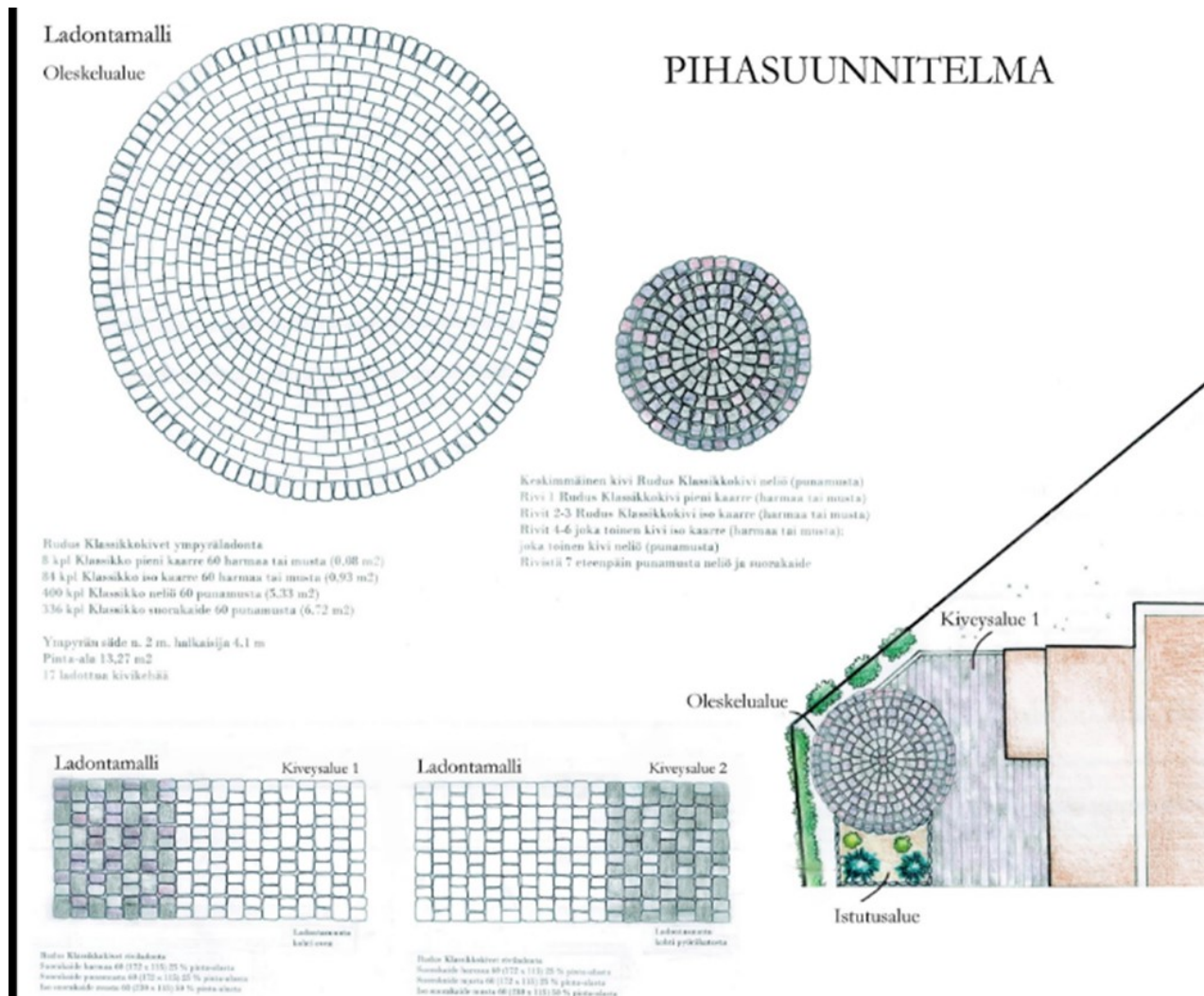

Figure 18: Screenshot of a garden design posted on the prototype Facebook page.

What the test persons criticized the most, was the lack of clear indication on what type of business was in question and the amount of textual information related to that. Such as the entrepreneurs contact information which they would have liked to be front and center. They did emphasize the importance of photos and visual content, but the main point was to have all the necessary information on the first page as they did not usually go to the other pages on an organization's Facebook page.

The notes on the test sessions were given to the commissioner. The commissioner commented on how the user studies provided her with points-of-view and perspective on the page that she had not realized or even thought of, even when trying to cover all the bases when creating the pages. This goes to show on a very small scale how important gaining user insights are, and how not to only rely on and use only one's own intuition when creating a social media channel. The feedback on the user research is utilized when creating the improved Facebook page (see Chapter 8).

One of the most important questions and observations from the user research sessions was in regard to how often a company should publish updates on their social media sites. The answers varied from the preference of twice a week to twice a month. Benchmarking the social media sites of other landscaping firms showed that they usually published new content once or twice a month. This was deemed a good rate of publishing for the commissioner as well, especially during the quieter winter season. The comments on what types of content to publish, which was preferably visual, photos and videos correlate with the literature review's studies and other surveys on the subject. An additional qualitative feedback from one of the users was that the entrepreneur could provide content on before and after images of a particular jobsite she was working on. These observations can give additional insight for the commissioner together with the social media updating calendar on what to publish and when.

7. SEO keywords

In short, SEO means Search Engine Optimization. In simple terms, this is the process of improving a site by optimising its content with the view of increasing its ranking and visibility for organic search engine results (Hardwick, 2020a). SERPs, on the other hand, refers to Search Engine Result Pages. These are the pages that Google and other search engines show as results in response to a person's search query (Hardwick, 2020b). Currently, 75 percent of people start their searches on Google (Patel, 2020.)

Patel states that there are three types of on-page SEO categories that should be focused on. Firstly, the content of the page (good quality content that answers the search query), secondly the quality of the page, (which helps an

organization's page stand out from the rest) and thirdly keyword research. Keyword research is the process of finding and analysing search terms (words and phrases) that people write into search engines with the goal of using that data for a specific purpose, often for search engine optimization (SEO) or general marketing (Leist, 2020). The main reason why it is relevant to think about keywords and ending up high on the search engine results is that 95% of people only look at the first page of search results. In addition, 50% of people only click on that page on the first three results (Hurley, 2020). In addition, the first five results on Google get 67 percent of all the clicks from search word or phrase. (Patel, 2020.)

The main keyword should be present in the strategically important places of a page like headlines, URL, and meta description. If it is present there, there is no need to repeat it several times over in the actual text. In choosing the key words, the audience should always be considered. The main goal is to identify what the target audience is trying to search for. This is referred to as "search intent". (Patel, 2020.)

Numerous articles and websites give advice on how to figure out key words to use on social media sites and websites in order to rise in search engine results. In the following text, a number of these suggested methods were tried out in practise in order to find out what kinds of keywords they produced for the commissioner.

One suggestion was that a basic word could be searched on Wikipedia and then look at the subheadings it produces (Patel, 2014). Writing 'vihersuunnittelu' in Wikipedia added the word 'puutarhasuunnittelu' to the list of useful words to use.

