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SOCIAL MEDIA MARKETING PLAN FOR
THE FINNISH SEAMEN'S MISSION IN BRUSSELS

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The purpose of this thesis was to introduce the basics of marketing and social media and how these two aspects work together for a case organization in Brussels, Belgium. The main objective was to define the best practices for the case organization to apply to their social media activities. To get to this, this thesis covered the basics of marketing, what social media channels are there and how to select which ones to go for, which of these would fit the case organization and why as well as how does the case organization currently operate with social media and how to improve it in the future. This as a result offers a broader understanding to the topic and a guideline how to build a working social media marketing plan.

The thesis begins by introducing the background of this thesis and within what limits it has been written. The following chapter introduces the case organization in question and their interest in this thesis. The next chapters handle the theoretical basis for this thesis which can be settled to three main topics; marketing theory, social media and marketing plans. All three main theoretical issues are based on research done and confirmed by several resources, such as books, articles, online books, websites and online articles.

As this thesis has been research based, the theoretical topics are have been formed into an online questionnaire and interview questions to base the practical aspect of this thesis on. The results of the questionnaire and interviews were combined with the author's personal knowledge and experiences to form the empirical part of this thesis. The goal of this was to form a conclusive understanding of the topic for the case organization to use in any way they see fit.

The research and analysis of research results of this thesis come together in very practical ideas how the case organization can improve their current Facebook activities as well as suggestions of how they could consider going on about the future use of social media. The recommendations that resulted from the analyzing process were varying considerations from simple things such as using texts, images, hashtags, how to consistently improve social media as a marketing tool as well as how to create proper planning for a social media marketing plan. These considerations also resulted in varying campaign and competition ideas to apply for the case organization's social media pages.

SOSIAALISEN MEDIAN MARKKINOINTI SUUNNITELMA BRYSSELIN SUOMALAISELLE MERIMIESKIRKOLLE

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Tämän opinnäytetyön tarkoitus on ollut esitellä markkinoinnin perusteita ja sosiaalista mediaa ja kuinka nämä kaksi aihetta toimitivat yhdessä Brysselin Suomalaiselle Merimieskirkolle Belgiassa. Opinnäytetyön päätavoite oli määrittellä paras toimintatapa juuri tämän kohdeyrityksen tarpeisiin sosiaalisessa mediassa. Tähän päästäkseen opinnäytetyön kirjoittaja käsitteli markkinoinnin perusteita, mitä sosiaalisen median kanavia on olemassa ja miten valita niistä mihinkin tarpeeseen sopivin, ja mitkä kanavat sopisivat juuri kohdeyritykselle sekä miten kohdeyritys käyttää sosiaalista mediaa parasta aikaa ja kuinka tätä voisi kehittää. Opinnäytetyön tarkoitus on ollut tarjota siten hyvä ymmärrys aiheeseen ja ohjenuoran jolla kohdeyritys voi luoda toimivan sosiaalisen median markkinointisuunnitelman.

Tämä opinnäytetyön alussa on esitelty opinnäytetyön taustaa ja missä rajoissa se on toteutettu. Tämän jälkeen opinnäytetyössä on esitelty kohdeyritys ja mitkä heidän toiveensa ovat olleet koskien tätä opinnäytetyötä. Tämän myötä opinnäytetyössä on siirrytty teoria osuuteen, joka käsittää kolme laajempaa kokonaisuutta: markkinointi, sosiaalinen media ja markkinointi suunnitelmat. Koko teoriaosuus pohjasi analyysinsä luotettaviksi todettuihin lähteisiin niin kirjoina, verkkosivuinä, artikkeleinä lehdistä ja verkkolehdistä sekä e-kirjoina.

Koska tämä opinnäytetyö tarkoitettiin tutkimuspainotteiseksi työksi, teoreettisista aiheista muodostettiin kysymyksiä joita käytettiin haastatteluissa sekä verkko kyselykaavakkeessa. Opinnäytetyön empiirinen osuus pohjautui näihin tuloksiin sekä kirjoittajan omiin tietoihin ja kokemuksiin. Tämän opinnäytetyön tavoite oli muodostaa kohdeyritykselle yhteneväinen ymmärrys aiheesta, jota he voivat hyödyntää haluamallaan tavalla.

Tämän opinnäytetyön tutkimustyö ja sen tulosten analysointi muodostivat hyvin selkeitä ja käytännönläheisiä ideoita, joita kohdeyritys voi käyttää halutessaan kehittääkseen Facebook -sivujensa käyttöä, sekä harkitessaan tulevaa sosiaalisen median käyttöä. Analyysi prosessin tuloksista muodostetussa ehdotuksessa on käyty läpi paljon monipuolisia ehdotuksia. Käytännön ehdotukset koskivat asioita kuten tekstin, kuvien ja tunnisteiden käyttöä, kuinka johdonmukaisesti kehittää sosiaalista mediaa markkinoinnin välineenä sekä kuinka luoda kunnollinen sosiaalisen median markkinointi suunnitelma. Tutkimustyön analysointi tuotti myös monenlaisia kampanja- ja kilpailuehdotuksia, joita on mahdollista soveltaa kohdeyrityksen sosiaalisen median sivuihin.

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1 INTRODUCTION

1.1 Background of the thesis

This bachelor thesis is written for the Finnish Seamen's Mission in Brussels, to help them to improve their social media activities and visibility through that among Finnish people living in Belgium and other locals. The author of this thesis completed her second practical training at the Finnish Seamen's Mission in Brussels during the late fall-winter of 2014-2015. During her internship she worked with all operational tasks within the organization's location in Brussels, as well as completing market researches on various topics, customer service and event management and organization.

This thesis will provide a working marketing plan for the Finnish Seamen's Missions' social media activities. The thesis will begin by going through marketing basics, marketing plans with a special focus on social media and how to combine all of these into one working entity. The end result of this thesis will give the Finnish Seamen's Mission in Brussels actual tools and a plan to implement into their current and future social media activities. The actual implementation and use of this plan will be up to the organization themselves.

The author has a strong background in various social media platforms and a strong interest in marketing and these combined give her good basis to work on this thesis. Based on the author's own personal experience of social media and as well as of the organization and the organization's current social media activities, theory, interviews with employees at the organization and previous customer satisfaction results will allow the author to build a plan for future social media activities.

1.2 Purpose and Objectives

The main purpose of this thesis is to explain what social media marketing is and how a marketing plan is created for social media activities and how nowadays social me-

dia has risen to be a very important factor in marketing plans. This thesis will especially focus on creating a working social media marketing plan for the Finnish Seamen's Mission in Brussels.

The first objective of this thesis is to explain the basics of marketing and how a marketing plan is made and what it consists of. The second objective is to introduce the use of social media in marketing and how it has become of higher importance nowadays. The third objective is to introduce what is a social media marketing plan, and through this the Finnish Seamen's Mission in Brussels can gain the necessary tools to improve and expand their social media activities if so wanted. This objective can be divided into two sub objectives: the organization's current social media activities and how to select a new social media platform.

In the following subchapters the research problem and the objectives will be listed. The objectives are divided into theoretical research objectives and practical research objectives to further clarify the goals of this bachelor thesis. The theoretical research objectives begin from the basics of marketing related to social media and the social media channels. The objective is to further determine how social media can be used and how to understand what are the best ways utilize it and its channels. The last theoretical objective works as a bridge to the practical research objectives. The practical research objectives focus on linking the theoretical part of this bachelor thesis to the case company; the Finnish Seamen's Mission in Brussels. These focus on the current situation and how to improve the current use of social media as a marketing tool.

1.2.1 Research problem

A research problem is the driving force behind the research of a thesis, it is what an author starts with and what is kept in mind at all parts of the writing process. The research problem of this thesis deals with answering the question "How to determine the best practices for the Finnish Seamen's Mission when using social media as a marketing channel?"

1.2.2 Theoretical research objectives

Theoretical research objectives in a thesis are the set guideline of the theoretical part of a thesis. The Theoretical research objectives for this thesis are summed up to the following three questions: “What are the basics of marketing when using social media?”, “What social media channels there are to be used?” and “Which channels are the ones to go for and why?” The answers to these questions will form the basis the practical research objectives will be based on.

1.2.3 Practical research objectives

Practical research objectives are a guideline for finishing the thesis process. The Practical research objectives of this thesis are to be approached through the following questions: “What are the current social media tools the Finnish Seamen’s Mission uses and how do they use them?” And “What are the most suitable options of social media for the Finnish Seamen’s Mission?” The answers to these specific questions will form the base from which the case company can handle their future operations related to using social media.

1.3 Conceptual framework

Based on the topics this thesis will handle, the author has created the following conceptual framework to illustrate how it all links together. This serves as a guideline for this thesis, all the concepts mentioned in the conceptual framework will be handled within this thesis. The areas in the conceptual framework that are written in a grey tone, are a part of the base work related to the main topics of this thesis, as the parts with clear black writing to highlight them, are the main focus areas of this thesis.

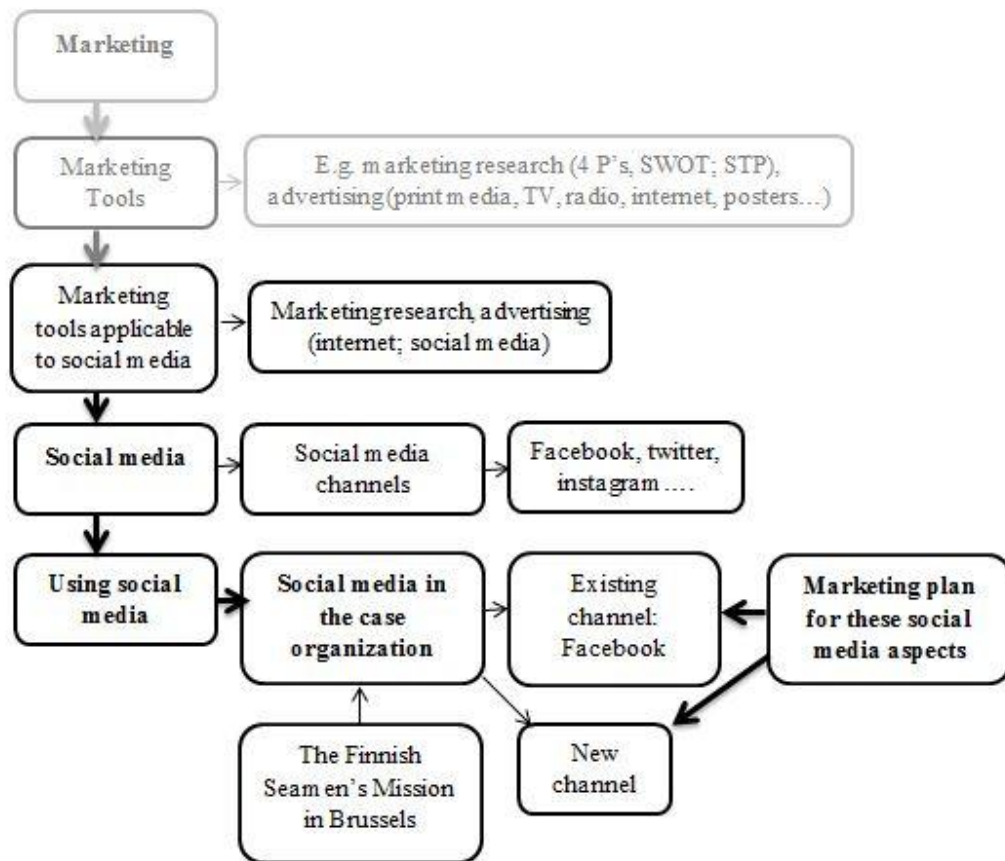


Figure 1. Conceptual Framework

Figure 1 reflects how this thesis will be built up, starting from basics in marketing, what kind of marketing tools are there and how it all is linked to social media and lastly how it all links to the case organization, giving them the capability to create a working social media marketing plan.

