

Content Marketing Action Plan for XX

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<p>The nature of this bachelor thesis is a product thesis as the objective was to create a content marketing action plan for the case company;XX. The thesis was produced during Spring and Summer 2016 in order to provide efficient guidelines for commissioner to create and conduct successful content marketing strategy in Autumn 2016.</p> <p>The theoretical framework was chosen to support the product, e.g. action plan, creation as well as to give thorough understanding for the authors and the case company about content creation and distribution under content marketing framework. The theory consists of general marketing theories which deepen into inbound, lifecycle and content marketing as the thesis goes further. Also social media channels, styles of writing, tools, budgeting, frequency and measurement activities are covered.</p> <p>Authors chose benchmarking of the competitive companies as the research in order to get wider perspective of the industry and gain insight of well-done content marketing. The emphasis of the benchmarking was to evaluate appealing and shareable content for an educational institution but also to study one other company that does successful content marketing.</p> <p>Consumers are not only more demanding but also more selective than ever. This, and the fact that marketing can be seen everywhere in today's digitalized world, makes it harder for companies sustain and delight customers. Social Medias are standing as contiguous reality and mastering them with appealing content is the key for succeeding in marketing in near future. Thus the value and importance of content marketing strategy have increased in B2C marketing communication.</p> <p>The commissioner for this study was XX, a British educational institution providing education to Finnish customers. Their abilities to do content marketing were limited, thus this thesis was commissioned. Adopting the action plan, commissioner will gain the abilities to do successful content marketing to attract the right customers. The implementation of this action plan requires long-term commitment from the commissioner.</p>	
Keywords Content marketing, inbound marketing, pulling, action plan, strategy	

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1 Introduction

This Thesis is written for a commissioner: "XX" a branch of the XX in England UK. The commissioner is (censored / not available on Theseus)

XX has also about ten other branches around the world (censored / not available on Theseus). XX Finland staff consists of only 4 full time employees, 2 part time employees and outsourced professionals. XX Finland was looking for a new marketing manager while this Thesis was commissioned to help their part time marketing associate implement a Content Marketing strategy which was planned by XX Finland team and a customer insight consultant from Kopla. Kopla's content marketing strategy was the back bone in creating an action plan for XX Finland for implementing this strategy and creating content. The Kopla content marketing strategy can be found in the attachments appendix 2. The main findings of the strategy will be introduced within this Thesis as well and XX's Marketing values and XX Finland's current activities and future aims. The Strategy will also be criticized and backed up by the findings of the theoretical framework and a benchmarking research. (XX 2016) (Kopla 2016)

The theoretical framework of this thesis includes a marketing umbrella introducing basic concepts of marketing, looks at inbound marketing as a marketing strategy, defines content marketing and explains in details the ideology behind conducting content marketing. Many content marketing techniques, strategies, best practices etc. are opened up within the theory and benchmarking sections. With content marketing authors are referring to a marketing method where educational and valuable content is created by an organization and distributed to their audience in order to improve their business and achieve their objectives, might it be sales, awareness or for example common good of the society

This thesis is a product based project which means that the theory is used to create a practical action plan for implementing the content marketing strategy and getting started with actual content creation and content distribution of their content through social media. Recommendations are given in order to help XX Finland reach their goals with content marketing and helping them create functional processes to make the content creation and distribution as efficient as possible.

2 Theoretical Framework

Marketing as a concept includes all the institutions and processes that hold activities such as creating, communicating, delivering and exchanging offers that have value for the society at large but specifically for clients, partners and stakeholders (American Marketing Association 2013).

Marketing in whole drives from thinking of and recognizing customers' needs. In other words the idea is to identify or create the need for the product or service. It is not the same as selling as Theodore C. Levitt , a retired professor of marketing form Harvard Business School, has said: "Selling concerns itself with the tricks and techniques of getting people to exchange their cash for your product. It is not concerned with the values that the exchange is all about. And it does not, as marketing invariable does, view the entire business process as consisting of a tightly integrated effort to discover, create, arouse and satisfy customer needs." (Harrington 2014)

Though Levitt's quote is well known and referred a lot, it speaks for a different era in terms of sales and marketing. The core idea behind Levitt's statement is ethically ugly. It says as if lying or twisting the truth was an essential part of selling. Though it has been a fact in past decades in certain fields of business and in many companies, and it still is, it doesn't mean that it is the way true selling ought to happen. Selling to customers while lying doesn't bring long-term customer satisfaction but instead un-motivated staff and unhappy clients. In other words; marketing and the selling it brings can be referred as successful only when done honestly and respecting the clients. "Ethics needs to be the highest priority in selling, to protect the company's reputation; attracting and keeping customers comes second; and profit comes third." (Reichard 2009)

Commissioner's marketing values

(Censored/ not available on Theseus)