Bloom advices to use Google's auto-populate function in addition to using the autocomplete function (2019). The idea with this is to start writing a seed word in Google and looking at the list of suggestions it gives. This was tested out with three different words ('pihasu…','puutarhasuu…' and vihersuu…'), the results can be found in figures 19-21. The three chosen words have similar meanings in Finnish relating to the field of the commissioner: yard design, garden design, open area planning / green area planning.
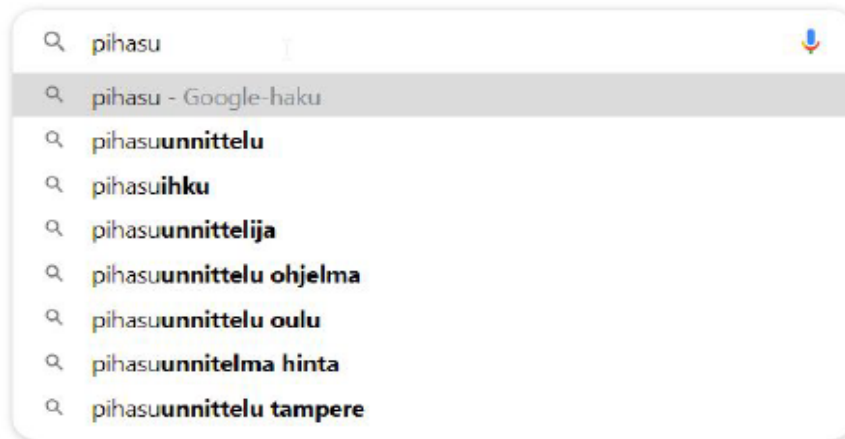
Figure 19: Screenshot of search results starting to write the word 'pihasuunnittelu' to Google.
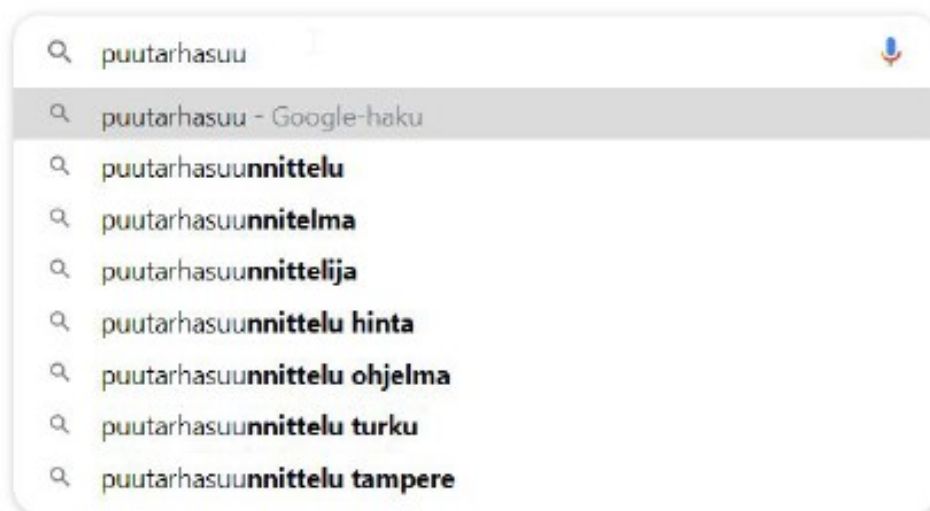

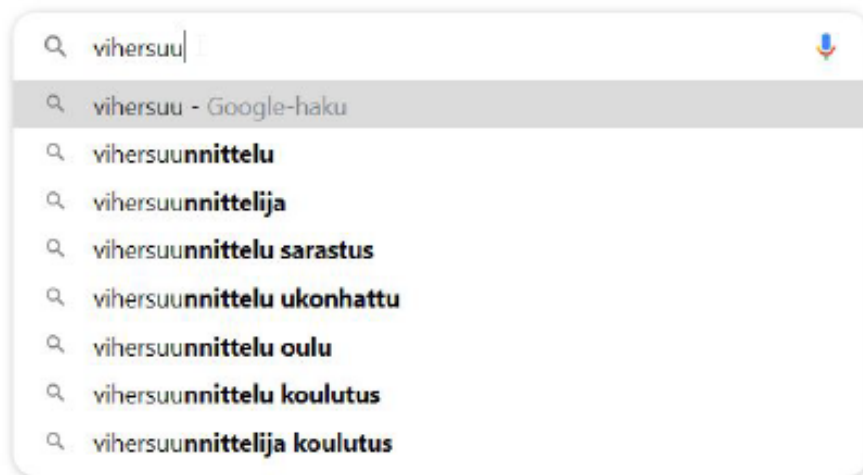*Figure 20: Screenshot of search results starting to write the word 'puutarhasuunnittelu' to Google.*

Figure 21: Screenshot of search results starting to write the word 'vihersuunnittelu' to Google.

In addition to variations on the root word, from the screenshots it can be seen that the location is often added to the search query. A list of three different locations was therefore added to the list of keywords.

Another one of Google's features that can be useful is the "searches related to" section at the end of the search page (figure 22). This feature provides eight keywords that are closely related to the search term These are search words and terms that come straight from Google which is a clear indication that these are words that people are searching for. (Dean, 2020.) It is possible to iterate the process by taking one of the phrases suggest in the "searches related to" section and seeing what results that provides and so on.

Figure 22: Screenshot of Google's searches related to feature with the word 'puutarhasuunnittelu'.

If the website is brand new, Dean (2020) suggests to also target so-called long tail keywords. These are search terms with relatively low search volume and competition levels. Long tail terms also tend to be longer in length, three or more words long. They are also more specific.

Another suggestion was to write a root word with the addition of the word 'forum' into a search engine and look at the results, focusing again on the subheadings and keywords found on the page (SeoStack, 2016). In the commissioner's case, this provided the result of the website Puutarha.net. The layout of the page with the conversation headings and keywords can be seen in figure 23.

Figure 23: Screenshot of Puutarha.net forum.

The personas that have been created to represent different customer segments are useful when considering keywords for social media pages or websites. Leist suggests that a person should put themself in the shoes of the buyer persona and think about what kinds of topics would that target audience search for. What would therefore be the topics the business would want to get found for. (Leist, 2020.)

When thinking about the buyer personas and trying to look for suitable keywords from their perspective, different work advertisements were looked at in order to find keywords representing what a potential employer looks for in a worker. A collection of seven work advertisements were collected and some keywords picked

from those to indicate what skills and characteristics companies appreciate and therefore would be good to mention in a social media site and a website.

Hurley (2020) also suggests *brainstorming* terms that might be ones that potential customers would be interested in. Brainstorming is a method that is used to generate ideas in order to solve clearly defined problems. The method is popular with design teams as it can be used to expand the topic in all directions. (Interaction Design Foundation, 2021.)