This conceptual framework shows also how this thesis is focused on social media in marketing. In the chapter of Marketing (Chapter 3) this thesis will enlighten marketing overall and the other means of marketing besides the ones this thesis focuses on; marketing in social media.

1.4 Boundaries

As the Finnish Seamen's Mission has various locations and each of them works more or less as individual locations and varying customers and services they offer, this thesis will focus on their location in Brussels, Belgium. The specific aspects of the

Brussels location will be described more in detail further on in this thesis in the chapter 2.

This thesis will also be limited to social media marketing only. The Finnish Seamen's Mission is a well-organized organization and already has good marketing activities when it comes to the traditional sense of marketing, so it would not be necessary to focus on that. The social media aspects on the other hand are more up to each location of the organization themselves and require less manpower and financing to alter or improve.

This thesis will not involve issues further than improving the current social media actions; Facebook, and starting up a new social media platform. Deciding, if to actually implement the plan and how to decide on future actions online, will be up to the organizations themselves.

Another boundary for this thesis will also be to keep in mind the ethical aspect of the case organization. As a Christian organization it is important for the thesis and the plan to be according to Christian values.

2 CASE ORGANIZATION

2.1 The Finnish Seamen's Mission in Brussels

The Finnish Seamen's Mission in Brussels is a part of the Benelux region's Finnish Seamen's Mission, which is a part of the Finnish Seamen's Mission. Besides Brussels, the Benelux-region's Finnish Seamen's Mission has branches in Antwerp, Rotterdam and Luxembourg. Beyond the Benelux region the Finnish Seamen's mission is active in Finland and in cities all over Europe, like London and Warsaw to mention a few. (Website of the Finnish Seamen's Mission 2015.)

Their mission statement is to offer a Finnish connection, support and help for Finns traveling abroad, with a special interest in seamen and migrant employees. Besides

offering church services, they provide cultural and social services to a Finnish community abroad, or to anyone wanting to get to know the Finnish culture better. They aim to be an easily approachable church and community. The Finnish Seamen's Mission is for Finns and to promote Finnish culture abroad. (Website of the Finnish Seamen's Mission 2015.)

The Finnish Seamen's Mission is a separate organization from the Evangelical Lutheran Church of Finland. The Finnish Seamen's Mission as an organization ran by the church council and committees. The Finnish Seamen's Mission was opened in Brussels in 2000 and it moved to its current facilities approximately 3 years ago. At the church in Brussels they offer a wide variety of operations/activities. They run a café, a Finnish market (Suomi-kauppa), a library, various events and group activities, a chance for accommodation, possibility to use a sauna or to organize private events. These activities are both church related and other activities. They have a wide range of organized group activities, such as activities for kids, families, camps, Sunday school, music group for small kids and their parents / caretakers, church choir or other activities for e.g. youngsters, au-pairs, adults or seniors in Belgium who are either Finnish or interested in the Finnish culture / Finland. Alongside focusing on the Finnish expatriates, an important part of the case organization's work is to promote Finland and Finnish culture especially through markets and fairs, for instance during Christmas and Easter. Especially nowadays the importance of social media has risen, and therefore they aim for the best practice of social media to reach all possible customers. (Website of the Finnish Seamen's Mission in Brussels 2015.)

2.2 Current social media activities

Besides the Finnish Seamen's Mission's website, their social media activity has been related to only Facebook in their Brussels' location. Briefly described their Facebook activity is quite frequent, with a quite even pace, with clear and good wording and grammar. They utilize text, pictures and even video clips sometimes in their postings. Currently all their posts are conducted in Finnish, as they aim to be the home away from home for Finnish people. Their posts handle issues varying about their activities, what's is currently happening or going to happen at the church as well as more

serious matters, such are news from what is happening in the personnel changes, like a new manager being named. (Brysselin Merimieskirkko-Facebook page, 2015.)

2.3 The case company's needs

The service manager from the Finnish Seamen's Mission especially hopes for a clear plan on how to use social media; Facebook to its full potential. Issues like the content of posts, timing of posts and how to get the most visibility to their Facebook page were especially mentioned by the service manager and others employed at the case organization while the author completed her second practical training at the case organization. Besides these, among the volunteer employees, there have been requests for the use of other social media outlets. Of these other options Instagram and Twitter have been mentioned. This thesis will attempt to give the tools to improve the content and usage of social media for the Finnish Seamen's Mission in Brussels, as well as guidelines how to proceed with expanding to other channels. (Service manager's personal statements, 2015.)

3 MARKETING

Marketing at its simplest is the communication between a company and its customers, with the goal of getting people's attention, and depending on the company's goals, to increase sales and profitability. The main goal of marketing is to grow the positive perception of your product or service and to increase the public's knowledge of you and what you offer as a company, moreover, marketing is gaining and maintaining satisfied customers. There are multiple ways for a company to market anything they want to. When asked what is marketing, many reply with words such as advertising, commercials on television, getting customers to buy things or flyers to mention just a few. In the very basic sense of the word marketing, many professionals refer to Kotler's Marketing Management's way of describing the marketing process. A marketing process according to Kotler, consist of: analysis, planning, implementation and controlling. (Kotler & Keller 2009, 9-25; Tikkanen & Vassinen 2009, 31, 126-127.)

3.1 For-profit company and non-profit organization

Marketing activities vary a lot depending on the type of company or organization which is in question when considering planning their marketing affairs. The different ends of the scale of intended goals are a company aiming for increased profits and a non-profit organization aiming for increased awareness. The role of profits for a company changes the closer to a non-profit organization, so an organization or group rather aiming for awareness than significant profits to themselves, the business is. Raising profits can in such a case change into how much they can raise awareness and funds for a good cause, such for instance as human rights, breast cancer or preventing animal cruelty. (Kotler & Armstrong 2006, 25, 27.)

Companies who aim for profit put a high focus on increasing their turnover, in other words, how they can bring in more value to the company, most of the time speaking of monetary value. This means that they aim to establish their placement in the market, to make their own brand stronger and more known amongst existing customers and possible customers. A company aiming for making a profit over their operations traditionally tends to use various ways of marketing. Take for instance a clothing company, they're launching a new product line, so they could choose to have television advertisements, emailing their customers via a mailing list, online advertisements on websites found popular by their target groups, as well as posters around cities and at their store locations. The main goal in this kind of marketing is to make people realize they want to use their money to get themselves what is being marketed. (Sandilands 2011.)

Often marketing in these kinds of companies is handled by the managerial level. The bigger the company is, the more people tend to be involved in marketing activities, for instance there could be a specific assigned team who handles all marketing activities, each member of the team having their own specialty within marketing. In smaller or medium sized businesses marketing activities are often in the hands of fewer people, sometimes even just in the hands of the manager of the business. Though for instance in a small family business, it could be that almost all employees are a part of marketing related decisions. (Marshall, Solomon & Stuart 2008, 6.)

Non-profit organizations aim to increase awareness of a various important causes and often to do either physically or monetarily to help that cause, or for instance museums and zoos or even churches can be seen as non-profit organizations. Non-profit organizations most of the time run their operations on donations and good will to be able to do their good work for their specific cause. These kind of organizations depending on their funding aim to run their operations on minimal expenses, to be able to use donations as close to fully as possible for their cause. Their marketing often consists of branding themselves by specific logos, slogans, overall looks and a clear message. (Kotler & Armstrong 2006, 28; Marshall, Solomon & Stuart 2008, 18.)

A non-profit organization that is for instance against animal cruelty, would rather go for less expensive options to get their message out to the world. Less expensive options to do marketing by could be sending emails to their existing mailing lists, online advertisements on selected websites, social media campaigns, posters and flyers being handed out by organization members at streets or fairs to get their message out to the world to mention a few. Their main goal is to raise awareness of their specific cause and to get people to realize the need that others have, rather than themselves. Non-profit organizations sometimes have some products they sell to gain donations for their cause, for instance breast cancer has their dedicated pink ribbon to show that when purchasing a certain product some of the price the customer pays goes for the cause. (Website of Investopedia 2015; Sandilands 2011.)

3.2 Tools used when analyzing marketing

There are various tools to use to analyze marketing when planning marketing activities. Tools to analyze marketing are to be considered before doing market research and actual advertising. Marketing planning begins with marketing research and this is done by various methods; the following chapters will introduce the concepts of four P's, customer wants, needs and benefits, STP-strategy and as chapter 5 Marketing plan further introduces other variables to research. Marketing research can be based on already done researches, secondary researches, or by completing research first hand, making it primary research. Secondary research sources can be already existing data, charts or other previously found information by another reliable source.

Primary research on the other hand could be a customer satisfaction survey completed on existing customers or other research a company goes ahead to find answers to themselves. Advertising is the ways to get attention for a set cause, whether it is a product or service. To quote the Small Business Encyclopedia, advertising by definition is *“To call the public’s attention to your business, usually for the purpose of selling products or services, through the use of various forms of media, such as print or broadcast notices.”* (Website of Entrepreneurs’ Small Business Encyclopedia 2015; Onkvisit & Shaw 2004, 214-218.)

3.2.1 Four P’s

Marketing starts by defining what it is that you want to market, which could be anything from a product, service, event, experience, place or even information or any combination of such. When knowing what to market, finding and understanding the needs of current and possible customers is the next key step. This is vital in order to start to craft a fully working, customer-oriented marketing plan. Traditional marketing often follows the four P’s, which are product, price, placement and promotion, but these can also be applied to any kind of marketing. Product being what is offered, it can be a service, a physical product, event or basically anything. Price is the cost of getting the product, service, or other matter being marketed. Placement can be seen as where the product or service or other such is available at, or where the information of it is available at, how convenient it is for the customers. Promotion has the most having to do with the communication of the product or service or other matter being marketed. These are all four important aspects to look at in order to find the best practices solution. (Kotler & Armstrong 2006, 5, 50-51; Kotler & Keller 2012, 28-29; Website of the Business Dictionary 2015.)

3.2.2 Customer needs, wants and demands

Understanding the customers can be defined by three basic concepts: customer needs, wants and demands. These are very basic human concepts; people need basic items like food, clothing, warmth and safety. Wants on the other hand can vary a lot and can quite easily be created through marketing. Demands on the other hand are

matters that give people the most buying power, people demand for higher quality and more satisfaction. By creating attractive marketing about a product or service offered, a company can increase the attention they get in customers, they can create wants or even fulfill needs better than others of customers. A successful marketing campaign can be for instance evaluated on how many customers wanted and acted, therefore even got the feeling of needing the product or service on the marketing campaign in question. (Kotler & Armstrong 2006, 6; Marshall, Solomon & Stuart 2008, 9-10; Website of the Business Dictionary 2015.)

3.2.3 STP-strategy

Segmenting, targeting and positioning, STP, is another important part to look at when talking about marketing. A customer base cannot be just everyone, as people have varying tastes and needs and wants. Segmenting refers to certain groups of customers that have something in common, for instance people with same fashion sense or same kind of needs or thoughts about something specific or even geographically something similar, same town or region. Targeting is the next step referring to the selection of which segments to go for and how. Positioning refers to how a company places themselves when looking at the segmenting and targeting choices just made. Positioning can be communicated to customers by emphasizing what sets a company apart from its competitors. (Kotler & Keller 2009, 248, 267; Onkvisit & Shaw 2004, 277; Wood 2011, 11-12.)