2.1 From four P's to four E's

Four P's

Marketing mix is a generally used and known marketing theory and it was first introduced by E.J. McCarthy in the 1960's. It's a structure for the processes of how companies and organizations are able to bring their goods to customers. Also successful content market-

ing needs a steady base on the four P's. Products and services reach customers via many kinds of processes most of them including the coordination of four different factors that are traditionally called the 4 P's of marketing:

1. *Product* – Development and identification of the product. The product should fulfill a need and have a clear brand.
2. *Price* – Value that is set by demand and supply. What is the value for the customers?
3. *Place* – Right distribution channels. How and where to reach customers? Where can it be purchased from?
4. *Promotion* – In order for customers to know about the product it needs to be promoted. Will inbound and/or outbound marketing be used?

All the four P's should work together in order to bring the wanted results. The core idea of using the theory is about delivering the right product in the right place at the right price at the right time. (Mindtools 2016)

Four E's

The consumer behavior started changing radically after digitalization, and still keeps on evolving as new channels, platforms and innovations are born. Audiences have turned into fragmented target groups and consuming has moved from buying goods that last for years to goods that last only for couple of days or months. Consumers have not only different needs and expectations than before but also more of them and what most notable - the mindset for "learning" new needs. Therefore the traditional four P's of marketing are from different "era" and for different consuming environment, thus new tools are needed in order to stay in time.

In 2009 Brian Fetherstonhaugh from Ogilvy & Mather rethought the whole idea of marketing mix and turned the traditional four P's into four E's:

1. *Experience* replaces *product*. Nowadays people yearn for experiences. It is not only about the product or the service anymore, but rather how it could enhance one's life. Customers buy the values that a brand represents.
2. *Exchange* replaces *price*. Exchange is about offering something in return for something else. In other words everything starts from identifying the needs of the customer: what they need in exchange for their money. It is not only about the cost anymore.

3. *Everyplace* replaces *place*. In today's globalized world the placement is not any-more about being in one place but being able to be "everywhere" where the possible customers are. New channels are born all the time and mastering them is the key to success.
4. *Evangelism* replaces *promotion*. The word "evangelism" comes from the Greek word "euaggelion" which means "good news" (Miano 2016). This can be understood by saying that companies ought to bring "good news" by creating passion and emotion in their brands. People buy brands, not products. Delighting the customers is getting more and more important in order to keep them.

(Carter 2015; Fetherstonhaugh 2009)

In order to make good use of the Four E's theory, commissioner's four E's need to be sorted out:

1. The *experience* they offer is the spirit within the learning journey (XX 2016, Appendix 3). They offer (censored/not available at Theseus). The clients get to develop themselves and therefore add valuable skills to their professional repertoire. XX experience is communicated through everything XX does: marketing, sales, administrating and teaching.
2. The clients get in *exchange* for their money educational development. The prices of the products are as follows: (censored/not available at Theseus)
3. *Everyplace* can be seen in a way that the commissioner has started the enhancing of their marketing strategy, e.g. this thesis. Their marketing activities are done in social media and by direct marketing as well as advertising in traditional media. XX Finland organizes the programmes mainly in Finland and partially in UK.
4. *Evangelism* should be conveyed in XX's marketing through the spirit which they have described as personal, forward thinking, conversational, confidence, considered, in-touch, reflective, caring, knowledgeable and collaborative, combines intuition with intelligence, has real purpose and focus and has the measure.

(XX 2016, Appendix 3)

Though the marketing mix has been rethought to overcome the increasing pressures of global digital marketing and for example content marketing, there is still a need for converting traditional thinking so that the marketing mix is applicable for marketing in the future. Jim Stengel, Global Marketing Officer from Procter&Gamble, has said that “all marketing should be so appealing that consumers want us in their lives. For each element of the marketing mix, we should ask ourselves would consumers choose to look at or listen to this and let that be the benchmark.” (Takala 2007, 19.)

2.2 Inbound Marketing

Marketing methods can be placed under two categories depending on how the method appeals and approaches customers: outbound and inbound marketing. Inbound marketing is pulling by its very nature and was found more effective already in 2006. Pulling in this context means that the customers are pulled towards the wanted company and products as it is “where they naturally want to be.” This can be done by creating and sharing quality content that the customers, stakeholders and possible customers would want to read and share, hence engage them with the company. (Hubspot 2016)

Commissioner’s inbound marketing activities include PR and lobbying and content marketing, which is explained further down in the thesis.