Brainstorming for the SEO keywords was done online together with the commissioner through the website Coggle (September, 2020). All the approaches mentioned previously produced together a list of words for consideration which were then added to the online mind map. Each method produced a different strand of key words which can be seen in figure 24.
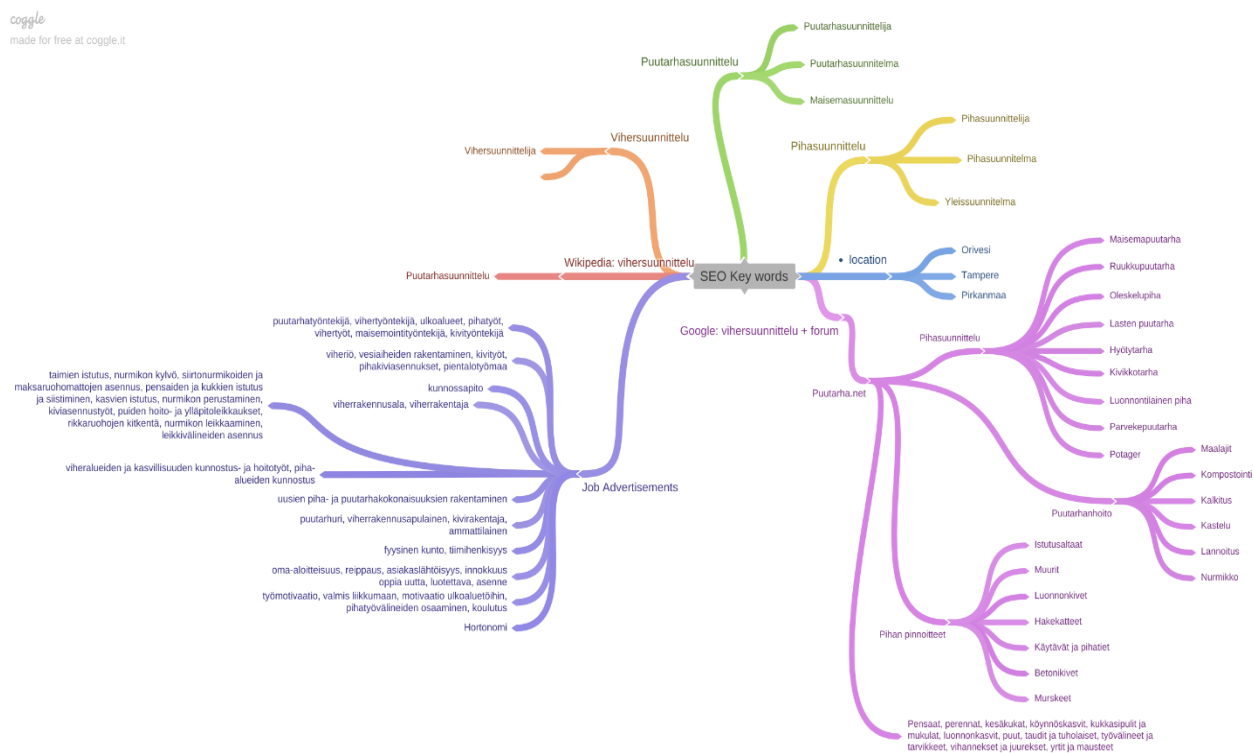

Figure 24: Mind map of SEO keywords.

The process of finding keywords is something that should not be done only once but is an iterative process. Search engine parameters change in addition to the surrounding culture and therefore it is useful to remember to research and update sites with also the

keywords in mind. There are also different keyword research tools that can help figure out the best keywords to use. Some of the tools are free and some require a fee.

Regarding Facebook and SEO the first, and perhaps to most important, step is to consider the right page name (Cozmiuc, 2020). It should be noted that here a longer name is not necessarily a benefit. Also, the first word of a Facebook title page is the most important for Google. In Facebook, the option of choosing a vanity URL is an important feature to take advantage of. When the username has been designated, the URL page will change into a form such as: www.facebook.com/username. This allows businesses to incorporate generic keywords into the title for SEO purposes. One aspect that became clear on the user research done on the commissioner's prototype Facebook page was, that the name of the company should be clearer and represent the field that the commissioner operates in. This is therefore a topic that the commissioner should address in setting up the final Facebook page for her business.

Facebook limits where page owners can write large amount of text, therefore it is useful to use previously researched key words in the "About" section of the page (Cozmiuc, 2020). When the link to the Facebook page is shared, the vanity URL, the avatar and the short description will be visible. Keywords can also be utilized when making status updates on Facebook. Even if the update is a photo or a video, the descriptive field can used to add keywords. This text will also become the SEO title of that particular post.

8. Futures thinking

Future-oriented practices are increasingly influencing the design disciplines of the 21st century. Terms such as foresight, futurism, futurology, anticipation studies and futures thinking are often used interchangeably to describe the practice of thinking about the future in a structured way. Design practices are becoming more and more future-oriented, reflecting the complexities of various design challenges (Prosser&Basra, 2018). Service designers operate in a user-centric world where design challenges are driven by people's behaviors, needs, wants and attitudes. The environment surrounding and governing people's actions, needs and wants is, however, constantly changing. It is shaped by socio-cultural, technological, political and economic

influences. Some influences may be predictable and obvious, some unexpected and subtle. (Prosser&Basra, 2018.)

User-centric designers concentrate on researching and understanding how people behave right now, but design challenges are often more complicated, they are changeable and often do not exist merely in the present. It is relevant to consider not only the present, but also the future needs and behaviors of people. The pace of change is often increasing which is why service designer must react to it by thinking in longer terms (Prosser&Basra, 2018). By utilizing futures thinking, designers can develop services that are more resilient to potential change. Blending design and futures approaches can help communicate abstract future concepts. People, services, products, and organizations are part of an ever-changing system.

8.1 Future customer base

The entrepreneur for the case study in this thesis has done some work for consumer customers but is not currently involved in actively promoting herself to this target segment. She does recognize, however, that this is a potentially significant customer segment in the future. The population structure in Finland is changing and the general population is getting older at a rapid pace. This would imply that services for the elderly and senior citizens have a potential to grow in the near future. People wish to live at home as long as possible but may not be able to physically take care of their yards and gardens as they age. This implies that the need for gardening services relating to the upkeep of homeowners' yards may become a more and more a sought-after service. The entrepreneur lives in a small municipality in central Finland called Orivesi. The current age structure in the municipality can be seen in figure 25.

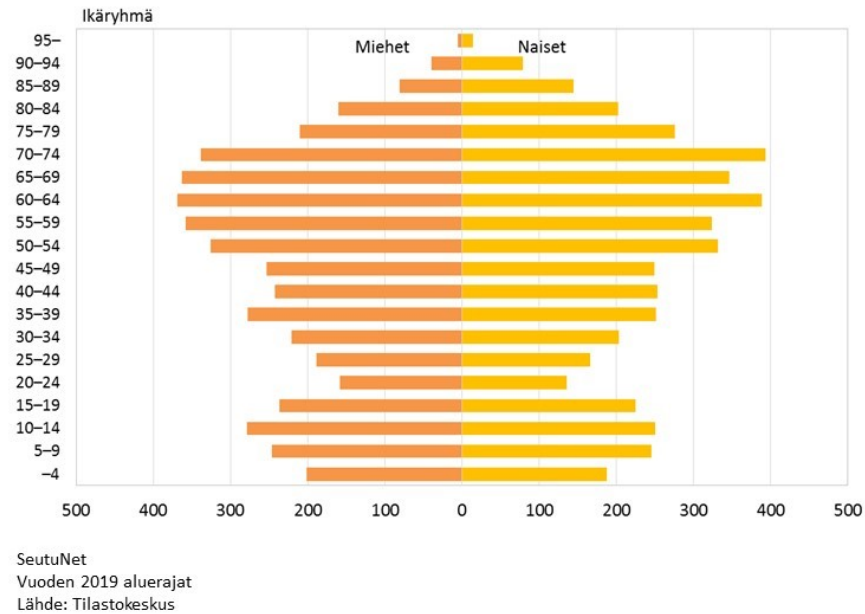*Figure 25: Age and gender of the population in Orivesi in 2018 (Statistics Finland, 2019).*