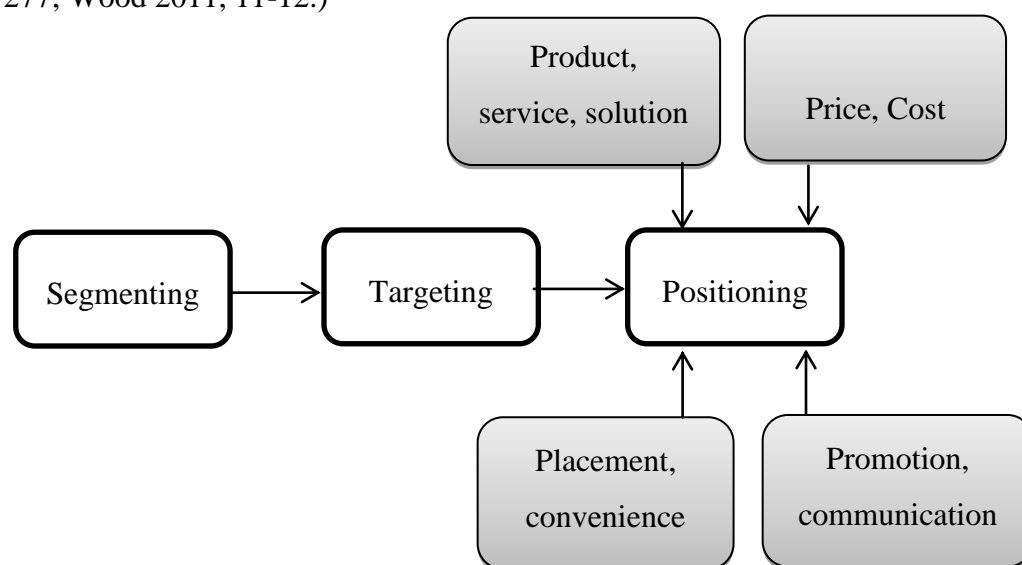


Figure 2. How four P's and STP work together. (Kotler & Armstrong 2011, 51).

Positioning is the phase when the four P's come into play as shown in Figure 2 above. When starting to focus on a more specific part of a marketing plan, like marketing in social media, all these should be figured out and ready to be applied to the specific section of the overall marketing plan. (Kotler & Armstrong 2011, 51.)

3.3 Direct and indirect marketing

Traditionally marketing, more over advertising is divided into direct and indirect marketing. Direct marketing can be done via phones calls, emails, or face-to-face communication at for instance a store location, an event or trade fair. Direct means basically the most direct way a company can reach its customers. Indirect marketing on the other hand could be any kind of print media; newspaper, magazine, letter or on websites, indirect marketing means there are more intermediaries between the company who markets something and the customer who receives it, for instance an advertisement in a newspaper. (Hutton & Mulhern 2002, 211-212, 215-219; Kotler & Armstrong 2006, 5, 364.)

3.4 Messages in marketing

In each means of marketing, the common thing is that there is a message that a company wants to get out and this message should be consistent throughout marketing activities within a company. The message consists of the entity; not just words, but the visual aids as well. Every piece of a marketing activity, whether it is a billboard, newspaper advertisement or television commercial, has to be considered to fit in. Even the surrounding, placement of it has to be considered to all work together for the best results. For instance advertising right next to competition can be risky, but also a calculated risk that could end up being for the better, if the campaign is good enough. It is important as spelling mistakes or placement next to the wrong advertisement could end up in an embarrassing disaster and possibly even be online forever to be found and reminded of. As the fortunate age of googling marketing fails are easily searchable and are a good reminder of what could go wrong. (DeMers 2014.)

Whether marketing is in print, television, radio or online, a big part of its message is the language used; the words and grammar of the message. One of the biggest things to pay attention to is the language used; that it is correct and proper. Good grammar and spelling knowledge is important, as it messages that the company cares about what they want to say to their customers. Besides proper grammar and correct spelling, knowing what to write and how to keep the message to the point are qualities to keep close in mind and improve in. When thinking about what to write and how, it is also good to know your audience, as a business audience, they will expect more formal writing, with facts and to the point topics. If the audience on the other hand is younger, it could be considerable to use some more youthful terms and most of the time swaying away from long texts that could be perceived as boring by the targeted customers, but rather focusing on exact messages, with images or other attractions to accompany the whole message. (Marshall, Solomon & Stuart 2008, 378; Website of Facebook for businesses 2015.)

4 SOCIAL MEDIA

Social media consists of people connected to others, often by being friends, family or acquaintances or something common and their posts that are often for instance either pictures, texts, videos, voice clips or a mix of either. Social media offers a platform for the customers and companies or organizations to interact. The easiness of interaction online is one of the most attractive qualities of social media. There are various types of social media outlets, and picking the best option or options for a company is important. Observing social media channels is also important to keep up to date with your possible customers and to be able to react to changes in demand or even to get feedback on how to improve your operations. The rise of social media has made following word of mouth marketing a lot easier than previously, as now it can be done by for instance searching a company or product on a search engine like Google. The competitors usage of social media and constant attempts to lower costs, are factors in the increase of using social media in marketing. (Dimitriadis 2014, 334; Hutton & Mulhern 2002, 196; Woods 2011, 54, 151.)

4.1 Social media channels

There are various social media channels, varying from sites where you post short texts, images, videos or audio or any mix of these. In most social media channels they require to create a full profile in order to be active on that channel. Connecting all of these is the fact that the main goal is to get to interact and get attention of the customers and hopefully of new customers. When working with social media, followers are the ones a company wants, and even more, they want active followers, so it is important to know how to get people's attention and actively engage them and keep them interested. Active followers are important as they are the ones paying attention to what happens on social media. An active follower expresses their attention and interest by liking posts, commenting on them, reviewing their experiences with the company. To measure how much active followers a company has, the number of the ones paying attention to the activities online to the number of overall followers. (Libert 2010, 187-189.)

Table 1. Information and statistics of different social media channels (Websites of Facebook, Instagram, Twitter, Pinterest, YouTube, LinkedIn, Blogger and Tumblr).

Social Media Channel	What kind of content does it have?	Usage / popularity
Facebook	<ul style="list-style-type: none"> • Posts consisting of texts, video, audio, images. • Likes and followers. 	"968 million daily active users on average for June 2015" "1.49 billion monthly active users as of June 30, 2015"
Instagram	<ul style="list-style-type: none"> • Posts consisting of images, short videos and short descriptions • Likes/hearts and followers 	"400M+ Monthly Actives"
Twitter	<ul style="list-style-type: none"> • Posts consisting of short texts, images and links as well • Followers and retweets 	"316M monthly active users"
Pinterest	<ul style="list-style-type: none"> • Creating boards of varying topics, commenting on the images/sites tagged • Likes/hearts and followers 	"100 M users" as of 18.09.2015
YouTube	<ul style="list-style-type: none"> • Creating and sharing videos and commenting them 	"YouTube has over a billion users"
LinkedIn	<ul style="list-style-type: none"> • Professional networking 	"300 M members in over 200 countries and territories around the globe"
Blogs (varying sites; Tumblr, Blogger...)	<ul style="list-style-type: none"> • Blogs, writings, vlog, images or a mixture of above • Followers and comments, shares 	Blogs act as more individual websites, than some social media channels; popularity/usage depends on the blogs themselves.

To mention a few most popular channels, there is Facebook, YouTube, Twitter, Instagram, Pinterest and various blog sites. A few of these above mentioned (Chart 1) popular social media channels are elaborated in the following chapters. (Woods 2011, 151.)

Facebook – A social media based on profiles, connections between them and pages that for example companies or organizations can create that people can like and follow. Facebook works with various kinds of actions from written posts, images, videos and so on. This allows a great advantage as well to the fact that it is easy to link other social media channels to this and make them complement each other. For instance many companies announce new things happening in their companies, whether it is a small or big matter via Facebook or for instance some have competitions with the basic idea of “like & share”, which gains a company followers as well as spreads the word of them efficiently. For companies and organizations Facebook works widely on followers and having active followers is what a company aims for. The more active followers a company has, the more their posts and activities online get attention; likes or comments, or both, from the followers. (Website of Facebook 2015.)

YouTube – Social media based mainly on videos, sharing, liking and creating them. This is an ideal social media channel to share via other channels and to have all video material of you and your company easily available in one place. (Website of YouTube 2015.)

Twitter – Social media based on short text message long texts, or images, and using hashtags has become very highly used here. This allows customers and companies to bring wider attention to things they post about. (Website of Twitter 2015.)

Instagram – Social media channel based on pictures and short video clips. Hashtags are used a lot in this social media channel, which brings a lot of added attention for what you would be posting about. (Website of Instagram 2015.)

Blogs – social media option based on longer texts, possibly pictures, and video or audio as well, whatever the blogger wishes to do. The popularity and usage of a blog

is totally up to the blogger themselves, since you can do it in so many ways. Blog communities do promote various blogs among themselves, but mostly people discover blogs through other social media channels or word of mouth. Blogs usually vary around selected topics; there are lifestyle blogs, blogs about pets, hobbies, food, almost anything that can be thought of. (Website of Tumblr 2015; Website of Blogger 2015.)

4.2 Social media channels as a tool

How to select the best working channel or channels for a specific organization or company then is an important question. For this a good way to start is to consider what social media channels you have working knowledge of in the company already. Carefully considering what strengths there are within the company already, those are a strong place to start with. It is important to realize that while for instance someone might be familiar to Facebook with years of using it as a private person, there's always room for growth, especially when beginning to work with it from the standpoint of a company. Also a company's target customers should play a part when consideration of what social media channels to go with, as for instance LinkedIn is more of a business relationship network and Facebook has various kinds of people. A company should find the fine line to balance their social media presence on, what they know and what they are capable of learning and in what timeframe. Staying too small could result in slow growth of their social media presence, losing visibility to customers. As taking over too much at once could end up in failure as well. (Kotler & Keller 2009, 267; Libert 2010, 79.)

How to choose wisely then? For instance SWOT can help with this. Considering existing strengths in computer skills, social media knowledge, spelling and grammar skills and realizing existing weaknesses, for instance scheduling issues, personnel issues; who would take care of it, possible lack of social media or other ICT knowledge or even language proficiency could be a downfall sometimes. Opportunities need to also be weighed and considered in each channel individually and as how they would interact with each other and other marketing operations. Threats are also good to keep in mind, as are competitors highly successful on a certain channels,

which would oppose a threat for a company in the same field trying to gain their part of the attention on social media. Based on what a company discovers in each compartment of the SWOT analysis, these discoveries can point to the best social media channels for just that company. (Website of the Social Media Examiner 2015.)

5 MARKETING PLAN

5.1 Overview

A marketing plan's purpose is to serve as a clear guideline for an organization to follow through with any marketing activity. A marketing plan should answer questions of what is it the company wants to offer its customers. A marketing plan should be based on research and analysis related to the market the company in question operates in, the targeted customer and the products or services that are planned to be marketed. Most of all, a marketing plan should result in actual plans of how to come up with and how to follow through with a marketing campaign, as well as defining who is marketed to. A full marketing plan includes everything from planning, means and ways to complete it, actually going through with a marketing activity and how to follow up with it afterwards, as well as financial and communication wise issues. (Woods 2011, 5-6.)