Outbound marketing on the other hand means that the way of marketing is more pushing than pulling. It suits well with the traditional thinking of marketing where the message is put “out far and wide hoping that it resonates with that needle in the haystack. “ (Halligan 2010) Outbound marketing covers the traditionally understood marketing methods such as advertising in for example television and radio, banners, trade shows, telemarketing and sending out email blasts and much more. (Halligan 2010)

At the moment the commissioner’s marketing has an emphasis on outbound marketing and all the marketing has been sales oriented. Different marketing tools XX utilizes are for example magazine ads 2-3 times a year and newsletters which they send out four times a year for current clients and invitations for prospects before upcoming info sessions and events. These are sent out via email by utilizing bought email contact lists. In social media XX shares posts mainly about events they organize or simply share other branches’ posts. Also online re-targeting by having ad-banners in various internet sites is done occasionally. (XX Staff, 4 May 2016)

Lead nurturation

“A lead, in a marketing context, is a potential sales contact: an individual or organization that expresses an interest in your goods or services.” (Rouse 2016)

Marketing leads are essential in order to catch the potential customers. Meanwhile this content marketing action plan was under process, commissioner started developing their marketing strategy in means of improving and automating the lead nurturation. They have studied that their marketing leads come from people who download the brochures, click on links on emails, and participates in MBA info sessions or other events they organize.

At the moment the leads processed as follows. The prospects are contacted via phone calls or email and invited to info sessions. They also receive generic marketing material and if they don't click on the link they stay in “limbo” and are forgotten. (XX Staff, 4 May 2016)

The new approach on the lead nurturation aims to keep the leads more satisfied and making sure that XX stays on top of mind. Also the old forgotten or chilled leads are to be re-activated. The new plan would go as follows. (censored/not available at Theseus).. To summarize: The automated system would send out new and interesting marketing and informative material in regular basis. This wouldn't bring extra work for the employees after the automation would be ready. The system would also make it possible to follow the activity level of the receivers.

(XX Finland Lead Nurturation, Appendix 4)

Inbound marketing themes

Major themes that can be seen within inbound marketing are: content creation & distribution, personalization, multi-channeling, lifecycle marketing and lastly integration of all the above. Content creation and distribution means that first the quality content needs to be created based on the target audience's needs and interests. After that the content needs to be shared as wide as possible, still keeping in mind where the audience influences. Personalization is an important factor in inbound marketing as all the content ought to be created with keeping in mind those whom the content is created to. It becomes easier over the time as the leads become more familiar and content is easier to create based on their interests. Multi-channeling is natural to inbound marketing because the very idea is to approach people in their natural environment and via their own interests. Integration between creating the content, publishing it and analyzing it is one key to the success. It

enables publishing the right kind of content in the right place at the right time. (Hubspot 2016)

Four Marketing Actions in Lifecycle Marketing

Lifecycle marketing covers the idea of how a product or a company is first found by a stranger who then becomes a visitor and then a contact and after that engages themselves as a customer. After all these they may naturally become promoters for the very product or company which is the goal of successful lifecycle marketing.

In order for lifecycle marketing to work it should follow a path of four marketing actions: attract, convert, close and delight. There are multiple tools for fulfilling each step's objective and these tools are explained more thoroughly further down the thesis.

The first step is attracting the right kind of people towards our company – strangers who would eventually become satisfied customers. In order to know who to attract in first place target audience need to be sorted out and ideal customers, buyer personas, recognized and listed. After attracting the right kind of visitors to the website it's time to get their contact information and turn them into leads. Gathering the contacts is important as that enables personalization of the future content. Once the visitors have become leads, turning them into customers is the next step. An important factor on this stage is the right timing of starting the sales and closing deals actions. The final phase on the four marketing actions system is delighting the customers thus turning them naturally into promoters. Once a customer is satisfied with the company, service and/or product they gladly share that with their own stakeholders and that is the most important goal of lifecycle marketing and comes ideally naturally when using inbound marketing methods. (Hubspot 2016) This is also the goal for the commissioner, as they want to be seen and recognized as the most valued YY provider in Finland as well as having the most valued and wanted alumnae association.