Already the age groups between 50 and 75 are dominating the population structure. Men are shown on the left-hand side of the chart and women on the right. The following prediction of the changes in age structure in Orivesi shows that the growing number in elderly will be continuing in the future (see figure 26).
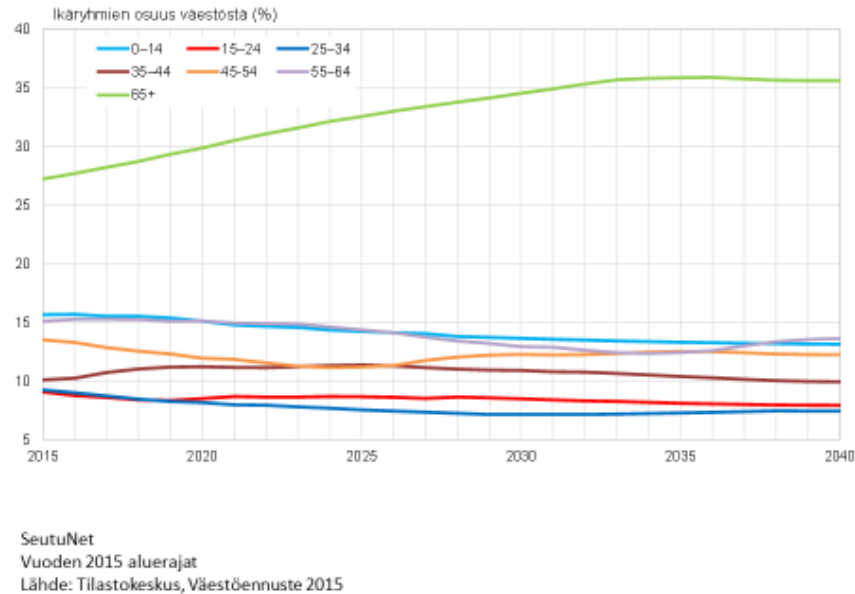
Figure 26: Prediction of the changes in age structure in Orivesi from 2015-2040 (Statistics Finland, 2019).

The green line at the top of the chart shows the growing number of people over the age of 65, whereas nearly all the other age groups show a declining scale. It is therefore feasible to consider the elderly as a potentially relevant customer segment for gardening services in the coming years. The current trend in Finland is to have elderly people live at home as long as they are able. However, as we age, our physical capabilities often diminish. This may result in the need for service providers to fill the needs of customers in the areas of their life they are no longer able to perform themselves.

In regard to offering garden design services to consumer customers, preliminary user research done in summer 2018 indicated that another potential customer segment for the design services of the entrepreneur may come from the more middle-aged group. Observing customers at a local hardware store that also sells plants (August 2018), the customers were generally between 40 and 60 years of age. Interviewing three customers and the staff at the store, the possibility of offering smaller, less expensive, garden design services came up as a possibility to expand the

services. This is a customer segment the entrepreneur may also consider in the future. As mentioned before, the landscape design services can also be offered to B2B clients, housing cooperatives and possibly also to local municipalities.

8.2 Future customer journey, B2C sector

The anticipated customer journey for the Facebook page of the entrepreneur can be found in figure 27.
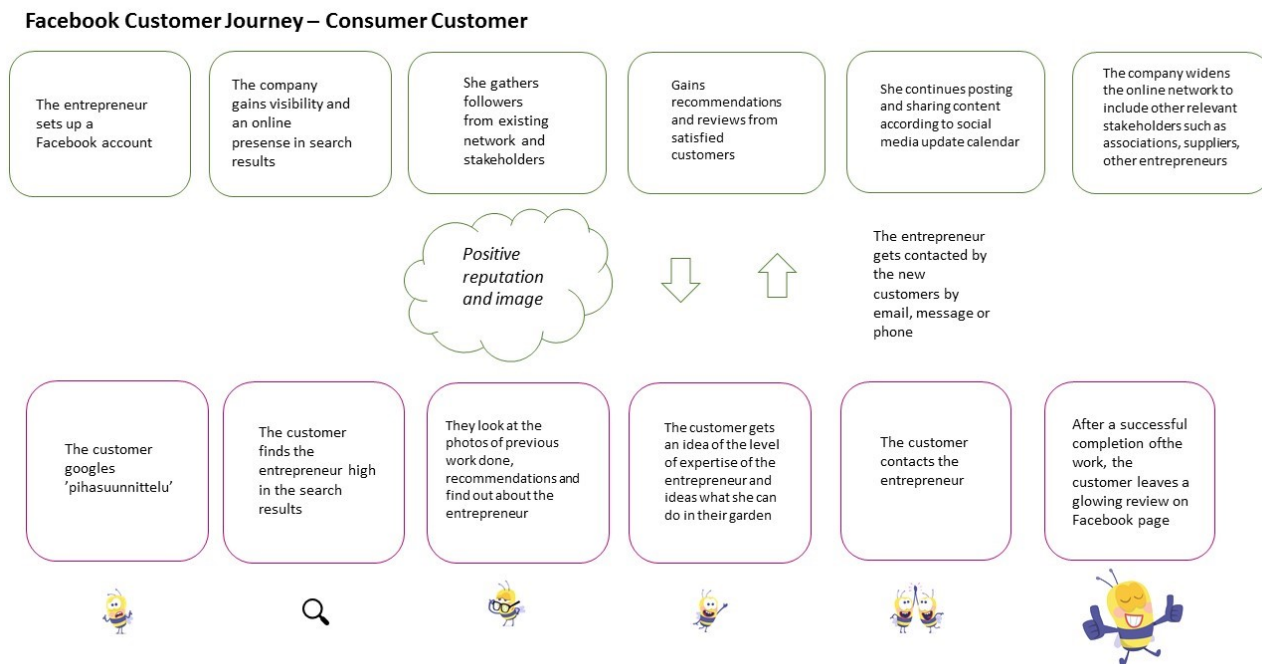
Figure 27: Customer journey for the future B2C customer on Facebook.

8.3 Future customer personas

The first consumer customer persona came from observing and interviewing people at the local hardware store in Orivesi (coursework, 2018). Asking the shoppers at the store whether they would pay for a small flowerbed design for their garden, the answer was positive. This was collaborated by the interview with the salesperson who also said that not all garden design had to be massive, smaller projects could be promoted as well.

Figure 28: Persona 1 describes a middle-aged consumer customer segment.

The customers at the hardware store were approximately 30 to 60+ years of age who came alone or with someone to choose plants for their garden. Shopping at the local store, they are also limited in the variety of plants they can choose from. This customer segment can do the work for their yards themselves but could benefit from the new point of view of a garden designer brings as well as her expertise to help create new insights and variety to their garden. This customer segment would not normally think to employ a professional, therefore offering first a small garden design project, which

would cost less, could provide future work both as a designer and for manual maintenance tasks.

PERSONA 2

HELLO THERE

I'm Marja-Liisa and I live in Orivesi. I live in a detached house and I my husband has passed away. I'm getting on in years and even though I like gardening, I'm no longer physically able to do it the way I used to.

MOTIVATION

I would like to live at home as long as possible and have my garden looking nice and tidy.

NEED

I'm willing to hire someone reliable to do maintenance on my garden, because I am no longer able to do so myself. And because looking at my garden brings me so much joy.