5.2 Parts of a marketing plan

A good marketing plan begins with the current situation; there should be a broad understanding of the current situation, as well as of the markets and customers. A marketing plan on a basic level starts with executive summary, followed by the research and analysis of the current situations; via for instance SWOT, competitor analysis and the overall marketing strategy. Clearly defining and analyzing the market is also important. This leads to selecting which segments to target within the market using the aforementioned STP-strategy. Besides defining the targeted customer groups, essential parts of a marketing plan are the communications plan, financial plan, fore-

casts and metrics of how to follow through and follow up with the marketing plan. A marketing plan is a document that covers all aspects of any marketing activity and how they line up all together within the company. The following chapters will enlighten the most essential parts of a marketing plan. (Wood 2011, 6, 189-199.)

5.2.1 SWOT

SWOT stands for Strengths, Weaknesses, Opportunities and Threats. SWOT analysis is a very useful tool with almost any kind of thing when it comes to business. SWOT measures the internal and external aspects of a situation or company. For example in marketing, it measures the company's own strengths when it comes to marketing; like personnel with good communication skills, weaknesses within the company, like experience only in a few media channels, opportunities, like other media channels or gaining new knowledge and threats being issues like the competitors' marketing knowledge and campaigns.



Figure 3. SWOT analysis. Strengths, Weaknesses, Opportunities and Threats described in the context of considering micro- and macro environmental factors. (Woods 2011, 29).

As shown in the above Figure 3, this relates very closely on the micro and macro environmental analysis of a company or organization, as strengths and weaknesses are internal, micro environmental aspects and opportunities and threats are external, therefore macro environmental aspects to look at. (Kotler & Keller 2009, 89, 99; Woods 2011, 28-29.)

5.2.2 Competitor analysis

Competitor analysis is vital, as it can give you clues on what to focus on and in some instances what to maybe even avoid from doing. Analyzing the competitors' marketing activities is very eye opening as you will get to know what needs to do better than them. Also in some cases, if a competitor makes some mistake in marketing, a marketing blooper, you might therefore be able to avoid such a mistake. All of this aims to improve your own company's marketing activities and their success. The SWOT analysis is a good start on how to assess your competitors' ways of doing things. (Kotler & Armstrong 2005, 529-531.)

5.2.3 Strategy

Marketing strategy holds within many things, essentially it is the means by which the company is going to reach its goals in marketing. The aforementioned STP-strategy is important here, as that way a company defines what it wants to focus on in its marketing activities. The marketing mix of the four P's also can be referred to here, as the four P's can be applied to most kinds of marketing activities. Traditionally four P's refers to physical products and their pricing, placement and promotion activities. The four P's can also be useful when considering services, or even for instance on social media. (Kotler & Armstrong 2005, 46-51.)

5.2.4 Communication plan

A communication plan can be included in a marketing plan, as it is a more detailed plan on what and how to actually do in a marketing campaign. A communication plan can be on an overall level, what marketing channels to use and in what ways, or it can actually include concrete plan details of certain marketing campaigns, this is often referred to as the marketing communications mix. A good communication plan indicates what the message is, what means of communication are going to be used and in what way, and how much what kind of resources, for instance finances and HR, are put into it. Mix refers to the fact that a communication plan often consists of several channels of communication, traditional print media, TV, radio or social me-

dia for instance. (Kotler & Armstrong 2006, 424-432; Marshall, Solomon & Stuart 2008, 377-378.)

5.2.5 Financials and forecasts

Next to what and how to market, so the communication aspect of marketing, financial matters are very important for a company in marketing. A company has to budget its finances correctly in order to manage their business. Exact numbers also make it easier to make sure the company is not wasting its financials, and a company can easily calculate the return on its investments after any marketing campaign. When knowing what has been invested in a marketing campaign or activity, it is easier to follow up on the return on marketing or also known as marketing ROI, so how well it went, and if any profit was made. A marketing ROI can be counted when the costs of the marketing campaign are known and when known depending on what has been marketed, for instance on how many customers the campaign brought to an event, or how many purchased the product being marketed, and the differentiation results in the marketing ROI. A positive ROI results in increasing customer satisfaction and the likelihood of the customers returning or for instance being more active and positive on social media towards the company. (Kotler & Armstrong 2005, 55-56; Kotler & Keller 2012, 69.)

When knowing the financial and invested resources aspect of a marketing effort, it helps in looking into the future. Estimating future turns of events in similar marketing campaigns or events is very useful for an organization. Forecasting for the coming campaign can be done even just by comparing the development of previous campaigns or by reviewing the last campaign and any follow up after it. In some cases, for instance when starting up an entirely new campaign or event, it might be difficult to gain enough information for proper forecasting, but then a company should invest in research of similar events or campaigns from in the past, even from competitors or how they were managed elsewhere, and look into what aspects of previous customer behavior could be useful to the new marketing effort ahead. Social media can be very handy in this kind of a situation, as you can create questionnaires or polls to gain more information for the future about customers and their wants. It is good to re-

member forecasts are just estimates to help a company plan better for the coming marketing efforts. The less known factors there is, the more tricky it is to create an accurate forecast. (Kotler & Armstrong 2005, A-15 – A-18; Woods 2011, 177-179.)

5.2.6 Metrics

Metrics in a marketing plan are very important; they are there to measure how well a marketing plan has done. Metrics usually define how the return on investment, ROI as mentioned in chapter 5.2.5. Financials and forecasts, is calculated and followed upon, how customer feedback is handled, or any other issues related to any kind of marketing activity the company has completed. Metrics aim to define on very clear terms on how well marketing went as a whole process, from the very start to the very end. These results will and can be used as a guideline when planning future activities and easily give clues on what to do better. Metrics are ideally as specific as possible, numbers, details to determine if the goals were met and how well they were met. This all also helps with the forecasting, as then you can see which issues require more attention and which can be seen as strengths. (Libert 2010, 136-138; Woods 2011, 171.)

5.3 Social media marketing plan

A social media marketing plan focuses on the aspects related to social media's role in marketing and as nowadays internet and especially social media has a constantly increasing importance to customers, companies and organizations, it has become more important to clearly take notice of social media as a way of marketing. It has to be aligned with all other marketing activities, and it emphasizes greatly the communications part of marketing, as social media marketing is a quite inexpensive way of marketing. A social media marketing plan can either be included in the overall marketing plan or be specifically a marketing plan for social media being the sole way of marketing. When a specifically social media focused marketing plan is created it focuses on the ways of communication; how, when, where and what. A social media marketing plan applies a traditional marketing plan's information into social media's aspects. (Kotler & Armstrong 2006, 563-565; Libert 2010, 174-175.)

The most used way of planning coming social media activities is determining a timeline, for instance dividing the year in half or quarters. Within this more specific timeframe it is important to acknowledge the bigger events to work forward to, for instance a big product launch, sales beginning or other event that the company really wants to highlight to their customers. Alongside these main events, there are all kinds of smaller every day events and notifications or events. The main goal of the social media plan is to consistently work towards the event determined to be the highlight of the selected period and then to successfully integrate the smaller posts around that. (Website of the Social Media Examiner 2015.)

When planning the posting of the other matters on social media, there are two types of topics repetitive ones and one time occurring ones. Repetitive topics or events can be something that happens on a weekly or even daily basis and other topics to post about can be one time specialties, or some temporary thing or someone time announcement. In reoccurring events it is important that the more frequently they happen, the more careful the posting is, since it is not attractive to followers if there are constantly repetitive posts. For instance if a company posts the same post about the same offer every day or every other day, it could result in the loss of followers. If there is a case where posting daily about a similar or even same topic is the best option, the way to go would be to carefully consider how to vary it, how to keep it interesting still for followers and to possibly get the attention of others on social media. A way to vary something that could be easily very similar in written form could be pictures. For instance a daily varying lunch menu can look quite similar day to day in written form, but pictures would be an interesting way to go as people tend to enjoy watching varying pictures, rather than similar posts in text. (Kramer 2015; Lee 2014; Lepage 2014.)

When focusing on the bigger for instance event it is important to come up with an initial schedule. This schedule would consist of the end date, and the main things leading up to it, milestones so to say. It is also important to visualize what the main message is about this, if it indeed is an event that is being marketed, then the goal is to get peoples' interest and them wanting to come and participate then. Any kind of big event can build up towards to by taunting people, being a little bit secretive or

then by being very informative, keeping people really posted on the progress what is going on in for instance making the event happen. (Alton 2015; Kramer 2015; Lee 2014; Lepage 2014; Websites of the Social Media Examiner 2015.)

For instance the following example of categorization and scheduling of coming activities within a company could be handled as follows on social media:

- New product launch coming in three months' time.
 - Milestones can be: confirmation of manufacturing schedule, announcement of the product, reserving the product in advance, releasing the product, sales...
- Weekly changing product offer of an existing product.
- Weeks 4-5 sales at store locations

The big goal in this example is the new product launch in the set timeframe. All the company's online activities should be leading up to this and keeping this in mind. It is important to realize the milestones and make them possibly stand as bigger posting on social media, attempting to make it as visible as possible, by pictures or by video. For instance for a new product launch, milestones could be when the schedule of manufacturing is confirmed, getting to officially announce it, how customers can get their hands on the product, can they reserve it beforehand, the actual release of the product, all of these are things that can be considered as milestones and matters to post about in various ways. Between these posts is important to keep track of things that happen regularly, like a weekly offer, it is best to keep these posts consistent timewise, but interesting still for instance by photos or short video clips. Besides smaller and regular issues there might be smaller events, for instance sales that last only for a certain period of time, it is important to lead up to it, the closer the sales in this case come, the more frequently the postings should occur.

All in all in this instance it would be wise to write down a schedule pinpointing the main steps leading up to the new product launch, and trying to space them out quite evenly, and in increasing amounts the closer the bigger event gets. Considering the weekly announcements, clever timing and looking attractive are the best ways to plan them. Adding up to all this are the other events, like in this example; the up and coming sales weeks. The reason why it is important to visualize the timing of everything,

so that there would not be days when there are several posts and suddenly several days without posts. Online followers could get annoyed by suddenly having their social media feed overflowing with posts by one source, which could result in a loss of followers or likes, or result in less active followers as well. Therefore timing in social media is good to consider carefully. Timing is also important in when people are most active on social media, for instance lunch breaks, after office hours or in the morning, to gain most visibility. (Gillet 2008.)

According to various researches, and by many people's personal experience, people are most active on most social media channels in the afternoon hours of the day on working days, and on weekends the best hours are during the day, not too early as people want to sleep in and not too late, as people often have plans, watching a movie, just being with their families or friends. Blogs on the other hand tend to have an overall focus around the end and beginning of the week, and later parts of the day, when people have more time to write and read into blogs. There is a risk when posting at the most active hours of Facebook usage that your posts get lost in all the other posts. To solve this a company could keep an eye on the likes their posts get at different posting times, or then clearly differentiating themselves, for instance by using eye catching pictures. (Gillet 2008; Website of Time 2015.)

All in all when considering posting as mentioned, the closer the event is, the more important the posts are and often the more frequent they are. Of smaller topics to post about, the ones that happen on a shorter time span, it is important to still post properly ahead of time so people have enough time to react to it depending on the matter. The bigger the matter is, the earlier it should be marketed about, to gain maximum attention.

Besides timing selecting what to do on social media can be a challenge as there is so much to choose from. To start with, a company should select which social media channel or channels to go with and with what type of posts. Chapter 4.1. Social media channels, introduces some of the most well-known social media channels that most of the time are the ones companies choose from. Different channels have different kind of users, so considering the type of customers a company wants to target is a good lead to selecting what social media channels to focus on. For instance a

company focusing on B2B activities would select social media channels that are highly used in business culture, like LinkedIn or Twitter. Or a company targeting young adults would choose to go for Facebook and for instance Instagram. A company with other focuses than gaining high profits could consider the channels with most activity, such as Facebook or Instagram or YouTube, if it suits their means. (Website of the Social Media Examiner 2015.)