Four marketing actions in lifecycle marketing

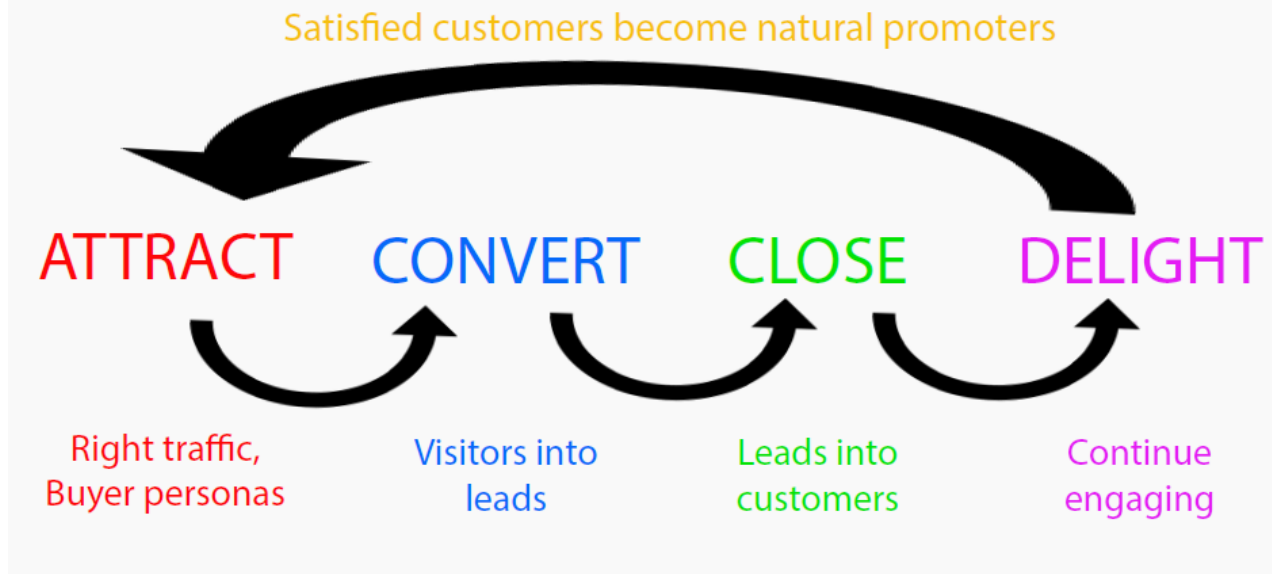


Figure 1, Four Lifecycle Marketing Actions

As can be seen in the figure above, successful lifecycle marketing follows four steps and these steps create a loop when done right.

2.3 XX's target audience

The defined target audiences for XX's marketing are alumnae, business professionals and HR professionals or decision makers that want to develop their selves or their organizations.

The commissioner has studied their target audience in order to know the drivers that make customers buy the product. They found out that there are four different types of people that have different drivers. Here are the drivers listed from biggest to smallest in terms of how many clients go under which type:

1. Second careers
2. Career climbers
3. Self-developers
4. Status seekers

(Kopla 2014)

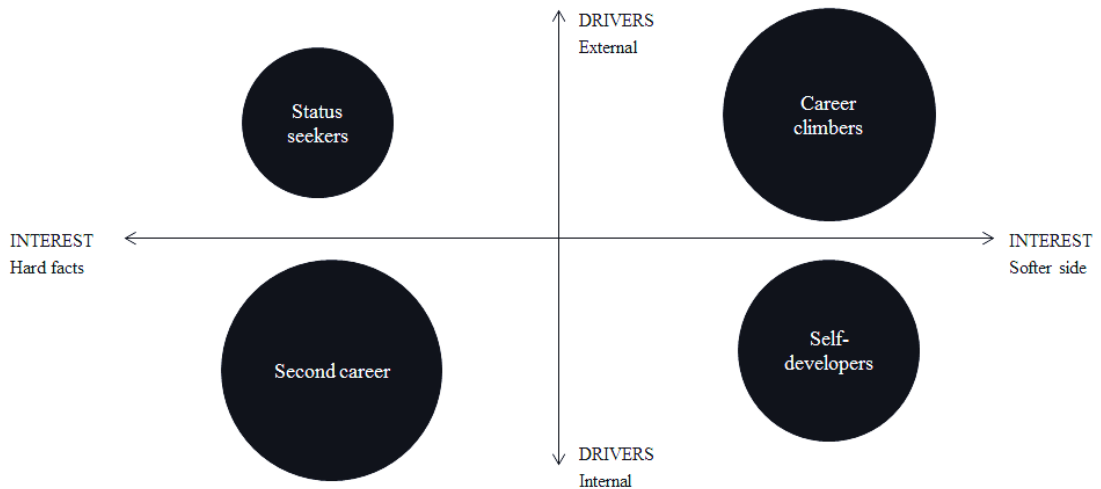


Figure 2, XX Customer Drivers (Kopla 2014)

The “second careers” are the biggest group and they are driven by the fact that they’ve lost their earlier job or realized that it wasn’t suitable for them. Therefore they are becoming clients: to master new skills for a new career. “Carrier climbers” on the other hand want to broaden their skills in order to climb higher in the chosen career path. They might have been stuck in the same position for years and need to prove that they have more to them. “Self-developers” then are driven by inner motivation to become better or learn more. They might also have external motivators but self-developing is the biggest. The smallest client type group is “status seekers”, who might not have the pressure to educate themselves more but instead want to be able to say that they have done it. They often believe that status brought by success would make their lives better.