Figure 29: Persona 2 describing the older consumer customer segment.

The second persona describes an elderly consumer customer segment who is in need of help with the manual labour pertaining to maintaining a garden or yard. The previous predictions on the population structure in Chapter 7.1 showed that the this is potentially the largest future consumer customer segment. Already the commissioner has had one such elderly customer who is in need of help with the pruning of her apple trees and hedges (personal communication, September 2020).

The choice of using a Facebook page for the commissioner also correlates when considering which social media the elderly is using currently. As the statistics show, Facebook usage is growing in the older age groups, so if they do go online, this would be the social media channel to use to reach this customer segment.

8.4 Wireframe for a future website

"A wireframe is a schematic or a blueprint that helps different parties creating a website to think and communicate about the structure of the software or website that is being created" (Guilizzioni, 2020). The same webpage can be created in a number of ways, so doing the work before the visual design is finalized, saves time and adjustments that have to be made later. Wireframes have an intentionally unfinished or rough look to them as to make clear that it is not intended to be the final design. Low fidelity and few colors force the designers at this stage to look more at the structure over details. The visual design can be finalized after the structure has been agreed-upon. Guillizzioni states that the rough look encourages discussion since it is a look no one is afraid to criticize. Going through several iterations is therefore normal and expected (Guilizzioni, 2020.).

In figure 30 an example of a wireframe of the front page of the future website has been created. It is based on previous study on the elements it should contain (coursework, 2018), but takes note of the research done in this thesis. The commissioner has expressed an idea that the website would be more professional and geared toward other businesses (personal communication, June 2019), whereas the Facebook page more towards the design work and consumer customers. Therefore, when considering the keywords discussed in Chapter 7, the point of view that should be considered more are the buyer personas (see Chapter 6.1.6), although some consideration should also be given to the consumer personas.
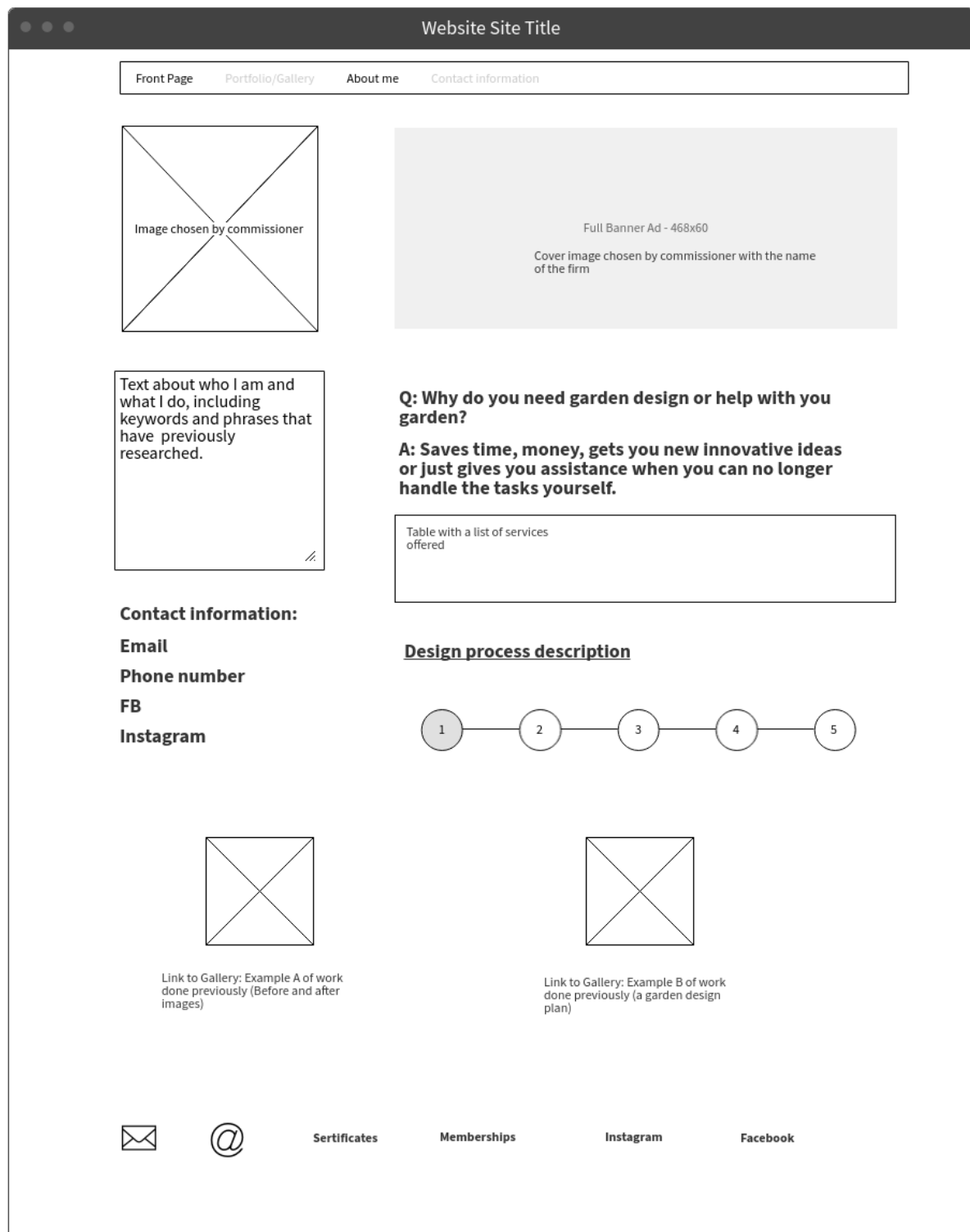
Figure 30: An example wireframe of the commissioner's future website.

The wireframe example in figure 30 contains from the top a website site title. This along with the correct url should be carefully considered as the research on SEO and SERP in Chapter 7 showed. Secondly, there is a header row that indicates the subpages for the website.

Because the importance of images and visual material on website design is significant, there are two visual elements at the top part of the page: an image of the commissioner's choosing on the left side as well as a banner that contains clearly the name of the business with an added visual element on the background. On the left-hand side there is a box set out for describing the commissioner and her business. This text should contain carefully chosen keywords. As the website is oriented more to the professional and business side of the commissioner's clientele, some relevant keywords could be found in figure 24 under the subheading "Job advertisements". Below this text the commissioner's contact information should be stated clearly, as this was one thing that the user research suggested in Chapter 6.2.

Previous research (coursework, 2018) suggested that a text stating the reasons why hiring a garden designer is a good idea could be added to the page. However, if the website is focused more on B2B clients, this element could be left out. A process chart depicting the design process as seen in figure 15 could be an added element to the website as it would clarify the design process and all the steps that it would entail. It could be on the front page, or if deemed prudent, moved to one of the subpages.

As an added visual element to the bottom part of the front page, two images that link to the commissioner's previous work are presented. The first image links to previous manual work done, whereas the second image links to previous design work. In the interview conducted with an entrepreneur (see Chapter 5.1.6), the importance of having visual elements depicting the quality of work of previous projects came up. This is something that should be addressed both in the Facebook page and the webpage.

At the very bottom of the front page room is left for logos and links to social media pages Instagram and Facebook. As well as mentions to different memberships and certificates. The importance of the last two became clear while benchmarking websites of other gardening firms (coursework, 2018) and in the interview with the gardening entrepreneur (Chapter 6.1.5).