A company also has to decide how they want to bring forth the content they have decided to, so in other words, what will their social media activity look like. Social media posts can consist of long or short texts, words, images, video or audio or even a mixture of these. Some social media channels favor certain entries, such as YouTube specializes in video and audio posts and as Twitter focuses mostly on short texts and possibly images. How to know then what type of posts to post? The more professional the target customers are the more professional the posts should be, as in short, clear and efficient. (Website of Time 2015.)

There is a fine line to this though, as if posts consist only of texts, it could be perceived as monotonous; therefore some images could be considered to balance out the entity. Images or photos are a nice and easy way to vary posts that otherwise could end up being the same each time, for instance in a daily or weekly changing offer. Pictures also are a good way to differentiate from others, especially if a company can produce the image material themselves, for instance by using real photos taken of the real thing being posted about. This is also where working with different social media channels can be useful at, as many social media channels allow forming connections to each other and if a company would choose to post it in multiple places at once. For instance an Instagram photo can be shared on Facebook, Twitter, Tumblr or Flickr as well if so chosen. Selecting channels to be used also has to be considered from the point of view of how they interact, if at all. If time is of the essence, then it can become very useful to post at several ways by posting once.

The content of the posts can be presented in various ways. A company could choose to be informative in their posts, giving lots of information to their followers, or very visual, with lots of images or videos, or mysterious, for instance by taunting customers by revealing bits and pieces of what is about to come. Another option besides

regular posts on social media is various kinds of competitions. For instance on Facebook there are many competitions based on the principle of “Like” and “Share” in varying concepts. Most of the time a company promises to either by a set time or set amount of gathered likes on their page to give out a prize. To get to participate people then have to like the post and the page of the company and share the competition photo. This is based on the concept of word-of-mouth, as one person tells another and they tell another and so forth, spreading the word of the company. (Website of Time 2015; Website of Facebook 2015; Website of Facebook for businesses 2015.)

6 RESEARCH IMPLEMENTATION

6.1 Research methods

There are two main methods of research when it comes to a research process; the quantitative and qualitative research methods. Quantitative research methods refer to data gathering that can be measured in numeric terms. Qualitative research methods on the other hand focus on describing something that cannot be measured in numbers or other actual forms. For instance, statistics are quantitative research methods and observations and interviews are qualitative research methods. (Website of the British Library 2015; Haley, Morrison, Sheehan & Taylor 2012, 29.)

This thesis takes use mostly the qualitative research method. The theoretical part of this thesis will be widely based on existing literature and the actual guidelines for a social media marketing plan of this thesis will be based on the theory written, the personal experiences of the author, interviews and online activities of the organization.

The interviews to be conducted will be non-standard interviews, meaning that the questions within it are open for changes during the interview, depending where the discussion goes. The author will interview an employee with a permanent contract at the Finnish Seamen’s Mission in Brussels and at least two volunteers who worked at the Brussel’s Seamen’s church when the author completed her internship there. The

author will also create an online questionnaire for the rest of the employees who the author does not manage to get to interview. This questionnaire will work on the same basis as the interview, the answers will be given in written form, with as much space as needed to answer and leaving room for additional rising issues.

A non-structured interview was chosen here to allow the author to gain as good of a picture of the situation and wishes of the organization. The author also believes this way of interviewing will allow new aspects or issues to possibly come up within the discussion. The online questionnaire also was created on this basis, to leave as much room for arising ideas and thoughts while answering the questions. The interviews and questionnaires were conducted in Finnish, so that the employees would be able to answer better, as some of them were very concerned of having to describe their ideas and thoughts in English. The language choice was made to lower the risk of misunderstandings and some things or ideas not being mentioned due to the language factor.

6.2 Implementation of the research

The interviews consist of several discussions that the author has face-to-face with the service manager at the Finnish Seamen's Mission in Brussels, as well as email exchange between the author and the service manager. Besides the service manager, the author interviewed face-to-face and online through a messenger application three of the long term volunteers who were employed at the case organization when the author completed her second practical training in Brussels. Two of the volunteer employees were working approximate for a full year each within the service/sales team in which the author was completing her practical training at as well and one at the previously existing second location in Belgium, Antwerp, but she had a lot to do with the Brussels location as well and was employed for over a year and a half. They were chosen based on their longer term experience within the case organization. For the rest of the employees, they received an online questionnaire and have been able to answer in any length to questions designed to be open ended to encourage open thinking and any possible ideas, that they have arising when working in varying positions within the case organization.

The interview and questionnaire results will be reflect upon researched theory in this thesis and on the author's personal experiences within the case organization and with social media. The questionnaire was set online at the end of summer, in the beginning of fall and was answered by eight employees by the third week of October. The interviews' were conducted at varying times, during summer 2015 and beginning of fall 2015. When combining the interview results, all the discussions the author had during her practical training period with the other employees as well as with the service manager have been taken into account as well. The work history of the permanent employees within the company varies from one to two years. The volunteers who answered the questionnaire have been with the case organization varying periods lasting from one month so far to one and a half years with the case organization.

The formed interview questions begun by asking what the position of the person answering was in the case organization and how long they had been working there. This question was to give the author a base on which to reflect the depth of understanding that the person who was answering has of the case organization and its activities. The second question also was set to give the author some insight into what kind of skills and knowledge there is of the topic in question; social media. These two questions work as the background information when analyzing and implementing the research.

The following questions follow along line the theoretical findings of this thesis; they are to discover the employees' point of view on the current situation of social media usage. These findings will help confirming the author's personal findings, which serve as a starting point to build the future social media activities on. The following section in the interview begins to deal with the issue the case organization really wants to work on; what to possibly change and improve in the current ways of marketing on social media and what to do about expanding their presence in social media. These issues were divided into a few open ended questions, with follow up questions to lead the discussion on further. This part specifically was to serve as research for how to improve the current situation, the current usage of Facebook and how to expand. Considering the current situation works as a bridge to the following questions of what other social media channels to possibly include and why. This was an

important topic for the case organization themselves, and therefore there later questions where about the possible options for the future.

The interview, as well as the questionnaire ended with an overall question whether there was something else that still came to their mind amongst the discussion or perhaps something that was not clearly asked. These later parts serve as the main research that will be analyzed and implemented into practical suggestions for what to do to find the best practices solutions for the case organization. The full questions can be found in the first two appendices of this thesis.

7 RESEARCH RESULTS

The research results will primarily handle the interview and questionnaire results and the analysis of those results. The found results of the practical part of the thesis will be combined with the theoretical research of this thesis, and from those the author will draw possible solutions and recommendations specific for this case organization to consider, which will be further discussed in chapters 8 Recommendations and 9 Discussion.

7.1 Current situation analysis

To start with the current situation analysis as the first questions were designed to awaken thoughts of. The research found that the current knowhow of any employee in the case organization stayed within the most well-known social media channels. There was a clear top three that came through from the results when discussing familiar and in active usage social media channels. The following figure will indicate the level of familiarity with which social media channels.

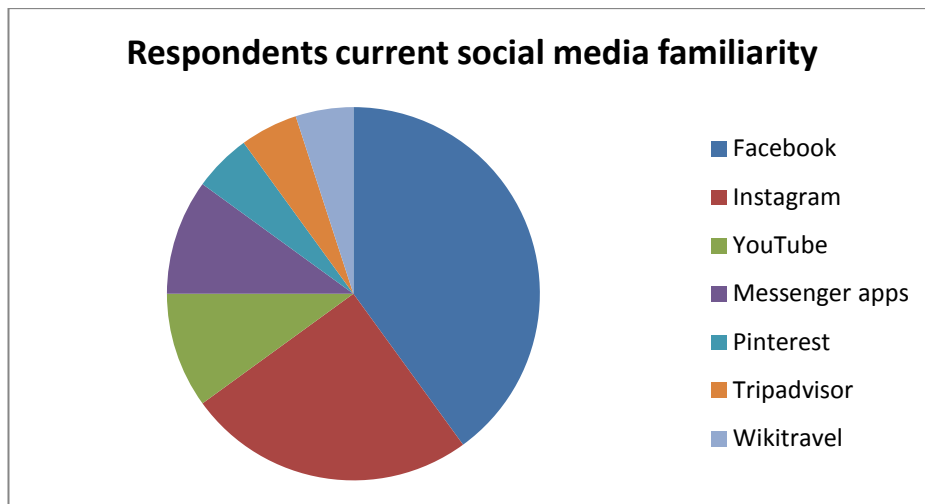


Figure 4. Respondents current social media familiarity based on the questionnaire results.

The top three were the following: Facebook, Instagram and YouTube. A notice here would be to keep in mind that for instance YouTube can also be actively in use when viewing videos, as well as actually uploading content. The other mentioned social media channels or applications were mainly varying messaging applications; such as WhatsApp and Snapchat, as well as some travel applications; TripAdvisor and Wikitravel, and also Pinterest was mentioned to be actively used by one of the respondents.

From the answers it came clear that the currently active social media channel is Facebook and also strong discussions were getting through that the up and coming channel option would be Instagram. Every respondent mentioned Facebook and when discussing and analyzing the current use of Facebook, the replies did not vary that much from each other. Many mentioned that it is at a basic okay level of usage, but needs more visibility. Some issues that came up with the current usage of Facebook were issues with timing and lack of differentiation and the messaging being very purchase oriented. There were some concerns among the respondents about this later mentioned aspect as the case organization aims to be a community and so much more as well than just trying to sell things. Some answers indicated some positive recent changes as well. Besides the very likely launch of Instagram, there are active attempts to improve the activity levels on Facebook, which is seen as something very positive amongst the respondents. There also arose some concerns of what are the decisions to post about something based on. Some answers indicated that some topics

get more room online and some might not get mentioned at all, but overall it seems that the current situation with the Facebook account has a steady base.

7.2 Future analysis

Most discussions of the current social media situation analysis lead already to ideas and thoughts about how to improve social media activities. This is very positive and shows that there are resources to be used within the case organization for future social media activities. When discussing more precisely about the future of the current situation with the usage of Facebook the replies were along the same lines of all the respondents. Majority of the answers brought up the visual aspect of the messages, to have more consistency in all online contents and to increase and encourage interactions online between customers and the case organization. Overall all answers showed positive thoughts of how social media marketing will be handled in the future, as well as some anticipation of getting to see how proper guidelines and tips what to follow and try in the future to improve the case organization's online presence.

The topic of what to improve in future social media activities resulted in various issues that would need improvement as well as with various ideas what kind of posts to post to the Facebook-page of the case organization. Clearly the most mentioned topic to work on was to be able to attract more attention to the activities online. As mentioned, current activities tend to be perceived as slightly repetitive and at times dull and very sales oriented. Suggestions to improve these aspects were to work more with photos and to be more efficient when using words in posts. Some of the practical suggestions made were having more posts and little stories of customers and especially of the personnel that a customer meets when visiting the case organization, as well as encouraging interaction; commenting, likes and shares of posts. When writing posts on a social media channel, language plays a bit part and some answers reflected a worry of this. The worry is mainly about how to ensure the language used in posts is correct and easily approachable, but still professional.

When further discussion the usage of photos, it came clear that they should be of good quality and accurate to the message intended. All respondents agreed that using photos do increase the chances of people getting more interested in the message behind it. To go with a good photo in a post in social media is a good piece of text. Many discussions lead to acknowledging that getting to the point, without too much extra wordings is important, as well as without being too repetitive. For instance in the posts about, sometimes even daily, what edibles have been baked and are served at the day in question, the picture plays a big part in creating the interest and what comes to text it can stay along the same lines; stating what is served and for what price, but also by who. Many respondents mentioned the wish to try to make posts more personal, for instance by telling who would be greeting with what kind of goodies today if someone comes by the church for something to eat, or who's waiting for families to join in for a group activity.