(Kopla Buyer Driver Research, Appendix 5)

Commissioner has established seven buyer personas for them:

(Censored / not available on Theseus)

2.4 SEO

SEO usually stands for Search Engine Optimization (or sometimes for Search Engine Optimizer) (Google Support a, 2016), which consists of several activities to improve the organic search results in search engines such as Google, Bing and Yahoo! (Nguyen,

2015). SEO can be defined as the process of making content visible on the web to search engines (Garrit, M. 25 Apr 2016) SEO does not include the paid search engine ads (non-organic search) which are for example provided by google as an alternative to organic search results (Google Support b, 2016). The goal of SEO is to increase your visibility in search results and boost the amount of visitor and traffic to a web page (Search Engine Land, 2016) SEO can be planned to forward visitors to a main home page but also for specific pages such as events sign up pages and blog posts on a popularly searched theme. Google has open listing of the most used search words to help with SEO.

SEO is linked to Web page design and Content Marketing, since the goal of Content Marketing is the same as SEO's; to get more visitors to a webpage in order to get more leads. Google has 3 main things that affect the ranking of the organic search results: Content to be linked to their back system, the popularity meaning that google counts webpages and the mentions of your webpage online to determine how popular your site is, and thirdly the accessibility (Garrit, M. 25 Apr 2016). Content marketing can have a remarkable impact on SEO by increasing the number of pages originating from the main home page and hopefully shares and mentions of webpage content by others.

Since Google has about 65% or Search Engine market share and is by far the most used Search engine in Finland it makes sense to concentrate XX's limited resources to only google. Google is also very open about the possibilities for Search Engine optimization and have created a guide called "Search Engine Optimization Starter Guide" where they explain how to do it well (Google Support b, 2016).

(Censored / not available on Theseus) This process might suggest that a new SEO partner is needed for the commissioner, but in the meanwhile the new web page design and new content is creating a need for new search words and url pages to be submitted to google. (Censored / not available on Theseus)

2.5 Content Marketing

Content Marketing can be defined to be a part of Inbound Marketing and the core idea is to use the pulling effect to create sales leads by different tools of Content Marketing. Joe Pullizini, the founder of Content Marketing institute has defined content marketing as follows: "Content marketing is the strategic marketing approach of creating and distributing valuable, relevant and consistent content to attract and acquire a clearly defined audience – with the objective of driving profitable customer action." (Content Marketing Institute, 2013). In addition other definitions mention the importance of enhancing two way communication after sharing the content your audience is seeking and building a relationship with

your audience. Jim Barry in his book “Social Content Marketing for Entrepreneurs” explains that people limit their attention to those messages that come from companies they know, like and trust (Barry, 2015). This means that one need to know their customers very well and measure the success of different types of content to be able to improve and slowly increase the audience who is willing to give attention to your content. Especially in B2C communication, content marketing is becoming more effective since consumers are used to the sea of marketing messages in the traditional forms. Content marketing is giving the consumer a different source which they can consume without feeling pushed information to (=the pulling effect). Content marketing is aiming at making the customer smarter about your products and services in order to make the buying decision easier once they know enough about the product (Pulizzi a, 2013).

Social media marketing is very much linked to content marketing since a lot of content marketing activities are happening on social media. They both include overlapping qualities and activities such as sharing posts etc. The main difference seems to be that content marketing includes the linkage to a home page and the collection of lead’s contact details to create more of the pulling effect. Content marketing also concentrates more on publishing longer pieces and social media marketing is more promotion and aiming to be active on social media and staying in the top of mind of customers. (Murdock, 2012) Social media marketing includes more traditional paid advertisements on social media, such as banners and side bars which are located more on outbound marketing styles. Content Marketing can include paid advertisements on social media as well, but content marketing concentrates on other type of promotion through shares etc. (Karr, 2015). Social Media marketing definitions concentrate on social media marketing being a company’s marketing activities that are conducted on social media. (Stelzner, 2011) (Karr, 2015) Luten and Solomon (2012, 15) in their book Social Media Marketing define social media marketing as “the utilization of social media technologies, channels and software to create, communicate, deliver and exchange offerings that have value for organization’s stakeholders.”

Toby Murdock from content marketing institute is saying that content marketing might be the new way of conducting social media marketing as in it’s a more evolved version of it. (Murdock, 2012). Since social media marketing and content marketing are both fairly new phenomena there is no official distinction made by many professionals. In the end it’s important to notice that content marketing is a very specific way of conducting marketing on social media and the clearest target is to create interesting material to consumers and pull them towards you or get them act in a desired way through the connections they make from your educational or inspirational publications.