9. Improved Facebook page

The commissioner's initial decision of starting her social media related online presence focusing on Facebook has been corroborated by many sources. The statistics created by Statistics Finland have shown that Facebook is still the most used social media platform in Finland. One of the age groups in which Facebook usage is still growing in, is the more mature or elderly consumers. This is important for the commissioner since this is the consumer segment that she is interested in in the future. Benchmarking social media sites of other gardening firms (see Chapter 6.1.4) also gave credence to the choice of starting with creating a Facebook page. As the pie chart found in figure 11 showed, the majority of other firms in the field, when choosing to have a social media presence, have also chosen Facebook as their platform.

The interview done with the entrepreneur in the gardening field (T Vaalivirta 2019, personal communication, 22 September) affirmed that Facebook in her opinion is the best option to market both to B2B and consumer customers. She also noted that groups within Facebook offer opportunities for referrals and therefore work opportunities. She does note that this requires the energy and effort on the part of the entrepreneur to keep up posting gardening related updates.

What kind of updates should be used and how often also came up in different contexts. In the literature review (see Chapter 4.1.), the importance of pictures and photos came up, which was again corroborated in the user research (see Chapter 6.2) and the SEO and SERP section of the thesis (see Chapter 7). In order to address the issue of keeping up the updates and post on schedule and also to providing a variety of updates, a social media calendar was created in Chapter 4. The frequency and type of updates done by other gardening firms was noted on in various benchmarking contexts.

The most revealing and honest comments on the look and content of the prototype Facebook page came from the user research interviews which have provided the entrepreneur insight into how others see the page. Another important source of improvements came from the SEO and SERP research that gave good suggestions on not only what keywords to use in the text, but also to take careful note of the title of the page and the vanity URL. In the SEO research it also became clear that when designing the page, the personas should always be considered, so that the content is

produced in the right audience in mind.
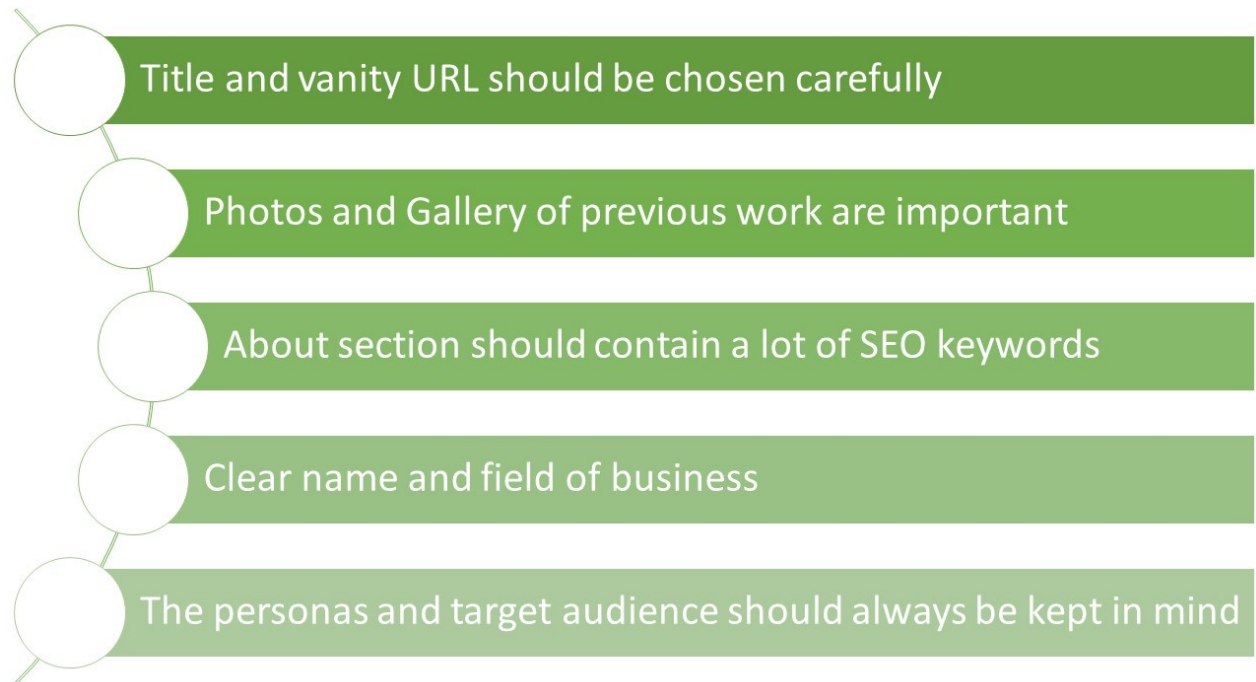
Figure 31: List of improvements for the prototype Facebook page.

The commissioner was given all the information gathered in this thesis project to made improvements to the prototype Facebook page. She made changes to indicated more clearly the field of business she works in (Gardener). It was previous only as a category "local business".

Figure 32: Screenshot from the improved Facebook page.

The Additional Information section was previously blank, but she updated with more information about the business. She also added a link to her Instagram account below

the written information on the page (see figure 33).

ⓘ Additional information

Monialaisen yritykseni puitteissa toimin kesäkaudella puutarhurina ja
talvikaudella kääntäjänä. En silti täysin unohda puutarhoja talvellakaan, sillä se
on ihanteellista aikaa tehdä suunnitelmia seuraavalle vuodelle!
Kuvataide on aina ollut lähellä sydäntäni, ja maalauksiani ja grafiikkaani löytyy
instagram-sivultani, josta voi myös seurata puutarhurin arkea. **See less**

Figure 33: Screenshot from the "Additional Information" section of the Facebook page.

The translated text in English is: "I work as an entrepreneur in several fields: I am a
gardener during the summer and a translator in winter. Still, I do not forget gardens
even during the winter months as it is the ideal time to make plans for the next season!
The visual arts have always been near to my heart and you can find my paintings and
graphics on my Instagram page, where you can also follow the day-to-day life of
gardener" (own translation).

The commissioner also added a list of services she provides as products
and updated the About section of the page to take note of the SEO keywords that were
researched in Chapter 7. The posts on the page are heavily focused on images and
work that has been made by the entrepreneur which is in accordance with the research
done in this thesis.

Eilen vietettiin Taysin uuden sisäänkäynnin avajaisia, ja mun työt on siellä vihdoin tehty. Kesän mittaan tuli istutettua tuhansia kasveja ja satoja neliöitä nurmikkoa. Nämä kaksi kaveria kasvoivat isoiksi keskellä työmaan hulinaa raivokkaiden vanhempiensa suojeluksessa. Onneksi oli kypärä!
#tays #viherrakennus #puutarhuri #lokki

Figure 34: An example of a previous post from the commissioner's Facebook page.

10. Conclusion

The purpose of this thesis project was to look at the best way to create an online presence for a new entrepreneur in the gardening industry. The research questions were: what is the optimal way of starting an online presence for the commissioner? What are the various elements that should be considered? How can the service design methods and tools presented in the thesis help with the process of creating a suitable online presence for a new entrepreneur?