The suggestion to go more personal in postings came very well through in a few answers, but especially one respondent mentioned a very valid point; to emphasize why should someone come and visit the case organization, to bring through what she or he can gain from it; a connection to other Finnish people, the Finnish products that many Finnish people long for abroad, as well as Finnish cultural experiences in varying forms. The case organization has so much more to offer than just increasing sales in the café, as one reply mentioned. This is indeed a tricky issue as the case organization funds its activities via profits gained from sales activities such as the cafeteria and the Finnish market section. Besides this, many respondents felt that the emotional gain that a customer can get from participating in an activity, coming to enjoy something Finnish like the sauna or the Finnish library is important to bring out better than previously. These all were recognized as very important factors that clearly differentiate the case organization from any other company or organization in Belgium, including for instance other similar Nordic church organizations and the ScanShop in Brussels.

Besides increasing the use of photos in social media postings, also videos were mentioned by two respondents, which brought up the issue of time management. It came clear that videos are to be considered and to see if there are proper resources to create videos. Creating separate events on Facebook were mentioned as well, as this could

help diverting information about different events more appropriately and decrease the risk of overflowing the case organization's Facebook page itself with posts of one topic only. When creating an event on Facebook, it would allow the case organization to invite their followers and they could spread the word by inviting their social media connections to specifically that. An event page would also allow all the information about that event to be conveniently available for anyone interested. The event page could ease timing issues of posts; maybe making it easier to manage timing the posts of that specific event. The event page can as well be used as a metrics tool to follow up easier on how much attention that event got online, as the amounts of likes and shares and comments on different posts can be compared and seen on one site, without having to select them from all the other posts.

In the future, there is a strong indication of expanding the social media presence of the case organization and all respondents but one felt strongly that it would be a good idea to expand to at least one other social media channel, besides Facebook. One respondent emphasized improving the current activities first and considering expanding later on then again. For the other answers, they explained that expanding to other channels would be a good idea, but not a lot at once, to ensure that each activity that will be done can be managed properly as well.

The respondents went on to discuss which channel options would be the best ones for the case organization to go for, most answers were considering various options in depth. The conversations went onto mention Twitter and YouTube, and all but one respondent mentioned strongly Instagram. Instagram seems to be a strong candidate and getting lots of interest from the employees in the case organization. There are very likely plans to launch an Instagram account in the near future. Twitter is mentioned for its reach within the business world, and Brussels is a very business active city. YouTube is mentioned mainly as a handy resource to have all video content in one location. Having all video content uploaded to one social media channel would make it easier to manage and share the videos to other selected social media channels.

Instagram was the most liked option due to its up and rising trend in the popularity of social media channels. Some respondents consider it to be a good way to reach some

of the younger and very social media active possible customers. One respondent also brought up the usage of hashtags; #. Using hashtags with pictures posted on Instagram could attract people who otherwise would be aware of the existence even of the case organization. The respondent suggests selecting them carefully and mentions that for instance using hashtags to indicate the location such as #bruxelles, #brussel or #maelbeek, could attract someone in the neighborhood to stop by.

Besides various channel selections and their usage, it is clearly important to get the knowledge of a social media presence out there to the customers and possible customers of the case organizations. Several of the respondents suggest having visible signs at the church of Facebook and other possible social media channels. For instance a neat A4 sized paper printed with clear Facebook and what other intended social media channel logos and account names on it in addition to a text indicating that a customer can find the case organization online from these channels as well. This could enable the less active social media users to go check the pages out. The visibility can also be increased by using other social media pages of Finnish communities to the case organization's advantage. There are a few active social media pages, especially on Facebook of Finnish people in Belgium, and sharing information of happenings and events, the overall existence of the case organization in Brussels would be a good idea to look into.

7.3 SWOT analysis of the research results

The SWOT-analysis was chosen to analyze the research results as it handles both internal and external environmental factors and both positive and negative aspects as well. Therefore using the SWOT-analysis in this situation gives a very comprehensive understanding of the current situation. The SWOT analysis is a very useful tool to use in the future as well. When doing the SWOT analysis in the future, it can be compared to previous analysis results easily and thereby reflecting the changes happening for the better or worse. These results can help to identify what aspects to pay special attention to.



Figure 4: SWOT analysis of the research results.

Strengths of the case organization and their employees that came through in the interviews and questionnaire were quite many of which some can serve as opportunities as well. To start with, the biggest strength is the already existing social media knowledge, especially amongst the volunteer employees. This is a very valuable asset for the case organization and would be wise to communicate internally about, so that some of that knowledge would stay within the case organization to apply in the future. Another huge advantage is the Belgian Finnish community and especially the online activities of these communities especially on Facebook. The wide network of Finnish citizens in Belgium is definitely a strength also due to the fact that the targeted customers of the case organization are Finnish people living abroad; in this instance more specifically the ones living in Belgium. These social media pages and groups of Finnish citizens can play to a big advantage to reach most of the Finnish citizens living or frequently visiting Belgium. Pages like this are such as “Brysselin suomalaiset - harkat ja muut professionaalit” with almost 1000 members and “Belgiassa asuvien suomalaisten pulinat” with a bit over 700 members, and some smaller groups as well, which are more private or for a more defined crowd, but some volunteers or interns could be involved in that might not be known of yet. Also

organizations such as The Finnish Association in Belgium and Finnish Cultural Institute for the Benelux have varying cooperating activities with the Finnish Seamen's Mission in Brussels and also have many Finnish followers, which can be taken advantage of. Sharing information of for instance coming events on these pages could bring in customers that otherwise would have not even known about the case organization.

Nowadays the use of smartphones and technology over all should be considered as a strength as well. As many volunteers tend to be rather younger adults than middle-aged adults, smartphones especially tend to be in very active usage. This could play its part in making posting online more efficient as it would be accessible from a smart device and not require going to the PC to upload content. The church has working Wi-Fi, which enables using smartphones or tablets even without having to have a local sim card to use internet.

Weaknesses that arose from the interview and questionnaire results were few, but therefore they require careful consideration. These mentioned weaknesses were related to resource management, such as timing online activities and the unclear state of who does what online. This can open the door for risks such as for instance the style of postings changing too much, someone being less careful in proper language than another and varying qualities of photos. The awareness of online activities could as well be improved according to the respondents. As the case organization's Facebook page has quite uneven activities from the case organization's side, and especially from the side of followers. A few posts get tens of likes, but the majority gets only a few, if at all. Timing online activities has a lot to do with the lack of knowledge what to base a schedule on, what to post, by whom and when on which social media channel or channels. Changing personnel poses a weakness as well currently, as volunteers come and go regularly. As they go currently, most of their knowhow goes with them as well.

Opportunities which came up amongst the results were as mentioned the other Finnish related social media pages, especially on Facebook. These open up a door to reach and gain new followers and new customers to come and use the services and purchase products and attend events at the case organization. They also open up

ways to reach the other Finnish people and people interested in Finnish and Finland to know about the case organization. Also following them, to know what is going on in the Finnish community in Belgium is a good opportunity. The changing volunteers open opportunities as well, as by increasing communication about the use of social media. This is a very valuable opportunity to gain knowledge about social media and marketing ideas to apply to social media rather than letting all the possible ideas go away when the volunteers leave. This way each volunteer leaves something to use and apply for in the future within social media activities, as someone else might think of something no one earlier had thought about.

There are a few things to consider as threats currently. Other businesses, which are active on social media that can be seen as a threat as well, as some of them offer similar goods and services. The Swedish Church in Brussels and ScanShop can be for instance seen as competitors. Their social media activities can also be seen an opportunity to learn from, by following who has what kind of successful posts. Besides competitors, an existing threat is the possibility of anyone being able to post what they want to the case organization's page, both in good and bad. This is important to realize, but currently there has not been a big issue of this, as the goal is to overall increase the reactions of the case organization's followers', aiming for the positive attention.

8 ANALYSING THE RESEARCH RESULTS

8.1 Current situation

Based on the theory and research conducted, it is safe to say that keeping and improving the case organization's Facebook page is a wise way to go with as it has a very steady ground to build on. Besides this, the research indicates that Instagram would be a smart choice to go with, as many of the employees are familiar with it and can help educate the ones who are not so familiar with it yet. Based on all the findings it would be recommendable to analyze in depth the current activities on Fa-

cebook and from that reflect how future activities there and on other social media channels could be planned.

As currently the case organization is using Facebook, so it is good to look through all activities on the case organization's Facebook page and take special notice to for instance which type of posts have gotten more attention from followers. Another part to look at is the gaining of followers. On a PC anyone can see a chart of follower activity on a specific Facebook page. This function is available when selecting the amount of likes on a page, when using a PC or laptop and it leads to a page with more details of likes and followers. For instance the following image shows the statistics available for the Brussel's Seamen's Mission's Facebook page.



Image 1. Like and follower statistics of Brussel's Seamen's Mission's Facebook page on 29.09.2015 from the official "Brysselin Merimieskirkko" Facebook page.

As seen in Image 1, they've had an increase in gaining followers "this week" compared to "last week", totaling up at 1116 followers/likes, and 78 actively talking about the case organization by 29th of September in 2015. Overall when following the trend of these lines, they seem to develop slowly, but in a steady manner for the better. One goal is to increase these numbers, especially having overall more active followers on Facebook.

Currently when scrolling through and comparing posts and how many likes they have, there are big differences from posts without any likes or comments to some with tens of likes and some comments. Posts that seem to every time get lots of likes are posts with photos of someone at the church; an employee or participants of an activity, combined with brief texts. These kinds of posts are easily relatable for followers or someone else online who ends up on the case organization's page. It would be smart to consider keeping an eye on which posts especially attract comments and likes. There are not many posts which have been shared, which is something to keep an eye on as well and would be very good if it would happen, as it spreads the word to others who do not yet follow or even know about the case organization.

8.2 Planning social media activities

Once being familiar with the current actions, and how followers online have reacted to which, it comes to applying that knowledge and the theory related to social media marketing to practice. A few basic matters should be decided upon beforehand; who posts, what kind of posts are preferred and when which post is posted. Agreeing on who handles posting on which social media channel creates less chance on miscommunication and less chances of crowding a social media channel and less chances on big style differences between posts. This could either be one person, or a few selected or everyone. If only one person takes it over to manage social media aspects, timing that all into that person's other work duties can turn out to be difficult. Sharing the workload with a few, with clear guidelines eases that difficulty. If everyone employed has the access to post on social media channels for the case organization, there has to be very clear guidelines, so posts do not end up overlapping, or create other mistakes due to miscommunication.

What posts has to do with the contents of posts. It is important to have even a basic division between the big events of each season and the smaller matters from daily or weekly events or activities to announcements. Having a basic understanding amongst everyone who has access to post content online of what happens when helps everyone to be on the same page.

These bigger events for the case organization would be the Christmas market and Easter market to mention the two biggest. Smaller activities to post about vary a lot; library usage, possibilities to reserve the sauna, the café lunch and freshly baked goods, importing new products to Belgium from Finland to be sold at the market selling Finnish goods group activities for kids, youngsters, au pairs and families and varying kind of more official announcements. It is important to have a basic idea of how often these would need to be posted and by that try to balance out which could gather more attention or participants could be considered to post about earlier than weekly lunch options. This helps balance out the overall feed of posts, preventing some days having several posts and some none at all.