Content Marketing should be viewed as one tool of marketing and it's not necessarily superior to other forms of marketing. Content Marketing works well when it is linked to other marketing functions and activities and it should be integrated to the overall marketing strategy (Duc, 2013). Content marketing can bring many advantages when linked to the company's existing objectives, but even visibility and appealing to the right audience can bring many advantages such as, building credibility and value in the eyes of the public, differentiating oneself as an expert on a specific desired area, improving search and SEO, adding control over the communication to the public and bringing diversity and improvements to the marketing strategy. (Blanchard, 2011, 19) (Duc, 2013)

Content creation in the beginning is very time consuming especially without planned processes. This thesis is aiming to help in making content creation and the whole content marketing process more of a habit that a vague and complex concept to wrap your head around.

Content Marketing Institute (CMI) has been helping marketers around the world to build effective content marketing practices and tactics since 2007, their strategy creation framework (Figure 3 below) includes many important pieces in creating a functioning Content Marketing process. It was designed to help with getting started and to develop a content marketing strategy. The content marketing Framework is not a linear and your process should as the picture shows be constantly improved with loop style thinking. By combining lifecycle marketing ideology (referring to figure 1 from section 2.4.3) and CMI's content marketing framework one can create a truly self-improving content marketing strategy. CMI encourages to start with planning but also starting to execute as soon as possible to learn from your mistakes and consistently improve and develop the plan with the important issues. This thesis's content marketing strategy is not completely planned by following CMI's framework but the authors will use other ideas as well.

THE CMI CONTENT MARKETING FRAMEWORK

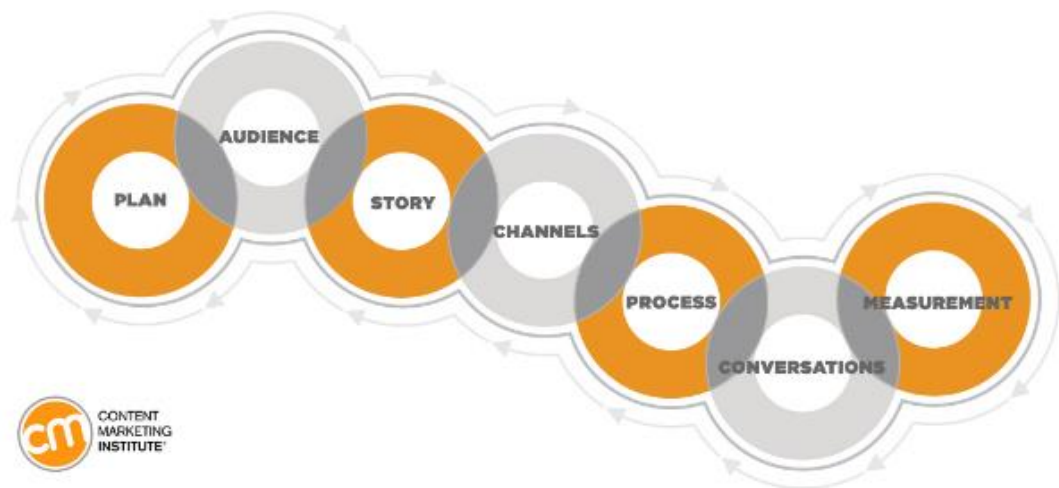


Figure 3, CMI Content Marketing Framework (Pullizi & Rose, 2013)

The process of content marketing according to CMI consists of 4 stages:

- Create & Manage
- Optimize, Aggregate & Curate
- Converse & Listen
- Measure & Learn

(Pullizzi b, 2013)

For XX this would mean deciding responsibilities to the team for creating content and having one person be in charge of managing what to publish, where and when. This person would need to hold the process and the threads in their hands to also make sure everyone knows what kind of content is needed to optimize, and bring together everyone's efforts. Stage 3 would mean publishing on XX's home page and then forwarding the content in the right format on social media with linkage to the home page with downloads etc. As well as managing the social media communication such as answering to comments. To make sure all of these previous things are done better next time the tasks in stage 4 are priceless, measuring the right things and developing the plan and processes is the key to successful content marketing.

As explained already in earlier sections, during this commissioned thesis project XX Finland started to change their sales processes, to start in August 2016 a new marketing manager has been hired to bring XX's online, social media etc. up to date. Up to this point XX Finland has not been conducting content marketing, but actually the activities match more with social media marketing. To get the new ideology through on each level within

the organization might be challenging, since XX staff has thought they are conducting content marketing.

2.5.1 Strategy

For Content marketing, as for all business activities, functions or projects, clear objectives are necessary. Clear goals really make it easier for individuals to make sure the right things are done and for management to see that things are being achieved.