The commissioner made the decision to begin her online presence on social media and specifically on Facebook. She had existing LinkedIn and Instagram accounts that were updated to mention the gardening side of the firm. However, a separate Facebook page was decided to be created for the business. The relevancy and prudency of this decision was verified from different sources throughout the thesis project. Firstly, the statistics concerning social media usage confirmed that Facebook would the right choice of platform. In addition, the benchmarking of the competitors as well as the interview with another entrepreneur in the gardening industry verified Facebook as a good choice. Therefore, for the first research question of what would be the optimal way of starting an online presence for this commissioner, the answer was a combination of Facebook and Instagram. The benefits also were the easy use and low cost of creating a presence through these platforms.

For the aspects that should be considered when creating an online presence for the commissioner, the theoretical framework seen in figure 4 notes the different points of view that should, and have been, taken into consideration when considering an online presence. These proved to be different customer segments, the commissioner, user research with user experience studies, wireframing, SEO keywords, service design methods and tools, marketing and futures thinking.

A marketing plan and a social media calendar were created to provide structure for the commissioner's future updates online. In addition, a wireframe model of a future website structure was created with topics and elements that the research done for the thesis brought up as relevant. The end result of the thesis therefore is an improved Facebook page that takes into account all the collected data from the research that has been made and a wireframe concept of a future website.

The service design methods and tools presented in this thesis proved to be very useful in approaching this topic for the commissioner. They provided structured tools of depicting topics for the entrepreneur as well as different ways of approaching subjects. This then would lead to new realizations for the commissioner. The business model canvas gives a good overview of a business's overall business plan in one model form. The SWOT analysis makes the entrepreneur consider the strengths and weaknesses of the business and make decisions being aware of these facts. Benchmarking was used in several instances and it can give good insight into what is expected and "the norm" within a field, as well as ideas on how to improve upon the norm. Benchmarking related fields can also give good insight on improvements that

can be made in order for a firm to stand out from the rest. Interviewing is a traditional way of gaining insight and information and was useful for this thesis as well in gaining a perspective from an entrepreneur who has already operated in the field for several years. In addition, creating a mind map of the SEO keywords was good visual tool to gather all the relevant words in one place. A customer journey was created for the consumer customers for the Facebook page as the entrepreneur felt that this channel will service the consumer customers more in the future whereas the website will be geared more towards the B2B customers.

One particularly useful service design tool for the thesis project was personas. As the commissioner's current clients are B2B customers, it was necessary to firstly look at the subject from this angle. The buyer personas that were created to represent these customers provide a good tool to keep in mind the point of view of the relevant customer base when creating and updating the social media pages and website. In addition, the consumer client personas will give a clearer point of view on the future customer segment when making changes and considering the business and its communication through their eyes in the future.

The literature review gave insight to the necessity of creating a written marketing plan and the subframe of a social media updating calendar. These were created in part to give the commissioner an idea of structure and premeditation for the updates and posts to keep up with the variety steady schedule. Later on, when benchmarking the social media pages of other businesses in the field, the frequency of updates was adjusted to a slightly lesser one.

The scope of this thesis was kept to a manageable size on purpose. It was clear from the start that the commissioner needs to do the work of maintaining content on the social media pages (and in the future, on the website) herself. This should not take too much of her time and effort, therefore it was not sensible to create elaborate plans that were not feasible for the commissioner to execute or keep up with. This did not mean, however, that the subject could not be looked at from several different angles and not only taking into account the current customers, but also the future customer segments.

Going forward, it might be useful for the commissioner to begin familiarizing herself with Google analytics, Facebook analytics or programs such as Semrush to analyze the visitors to her pages and how they get there. When considering the content and design of the future website, the challenge may be how to

incorporate the translation side of her business and the landscape design and gardening services into a cohesive whole. The two fields are not as separate as it would seem, as the commissioner has only recently received translation work from a B2B customer that she had done gardening work for. When the customer heard of the other side of her business, she also received a translation commission on top of the gardening assignment.

When the commissioner was asked to give feedback on this thesis project and what were the most useful parts of it for her, she stated that this whole project has made her think about her own approach to entrepreneurship on the whole and what are the things that matter most. Especially eye-opening for her were the comments of the test persons on the prototype Facebook page: she said that they were very useful, because you become blind to your own text. What seemed reasonable to her, was not necessarily that to an unknown visitor.

In regard to the research done in this thesis, in the future it might be useful to test whether approaches presented during the project alongside the service design methods and tools could be applied to other entrepreneurs in the same industry. Or perhaps in other similar fields as well. For the commissioner, when she graduates from school and starts to focus more fully on the landscape design and gardening work for her firm, establishing the website containing the elements that were researched for this thesis would be the next logical step going forward.

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Appendices

Appendix 1: Marketing plan

Executive Summary

Landscape and gardening entrepreneur, offering landscape maintenance and construction work for gardening companies in the Pirkanmaa region and gardening services for private customers

Vision

Offer the best possible service for business and private customers, maintaining excellent quality with flexible timetable

Objectives

To offer diverse gardening services for B2B and private customers

Target Markets

Market Definition and Segmentation:

Gardening B2B businesses requiring additional reliable workforce for manual gardening work. Small garden design work for private customers around Orivesi municipality, within approximately 60 kilometres of the town

Target Market: B2B

Needs and Requirements

Need for additional labour, but not willing to hire direct employees themselves

Competitive Forces

Other small gardening and design entrepreneurs. Less competition for manual labour, more for design work

Communications

Direct email offerings of services, LinkedIn page as a private professional, Instagram and Facebook pages (and web page)

Keys to Success

Building a good reputation as a reliable partner, getting referrals to other gardening firms

Target Market: Consumer customers

Needs and Requirements

Design work: Updating plants, change for old gardens. For new gardens entirely new plan. Small scale Maintenance work offerings for e.g. lawnmowing, hedge trimming, planting of perennials and annual flowers.

Competitive Forces

Some small entrepreneurs in the area, other gardening firms with wide area of operation. Less design competition in the Orivesi area

Communications

Social media: Instagram and Facebook pages

Keys to Success

Artistic extra, hand drawn designs offered as an extra.

Appendix 2: Interview with an entrepreneur in the gardening industry

Interview

Question 1: How are contacts and connections usually made in this field and in the B2B environment (recommendations, trade fairs, etc)?

Answer: Recommendations and referrals are of course one part of it. My own contacts are from a time before I set up my own company. And contacts referred to me by them. A kind of "chaining", through word-of-mouth. The Pirkanmaa region is small and in this field almost everybody knows each other. Trade fairs are of course a good way to meet operators in the field, in our field mainly garden fairs and Viherympäristöliiton Viherpäivät are good events.

Question 2 a: Do you look for subcontractors online, or if you get a referral from elsewhere, do you then Google the company?

In my case I have looked at companies online very little. Of course, if I am in need of a service I have searched the web for it. And in that case I will google the company.

Question 2 b: If you do Google the company, how important is a good website: what content should they contain and what do you pay attention to?

To me personally, a website in itself does not matter that much, what I do look for are reference photos to get an idea of the quality of the work.

Question 3: Do you know of any other networking done online? (In some cases social media has been used amongs entrepreneurs to solve problems. On the consumer sector side there are gardening related blogs, do gardening firms show up in those?)

I haven't run into any gardening blogs, but for example in local Facebook groups consumers sometimes look for service providers and in that way you get referrals by others. Trying to solve problems with other entrepreneurs, I usually just personally talk to people I know, sometimes through social media, but through private messages.

Question 4: What do you feel is currently the best marketing channel in regards to B2B customers or consumer customers?