For the bigger events the research results indicated the possible usage of creating a separate event for them is a smart idea to consider. This enables all posts related to a bigger event, for instance the big Christmas market, would be all in one convenient location, which every now and then could be linked to the main page and would be accessible from the events tab of the Facebook page of the case organization. This would also enable people to be invited to it more personally and they could further invite people they know and help spread the word about the event in question. This could also help indicate what to expect in terms of participants and if someone has questions, they could easily direct them to the event page to be answered to efficiently. Event pages could also be created for smaller events, such as au pair evenings or for instance BBQ evenings.

8.2.1 Language considerations

Another aspect to consider is the language of the posts. Currently almost all posts are in Finnish, which makes sense as it is the Finnish Seamen's Mission. When considering the case organization from the point of view that it is representing Finland, Finnish people and Finnish culture abroad, using a commonly understood language could be considered. At least for the bigger events, such as the Christmas market, every year there are several local and foreign people visiting and being amazed by everything it has to offer. This could lead to discussions to have at least the bigger event's

information in English as well. Especially if a separate event page is created, it is easier to write the event description both in Finnish and English there, not to flood the main feed of the case organization's Facebook page. When considering English as another posting language, it is important to realize that English is a foreign language to many Finnish people and therefore writing in English requires special attention to grammar and proper language usage.

8.2.2 Competitor and other third party consideration

As mentioned keeping an eye on the competition is a good idea as well, following how they operate and if they are successful. Following their activities can lead to discoveries that the case organization might have not come to think of otherwise. Besides keeping an eye out for competitors' actions online, it would be a good idea for the case organization to search themselves online, for instance via Google. This can reveal other sources that mention the case organization in some context, for instance there are various blogs online by various Finnish citizens who write about their life in Belgium with the background of for instance EU or other related work assignments, au pairing activities or internships. There are even some collective sites of various so called expat bloggers; these are portals to reach these blogs easier. There could easily be a blog entry describing a visit to the church or an activity of its, and it could be seen as a possibility to encourage a customer with a blog to write about the case organization. Especially for EU related work and many interns and au pairs reside and work within a close proximity of the case organization.

8.3 Future

When launching a new social media channel it is important to create clear plans for what will be posted, when and in what form, in order to have a strong start for the new channel. To get a good start for a new channel it means that it gets as much attention as possible. This attention means basically that all current social media followers will be aware that another social media is being opened to active use alongside the current one.

In the case of this thesis, it would be ideal that all the Facebook followers will be aware that Instagram is being launched and is going to be active alongside Facebook. The future interaction of these two or in some cases several channels have to be planned as well, to get the best results. Choices of how many different channels interact can vary from everything on all channels to completely separate content in each channel option or anything in between. To have the most cohesive overall image in all social media actions, a plan what to share where beforehand is very handy. Facebook for instance is very open for interactions between social media channels. Most social media channel applications and sites have all options to immediately when posting share it to other channels. Most of the times there are options to select what other social media channels the post should be sent to as well before confirming the post, or then afterwards there are easy options to share the posted post to other social media channels.

An overall plan of what posts are to be posted roughly around when can be divided to show the big picture forming from each social media channel in use. One of the simplest ways to create this would be for instance to have a common timeline with a column for each social media separately, each one indicating what could be posted in what order and when each event actually happens and by simple lines indicate the interactions meant for which channels with which events or other matters to be posted about.

To maximize the attention that the social media presence of the case organization could have, physically advertising that said presence online is also important. Physically advertising social media presence can be done as mentioned earlier for instance by having posters about how one can find the case organization online in different social medias, and these should be placed smartly where people will pay attention to them. Good places for these kinds of posters or notifications could be for instance by the cashier's counter, by the library's area to sit and read, by the café tables, anywhere where customer's eyes would most likely wonder to. Also the small icons of social medias' can be used to indicate the presence in said companies in flyers or other marketing aids where space might be limited. Showing an online presence at the location and encouraging each employee to bring it up, will increase the attention the case organization gets online. Varying social media actions or competitions if

you will can also be linked with interacting in real life, for instance getting a discount by mentioning a specific post on the case organization's Facebook page. Chapter 9.1 Proposal will contain more actual suggestions to consider.

8.4 SWOT analysis

The strengths discussed in the previous chapter can be easy to emphasize and keep strong, but they can also be very easily forgotten to pay attention to. To uphold and improve these strengths, analyzing them regularly can be a valuable asset. Volunteer employees' knowhow and knowledge of social media and the ideas they could come up with can be very valuable, and therefore should be held at an importance. To retain as much of the knowledge and ideas, the case organization could initiate open discussions about online activities at in house personnel meetings, or even in regular conversations arising between employees. A simple habit to conclude in case ideas come up could be to have somewhere to write them down, as leaving a message and encouraging employees to give it some thought every now and then.

As there are roughly around 5000 Finnish citizens living in Belgium more or less permanently according to the Finnish Embassy in Brussels and The Finnish Association in Belgium. Most Finnish citizens are located near Brussels due to the high amount of EU-related professions. These numbers and their proximity to Brussels and the case organization is a great advantage. To get the best usage of other Finnish related Belgian communities and their online activities, in some cases it could be ideal to send a friendly request to the administrator of a Facebook page to ask if they are okay with someone from the case organization sharing information about activities and events at the Finnish Seamen's Mission in Brussels. Some Belgian Finnish groups on Facebook are more open for spontaneous postings or recommendations about activities for Finnish people, but some could be more reserved towards marketing postings. The way to go here could be to post it on a more personal level. Having volunteers and other personnel in these groups can help increase likes and encourage comments to draw more attention to these posts. The same can be done on the case organization's own page, encouraging volunteers and employees to like and comment and share posts, to make it easier for others to begin to interact.

As this thesis has discovered, many of the weaknesses and threats can be turned into opportunities and from that into strengths. Turning weaknesses and threats into strengths and opportunities should be a goal kept in mind. If these lesser good considerations are actively being turned into victories, it shows clear improvement to the better within the case organization and its activities.

As mentioned in an earlier paragraph, turning the high personnel turnover into strength, by aiming to retain the changing knowledge is just this. The weakness of timing can be improved by proper planning; creating even a basic schedule of coming activities can help change this weakness into strength. The weakness that comes from not so active followers can also be worked with. Encouraging activity within followers can be done by aiming for wording that asks for replies, therefore creating an easy atmosphere to approach. Also volunteers can play their part as individuals by liking and commenting and even sharing posts, as when people see others already liking something or a beginning of a discussion, they can more likely react to it themselves as well. Especially if the case organization also is active part in the conversation, giving answers to questions or concerns or any kind of feedback gives an image of a genuine concern for the followers. Currently the rate of replying to posts and questions of followers is very low, which is a great opportunity to turn this aspect into strength.

9 DISCUSSION

9.1 Recommendations

The theory and research made within the case organization and implementing the findings into practice will form a steady basis for the case organization to build concrete plans to apply to real life. There are many ways to go with the information gained from this thesis, as many of the practical ideas are suggestions and possible guidelines to work with and apply to suit varying situations as seen best.

9.1.1 Practical suggestions

Based on the findings of the interviews and online questionnaire answers and the author's personal experience within the case organization and in varying social media channels, there are various practical activity ideas to consider using in social media channels. As there is a strong wish for more personal communication on social media channels, some suggestions to work towards that would be to have posts include questions. Some useful questions could be to ask for suggestions for something, or asking after thoughts of an event or activity. When seeking for suggestions they could be related to what baked goodies could be wished by customers, would they want other similar activities as something that just happened, what products would they want to add to the selection of imported Finnish goods at the market or as well how something was perceived or is there some gap to fulfill in terms of a group activity or service that customers could be interested in. Engaging discussions of thanking anyone helping organize an event, such as the Christmas market and asking if everyone has recovered well in terms of volunteers and customers can be a polite and nice way to show genuine interest in the followers online, also after some event being organized for the first time, a question for the followers could be if they would be interested in such again, or want something similar in the future.

Another way to indicate a more personal approach to followers in social media could be to post little stories so to say. These stories could be short depictions of who a customer would meet at the church of the employees and having a fun inspired photo of said employee attached to the story. These stories could also work on the concept of "Humans of the Finnish Seamen's Mission in Brussels". The concept behind "Humans of –" is to portray and introduce regular people to others who might go or have been to the said location. This could portray for instance a person of the week, which could be for instance a story of a customer describing their experience at the case organization; using the sauna, enjoying the café goods or market variety or the access to the library. There are for instance some groups of friends or coworkers who regularly book the use of the sauna at the church and having a post about their experiences using the sauna could be a very fun and follower activating post. Also for instance quite some people are relieved to find books to read in Finnish or Finnish products of freshly baked goods they have a longing for, so fulfilling these desires

would give a very positive and encouraging message in posts online. This could create interest of even curiosity to go see the place for themselves and for instance knowing who is meeting and greeting a customer at the case organization would be nice and make up to a warmer sensation when attending something of just popping by for a cinnamon bun. As volunteer employees are a changing resource at the case organization, this would be a nice and efficient way to introduce the changes happening in the house and make customers feel more at home there.

9.1.2 Competitions and campaigns

Other activities to try out online could be short term campaigns based on “like and share”. This kind of post usually promises a prize usually once a goal has been met and in order to participate you have to like and share the post to spread the word. Most competitions like this set the goal to be gaining a set number of total followers, so gaining new followers and usually a significant amount of new followers. The prize could be anything, but usually it should be something that attracts enough attention for people to realize that it would be nice to win that something. These kind of prizes for the case organization could be a free sauna evening for a couple or other set number of people, or a goodie basket of Finnish goodies to mention a few. This kind of competition has always a clearly set deadline, which either is when that participant target is reached or by a certain date and time that the lottery of who wins will be done by blindly choosing a follower to win. The winner can be chosen to be selected from all followers or just the ones liking and sharing the post in question, either way it has to be mentioned clearly as well in the original post.

Other online campaigns to try out could be to post that by mentioning a certain word or that specific Facebook post at the cashier on a given day or days when paying your purchases you can get some set a discount or something else little extra. This way it could be nice to observe how many actually have noticed it and acted on it. To make observing the efficiency of this campaign there could be a notebook to add a line for each mentioning of the post throughout the day. This would work as a tool to analyze how successful that campaign was and how actively and easily followers react to posts on social media.

9.1.3 Hashtags

Hashtag usage is more related to Instagram and possible future use of considering Twitter. The hashtags used in posts should be very to the point and easy to recognize and related strongly to the message intended. When considering different hashtags it is easy to search them first in order to see how many other posts are tagged with it as well, to have a basic idea how commonly others use it and therefore maybe even search for topics related to what's in question. For instance for baked goods good hashtags would be the name of what is baked, positive feelings that are around baking it, words such as happy, delicious, homemade, as well as mentioning the location, for instance by Brussels, or Maelbeek, which is the part of Brussels the case organization is located in. It could be useful to have a tag created for the Finnish Seamen's Mission in Brussels. This tag could be something shorter than the full name, but still clearly indicating what it means. This way followers and current customers could tag their posts related to the case organization with that tag and spread the word. There are also currently a few posts that are location tagged to the case organization under its Finnish name "Brysselin Suomalainen Merimieskirkko". As mentioned previously, searching for what is being posted about is a smart way to keep an eye on how much attention your organization is getting and also there could be some indications to what to do better or even positive feedback to get new energy to do even better.