XX Finland's content marketing strategy is to serve their common business strategy and create engagement among audiences." (Kopla Buyer Driver Research, Appendix 5)
XX conducted a project of developing a content marketing strategy with KOPLA, a marketing and customer insight consultancy office in late 2015. Kopla concentrated on aligning the content marketing KPI's with XX's Finnish MBA business strategy and defining clear MBA target audience. The audience is already clearly explained in section 2.5 Target Audience. The same target audience personas can be applied straight to content marketing. Although the content marketing strategy has a lot of valuable information in order to do good content marketing, the strategy also has some weak points. The main issue was that it was almost completely concentrated on promotion and sales promotion of only one part of the commissioner's product range. (Censored / not available on Theseus). The target groups and buyer personas from the Kopla strategy can be used to target the decision makers since the services in the end are extremely similar, (censored / not available on Theseus).

Other weaknesses of the Kopla Strategy were that the contact person was not able to introduce the content marketing ideology to the XX Finland team and especially the connection of content hub (home page and blog) and content distribution was not understood, accepted or implemented after the support from Kopla stopped. That's why XX Finland's activities have reminded more of social media marketing than content marketing. The strategy was also created very hastily, basically the brainstorming was done within one day and the strategy was put together and communicated to XX only by the consultant from Kopla. Implementation would have required more knowledge from XX team and a longer period and enough time to start creating the processes. In this thesis and our final products we hope to be able to solve these problems that occurred with Kopla's strategy.

The summary of Kopla's content marketing strategy objectives can be seen in the below table 1.

Table 1, Kopla's Content Marketing Strategy KPI's (Kopla 2016)

Choosing Targets and KPIs for Content Marketing

SHORT-TERM	INTEREST TOWARDS THE PROGRAM	Content marketing should reach new targets and increase interest and convert into preference towards the program	New leads Sales growth
LONG-TERM	RECOMMENDATION / CUSTOMER EXPERIENCE	Meaningful encounters and good customer experiences should translate into good recommendation levels and content shares	Net Promoter's Score Shares / followers on social media
	BRAND REPUTATION	Content marketing should shift the brand image towards agreed goals	Reputation study by T-media

For this thesis project the goal was to create a clear action plan for all content marketing including executive education and including potential Estonian, Russian and Swedish MBA customers, but keeping focus on the Finnish market for all XX's services. The new adjusted main objectives are quite similar to Kopla's strategy since they were very well linked to the overall business strategy of XX Finland. But in the new goals there is more weight on also executive education awareness and sales increase as well as international markets. More information on the KPI's will be in section 2.7.4 Measuring.

GOALS

Increasing awareness

Being active in social media (number of publications) and getting to top of mind of customers, sharing information on executive education programmes, increasing activities in social media on Swedish, Estonian and Russian educational and Business groups that include potential customers.

Engaging and activating customers

By creating interesting (likes), shareable and pulling content
 Creating trust and relationships (followers)
 Enabling conversations (comments)

Creating new leads and increasing sales

Homepage visits, views, clicks and downloads as well as contacts by customers.

The goal with creating new leads is to create views, clicks and downloads to attract prospects to share their contact information and enable the sales professionals to get in touch and start realizing the leads into customers.

(Blanchard, 2011, 13-25)

2.5.2 Distribution

The necessary platform for content marketing to succeed is easy-to-use webpages which also has a newsroom and/or blog function(s) to work as the content hub where all traffic from social media channels is steered to. Jay Baer (2013, 19) in his book Youtility says "Content is fire, social media is gasoline". He means that content marketing will only work if content is created properly in order to be useful, interesting and helpful to your audience. Then the community you have created will do the marketing for you as the content spreads through the social media.

The Commissioner is redesigning their webpage to include a newsroom and a blog page where all content marketing material (specific tools such as white papers, articles, survey summaries, blog posts, newsletters etc.) will be hosted. From the Blog page and Newsroom page the content should be forwarded in social media. Before posting on different social media channels the posts need to be designed to fit each social media platforms needs and purposes. The key to successfully creating these social media content posts is to create linkage to the content hub on the homepage.

Social media channels are the other vital part to make content marketing powerful. A multi-channel approach is recommended by Adobe's daughter organization CMO. According to their research 70% of marketers are using seven channels to target customers in cross-channel campaigns. (CMO by Adobe, 2015)

XX Finland has four main social media channels that they have been using so far; LinkedIn, Facebook, Twitter and Google+. In the next chapters the main functions and characteristics of each channel are explained and successful good practices are shown. To get most out of content marketing social media activities the advantages of each channel are analyzed and the commissioner's past experience and actions in their social media channels are investigated. Understanding the differences of the different social media channels and general social media behavior is essential to succeed in marketing conducted through these channels.