I am probably not the best person to answer questions regarding marketing, since I have not had the need to market myself in years. I think all-in-all Facebook would be a good way to reach both B2B and consumer customers, if you have the energy to keep updating gardening related posts. Towards bigger businesses a direct contact would be good, a straight-forward contact offering your services to them. In residential areas, a precisely targeted flier to mailboxes in the right season will certainly work. In addition, belonging to the right associations is a good way to make yourself known. In our field, for example Vyra – Viherympäristörakentajat, is one of those. All in all, the best marketing tool is a job well done. Word-of-mouth works in both the consumer and B2B sectors and a person giving a referral is a sales representative worth their weight in gold.

Appendix 3: User experience tests on the Facebook page

User experience test number 1 on the Facebook page

Methods: think-loud and interview

<u>Think-aloud, the entrepreneur's prototype page:</u>

Looking at the service provider's Facebook page the first question was that why is the text in English in the cover photo. The visual look was nice. However, she said that at first glance the person could not get an idea what the business was about.

The last update was 2-3 weeks ago, she commented that that was a rather long time.

She liked the pictures on the feed, but still she could not get an idea what the business was really about.

When asked whether she looked at the **ratings and reviews**: depends what she is looking at, if it is a service she is going to buy, then she will look at the reviews.

When asked would she like a picture of the entrepreneur on the page she said it would be nice (looking at the Facebook pages of two other local service providers, they did not have a clear profile pictures either).

When looking at the **About** section on the Facebook page, she wondered whether it was necessary to comment that the service provider was also a translator.

Photos titled "Projekteja": the texts are quite small, but based on the images she is getting a clearer view on what the business is about.

Think-loud, competitors page number 1 (Pihasi Onni):

The laptop version of Facebook provides a pop up of the messaging service -> not a feature that the test person liked

She said that the name and the background picture give an idea of what the business is about.

The Ratings section on the front page mentioned 5/5 which provides a sense of trustworthiness

When going into the Ratings and reviews in the side bar she wonders why there are no fresher ones (mostly from 2014). Because there are no fresher reviews, the test person wondered has not this entrepreneur gotten jobs recently.

When asked how important she finds the Reviews, she says they are important, also to keep them updated. Otherwise they give the idea that the entrepreneur has asked a couple of friends to recommend her. The test person also stated that text written in the reviews are important, not just the star rating.

Going back to the front page she noted that the updates where old, from 2018, and then were updated about once a month. Since there are no updates, she is questioning again whether this entrepreneur is still in business.

Going to the Information section provided a lot more information, she commented that compared to the commissioners Facebook page this gave the area of operation as well.

The information provides the entrepreneurs name, but not a picture.

Think-aloud, competitors page number 2 (Tyrvään vihertoimi):

The name, logo and picture provide a clear view on what the business is about.

The feed provided also a short video that she watched but seeing it the test person commented that it did not really provide any useful content or information.

She noticed that this service provider is an active updater.

When asked how often does she think a service provider should update their pages, she said twice a month to once a week.

When asked what kind of updates would be good, she stated that on the jobs that had been done, to see what quality of work is provided.

She noticed the two recommendations that are from this year, the company's Facebook page was founded 2012 (this feature was not available then?). She would appreciate reviews and recommendations updated from the start and continuing until the present day.

The About section is rather short, she also commented on several spelling mistakes in this section as well as in the updates.

Additional Interview Questions:

Q: Would you look at a service providers information primarily from their webpage or social media? Or both?

A: I would look at the information most likely from the site that first comes up at Google

Q: In what situations do you usually end up following a firm in social media?

A: I follow the firms of people I know and want to support and also firms that publish updates with information that can be useful to me. For example, concert venues that provide information who will be performing there and my gym's page because they sometimes announce changes in their opening hours.

Q: Would you like to see a link to the entrepreneurs Instagram account in the company's Information section?

A: Yes

Q: Why do you like following businesses on Instagram (vs Facebook)?

A: It is easier, I use the mobile version of Facebook and the usability of Instagram is better in the mobile. Facebook's algorithm's start suggesting updates from certain people or businesses, but begin to leave out others, Instagram allows you to look at all the updates from all the people or businesses I've chosen to follow.

User experience test number 2 on the Facebook page

Methods: think-loud and interview

Think-aloud, the entrepreneur's prototype page:

The logo and picture look good. The company's name in itself does not say anything, does not tell what the firm is about. When coming back to the firm later on may not remember what is was called. Right now could be an art centre or an artist?

Would like to have contact information straight away, as high up on the front page as possible. A "call us" or "email us" link would for example be good. To give out information how to reach the firm.

Would like to have a link to the gallery straight away.

When asked, said that an Instagram link would be good. Possibly both to the gallery and Instagram. Would like a lot of short informative content on the front page.

When asked, said that the updating schedule could be once a day. (Later on, when comparing to the Facebook pages of other gardening firms, she amended that if you do not have anything relevant to update, do not update).

When asked how often, in her opinion, should a gardening firm publish updates, she said perhaps once or twice a week. She mentions as an example of a small shoe store that she

follows where the entrepreneur is enthusiastic and asks her customers opinions on new models on the market.

The test person stated as an example of a good update would be the progress the gardener achieves in a day: in the morning there is a pile of dirt, in the afternoon whatever work has been accomplished. If the entrepreneur wishes to add personification, perhaps a picture of a cup of coffee with a text referring to a break in the day of a busy entrepreneur.

The test person would like a picture of the entrepreneur, but not necessarily straight away, perhaps after clicking on the contact information.

The test person usually goes to look at the Reviews and Photos in the side bar, but not the other information.

Think-aloud, competitors page number 1 (Pihasi Onni):

The messaging pop up -feature: she liked it but did not like the prepared questions and their order. (Was not used to it since it does not come up on the mobile version).

The name gives out an indication of the industry.

Liked that there were Reviews and ratings.

Would have liked the area of operation in the contact information on the front page.

Also would like the photos to come up as soon as possible on the page.

She never looks at the Posts on the side bar, only the first 2-3 on the feed.

She did not look at the dates on the Reviews or updates, when prompted, the long silent period in both gave rise to the question whether the business was still active.

Think-aloud, competitors page number 2 (Tyrvään vihertoimi):

The name gave the test person the idea of a municipal service.

Liked that the text "Paikallinen palvelu" came upfront on the page.

Commented that only 64 persons have liked this firm.

The Reviews and ratings were recent.

The test person commented on the banal texts on the updates, found them depressing in tone and also did not like the quality of the pictures. Would have liked a more positive tone.

Liked the video, said that a lot of people may not have seen turf laid out before.

She commented on the amount of spelling mistakes.

She liked the picture from the trade fair, said that from a fair the updates could be made even every three hours: before, after and during.

She commented on the lack of personification.

Additional Interview Questions:

Q: Would you look at a service providers information primarily from their webpage or social media? Or both?

A: I consider webpages to be more important, just having a Facebook page in the beginning is ok, but later on a webpage is needed. Social media is full of fake and out-of-business sites.

Q: In what situations do you usually end up following a firm in social media?

A: I will follow a service provider if I have been satisfied and happy with their service. I will also give a recommendation and review easily if I have had a good experience.

Q: Would you like to see a link to the entrepreneurs Instagram account in the company's Information section?

A: Yes

Q: Do you follow firms on Instagram or on Facebook?
A: Both