9.1.4 Photographs and images

What comes to the issue of photos and having the time to get good quality photos, it could be a smart idea to prepare for a very tight scheduled day on days when there is more time to put effort in taking good photos. This could work by creating a so called "in case of emergency photo reserve". This could work by when having time taking photos of the different activities, spaces to use, products being sold or when preparing the goods to be sold, such as baking or cooking activities, to use on a day when there is not enough time to do it properly but that the case organization wants to post something still. This photo reserve could be maintained along the time and as things change, old photos deleted for new changing ones. For instance an application

such as google docs could enable easy sharing and uploading these images from a remote location as well and have them easily accessible from the office PC to a tablet as well, depending from where the person who is posting is at the time.

9.1.5 Increasing social media presence awareness

As a part of concrete suggestions, having someone create a proper flyer or small poster about the social media presence, would be advisable. The main things that need to be clearly visible in such are the social media channel and by what name the page can be found. Usually already the logo of the social media channel tends to be eye catching to people. If an official hashtag is decided upon for the case organization to use on Instagram, it would be smart to add that too to the poster or flyer for customers to see and hopefully remember to use when posting something about their experience.

9.2 Planning timing

As what comes to planning, a timeline with all activities can be as simple or as detailed as the case organization decides it to be. Based on this thesis the author has created a basic frame for such a schedule to apply for future social media planning. The schedule can be done as specifically as day by day, or week by week or even monthly, the broader the time frame for each step is, the more room it leaves for interpretation and possibly error. By settling it monthly, this enables all events, to be clearly organized for each appropriate date, which eases the planning of what to post when and on which social media channel. To get the bigger picture more readable, it might be wise to have an overall weekly or monthly rundown of the selected time period indicating a list of what are regularly happening events and activities and which are the big events that need to be built up to. These two combined would result in a simple but good frame to follow through with social media activities and have everyone involved in posting content on the same page.

	Date	Event / activity	Facebook	Interaction	Instagram
Mon	1st				
Tue	2nd				
Wed	3rd				
...	...				

Image 2. Suggestion for a frame for social media activity plans.

Image 2 indicates four main columns in addition to the first one for weekday and second for date or if wished, week number. There are many ways to go about creating a schedule. One way would be to go day by day as the calendar goes on, this would mean filling in each days known activities to their correct spots in the column titled “Event / activity”. From this column is it then easier to create a plan of what to post when and indicating these decisions in according social media channel column. In these two columns the planned posting dates will be filled in with the info of what event announcement or what other posting is planned for then. This can be improved by following and analyzing how much attention the previous posts have received and possibly adjust future postings to try to improve this. “Interaction” column is to indicate if a post is considered to be shared between channels and in what way, most likely in this case it would be the Instagram photo being shared onto the social media account as well.

Another option to go with would be to have a weekly set plan of when to post lunch and baked goods posts and other weekly group activities. Besides this short weekly applicable plan, having a separate schedule for instance weekly or monthly time sections, indicating which announcements related to which coming rarer events, such as monthly events or once a year happening bigger events, such as the Christmas and Easter markets, should be sent out when.

A great tool to create the schedules is Excel. In Excel the case organization can create monthly plans by copying the same base either to be a continuing time line, or each month on its own clearly named tab, that way it is easy to keep in sight the immediate plans. Copying the weekly reoccurring events is also made easy in Excel and adjusting events or announcement plans also is simple to do. This planning would be good to have easily available and clarified to everyone who is going to be posting on

social media for the case organization. Writing up all activities and events of the case organization in one place will prevent forgetting to post about something as well, as currently there were some concerns that not all activities get equally noticed in social media postings. Once all set activities and events are laid out on a time line, any known announcements can be planned to try to even out the postings, to fill in possible silent days between posts. This also helps to consider when to post an announcement of something that happens more suddenly and required informing the customers of the case organization. Appendix 3 contains a full month example created by Excel for a full detailed plan to be filled in. This can be used as a guideline how to create a suitable one for the case organization to apply into real life situations.

9.3 Reliability and validity

The reliability of a research refers to the repeatability of the results. The reliability of this research is based on the repeatability of experiences with social media. The conducted interviews will serve as a basis for the reliability of this thesis, as the answers from both conducted interviews as well as the questionnaire that the answers go all along the same lines. There also appears to be no clear difference in the perception of the questions if the employee in question has been a short term or long term employee, permanent or volunteer employee or current or previous employee, as many of them seem to have similar ideas of the usage of social media within the case organization. Thus the answers can be therefore looked upon by another person than the author of this thesis and the same conclusions can be seen and made from the answers. A part of this is also that the boundaries and challenges of this thesis work have been carefully considered beforehand and discussed with the case organization and by the observing professor from Satakunta University of Applied Sciences.

The validity of this thesis can be proven both internally and externally. Internal validity is the fact that the completed research answers the set questions the author set off to answer. The external validity of this thesis is clear as well, the topic is researched through and through beginning from the basic building blocks of marketing and then deepening it to the actual challenges social media proposes here. The validity of the results of this thesis' research is proven by multiple reliable resources, liter-

ature and online articles, reliable websites and e-books. There are multiple resources used to confirm one another's information. The reliability and validity of all resources has been researched as well, for instance of a website, the initial website the article has been found in has been read into to confirm it is a highly reputable information channel. The background of the authors' or online publishers' and the year of publishing have also been considered carefully to ensure up to date and reliable information has been used.

9.4 Final words

The idea for this bachelor thesis originated from the author's second practical training at the Finnish Seamen's Mission in Brussels, Belgium. From the first days of the practical training period, the topic of social media and its usage at the Finnish Seamen's Mission in Brussels came up regularly. The author felt that the topic of using social media for marketing purposes from the point of view of an organization was very interesting and the case organization had a strong interest to know more about it as well. This formed a very good base for a bachelor thesis topic. The author as well is very familiar with using social media as an individual and as well as an active follower of several organizations' and companies' social media accounts. Having had followed the online activities of the case organization for a long period of time also has been a great advantage for the author when applying the findings of this thesis to the real life case.

Initially the writing process of this bachelor thesis begun in the spring of 2015, this is when the project plan was approved by the first supervising professor from Satakunta University of Applied Sciences. The background information of this thesis was conducted and first seminar was held in May. During the summer holidays and the beginning of fall the author completed the research for the theoretical part of the thesis. After the summer holidays were over, the supervising professor was changed. This resulted in revising the process so far and altering some matter to fit the current situation better. The second seminar was held half way October finally. Completing the practical part of the thesis was to follow after receiving the last questionnaire results in October. Applying the theoretical findings to the case organization was very edu-

cating and inspiring for the author to do, as it was very hands on analyzing how social media is currently handled and how to improve it in really concrete ways. The third seminar was held in the very beginning of November.

Completing this thesis has taken a few months longer than anticipated, due to the professors' and the case organization's holidays and varying health related unforeseeable and very unfortunate incidents and other changes within the people involved closely with this thesis. The author had completed all courses prior to starting the thesis process and had just returned from the second practical training period with the case organization from Belgium. While writing this thesis the author has also been working fulltime, gaining excellent working life experiences. This introduced some time management challenges, but through the author's daytime work, she was able to consider and analyze the findings from another company's point of view as well and compare how they operate with social media, which was very enlightening. The author felt that it was better to do this well and with proper time, rather than to rush it with half the quality to get it done. This way the author was able to really analyze and understand the done research and the findings of this thesis.

When the author looks back to the initial objectives and goals set for this thesis, she feels very satisfied how well this thesis met the set goals. A great advantage here was how clearly the research problem and theoretical and practical research objectives were set to start with. When looking back on this process, the author feels that this process really has been very interesting and educational in so many aspects. The author considers that through this thesis she has been able to really learn and understand so much more about marketing than earlier and in a very long lasting way. The process has had its challenges, some anticipated and quite some not anticipated ones, but overall the author has enjoyed the fruits of her labor with this thesis. The author has invested a lot of time and effort in this and finishes this thesis with a very positive note.

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APPENDIX 1

Interview and questionnaire questions in English

1. Your position level within the Finnish Seamen's Mission (volunteer/permanent employee) and how long and when have you worked there / when did you work there?
2. How familiar are you with social media, what channels do you personally use and how?
3. How would you describe the Finnish Seamen's Mission's current social media activities? What is good, what is bad and why? What do you see as the goals of the current social media activities?
4. Would you change something in the Finnish Seamen's Mission's social media usage? What and why/how? If you have practical suggestions, feel free to mention of them.
5. What other social media channels could you consider than Facebook? Which ones and why? Would you suggest going for one or several channels?
6. How would you bring social media up more within the Finnish Seamen's Mission and its activities and to the customers?
7. Which of the following channels would reach the customers of the Finnish Seamen's Mission's customers the best in your opinion?
 - Twitter
 - Instagram
 - YouTube
 - Other, which?
8. Does anything else come to your mind to mention?

APPENDIX 2

Interview and questionnaire questions in Finnish

1. Asemasi Suomalaisessa Merimieskirkossa (vapaaehtoistyöntekijä/vakituinen) ja kuinka kauan olet ollut/olit työssä?
2. Kuinka tottunut sosiaalisen median käyttäjä olet? Mitä sosiaalisia medioita itse käytät ja miten?
3. Millaista Brysselin Suomalaisen Merimieskirkon nykyinen sosiaalisen median käyttö on mielestäsi tällä hetkellä? Mikä on hyvää, mikä huonoa ja miksi? Millaisia tavoitteita mielestäsi tämän hetken sosiaalisen median käytöllä on?
4. Mitä tahtoisit mahdollisesti muuttaa Brysselin Suomalaisen Merimieskirkon sosiaalisen median käytössä ja miksi? Jos sinulla on mahdollisesti ideoita miten / mitä muuttaa, mainitse niistä myös.
5. Mitä sosiaalisen median kanavia voisit harkita Facebookin rinnalle Brysselin Suomalaiselle Merimieskirkolle käyttöön? Erittele mitä kanavia ja miksi? Valitsisitko mieluummin yhden lisäkanavan vai useamman heti kerralla?
6. Onko sinulla ideoita kuinka mahdollisesti tuoda sosiaalisen median näkyvyyttä Brysselin Suomalaisen Merimieskirkon arkeen ja asiakkaiden tietoisuuteen?
7. Mikä näistä tavoittaisi mielestäsi parhaiten Brysselin Suomalaisen Merimieskirkon asiakaskunnan? Pyri valitsemaan yksi (Facebookia lukuunottamatta).
 - Twitter
 - Instagram
 - YouTube
 - Muu, mikä?
8. Tuleeko mieleesi jotakin lisättävää aiheeseen liittyen?

APPENDIX 3

This is an Excel-based scheduling plan suggestion for a time period of one month. By changing dates, it is easily applicable to any given month.

October 2015					
	date	event/activity	Facebook	interaction	Instagram
tue	1.10.2015				
wed	2.10.2015	What events and activities are on which days	Which posts to share amongst which social media channels		
thu	3.10.2015				
fri	4.10.2015				
sat	5.10.2015				
sun	6.10.2015	Plans when to post about which events, activities or announcements and with what (photos, just text, combination, video,...)			Plans when to post about which events, activities or announcements and with what kind of photos and which # to use.
mon	7.10.2015				
tue	8.10.2015				
wed	9.10.2015				
thu	10.10.2015				
fri	11.10.2015				
sat	12.10.2015				
sun	13.10.2015				
mon	14.10.2015				
tue	15.10.2015				
wed	16.10.2015				
thu	17.10.2015				
fri	18.10.2015				
sat	19.10.2015				
sun	20.10.2015				
mon	21.10.2015				
tue	22.10.2015				
wed	23.10.2015				
thu	24.10.2015				
fri	25.10.2015				
sat	26.10.2015				
sun	27.10.2015				
mon	28.10.2015				
tue	29.10.2015				
wed	30.10.2015				
thu	31.10.2015				