As XX Finland's most important target customer profiles consist of 25 to 50 year olds, social media is a good channel to reach them. As shown in the below table, sharing content and looking and reading content that others have shared is very common amongst these age groups, more the younger they are which means that content marketing in social media can be especially effective for long time lead generation. In Finland in 2014 out of even 45 to 54 year olds 30% have shared something within a 3 month period. Within younger age groups up to 86% have read something others have shared. (Statistics Finland, 2014)

As will be shown the four chosen channels have a wide reach over the desired audience and target customers in Finland due to their differences in type of usage. As Finland is the main target audience and XX Finland's resources are limited no other international research is required but the same channels can be used to target the international audience since the used language is English. CMI's survey on content marketing channels says that most companies use six channels. The chosen four channels are in the top 5 channels that other organizations use as their Content Marketing SoMe platforms, LinkedIn is used by 94%, Facebook by 87%, Twitter by 84% and Google+ by 62% of those who answered the survey (Content Marketing Institute, 2015). YouTube is used by 74%, but XX Finland does not have their own YouTube channel since their video content can be linked through the English mother corporation's YouTube Channel. CMI asked the participants of the survey to rate the effectiveness of the different channels where LinkedIn(66% effectiveness) and Twitter(55% effectiveness) were given the highest ratings. (Content Marketing Institute, 2015) (Wainwright C., 2015)

LinkedIn

LinkedIn is at the moment the most popular and used professional online network in the world. It was established in May 2003 and it has over 400 million members representing over 200 countries and industries. Also according to LinkedIn's co-founder, Reid Hoffman, 27 % of the members are recruiters. (Rouse, 2016) LinkedIn's mission is to "connect the world's professionals to make them more productive and professional". They want to offer the business community an efficient way to connect, find and be found as well as power one's career by learning and sharing. In LinkedIn people are able to discover new professional opportunities such as ventures or deals as well as see the latest news on different business fields and get the insights one would need in order to grow as a professional. These are some of the reasons why LinkedIn is the most important social media channel for businesses worldwide. (LinkedIn, 2016,a)

In Finland companies use LinkedIn the 3rd most of all the common social media channels (Facebook, YouTube, LinkedIn, Twitter, Slideshare, Pinterest, Google+, Instagram, Vimeo, Flickr, and Foursquare) to reach their customers with content marketing. (Lintulahti 2014) For why they use it there are many reasons:

1. *It is solely business oriented.* Even though Twitter for example was designed for both private and business use and Facebook is being more and more adapted by companies, LinkedIn is still found to be the most reliable social media platform. This is because from the very beginning it was exclusively designed and marketed for business purposes. The chances of finding a potential business contact via LinkedIn are much higher than finding it from Facebook for example.
2. *Useful free account.* LinkedIn's basic membership is free and it is found to be working and enough for many professionals. The platform offers also several different paid account options such as "recruiter" membership.
3. *Exponential network growth and visibility potential.* From all the social Medias LinkedIn is invincible when it comes to growing one's business network. In LinkedIn one is able to connect with people based on 3-level degree system. It means that in order to connect with someone you need to have an existing connection to them, either by really knowing them or having a link person or persons in between.
4. *Working multifield search engine.* LinkedIn's own search engine offers multiple fields to search in such as name, location, title, language or just a keyword. The significant thing about the engine is that it works efficiently even with the free membership. Paid memberships only add more search fields.

(von Rosen 2012, 15)

Advantages LinkedIn offers for companies and professionals:

1. Increase one's visibility by sharing and giving. Building a positive reputation is important nowadays and on LinkedIn it is easy to do by contributing.
2. Connect with stakeholders and possible new customers and partners.
3. Grow as a professional by learning from others and sharing one's own knowledge. In LinkedIn there are many ways to showcase one's expertise such as groups, status updates and publishing publications.
4. Prove one's ability to stay on "hype". During this era of digitalization it is highly important in many business fields to keep up with the technology. By being active on social media one's telling others that they are a capable modern networking professional.

(von Rosen 2012, 17)

As LinkedIn is a network of business professionals who are there to better their careers, we need to start by realizing their needs. People are members of this platform for different reasons such as finding a new job or employees, connect with their stakeholders or prospects, learning or sharing their knowledge et cetera. These are the niches one needs to cover when targeting marketing on LinkedIn.

XX Finland's visibility on LinkedIn

XX Finland is visible on LinkedIn under a name "XX Finland". Their LinkedIn profile has 453 followers that mainly consist of alumnae but also current students as well as partners. Posting frequency is approximately once a week and the topics are often of XX Finland itself or XX UK. There are also YouTube clips from UK's office and some shared content from different sources. (LinkedIn, 2016, b)

Facebook

By measuring the visits, Facebook is the most popular internet site in the world. It has become an inseparable part of our lives and societies. World widely Facebook gets over 900 million visits per day and nearly 2 million Finns, 34 % of Finland's population, uses Facebook actively. When using age as a parameter the biggest group of Facebook users in Finland are 24-34 years olds, but the 45-64 years old users are becoming more active and form already 13 % of all Finnish users. (Karjalainen 2010)

Behavior in Facebook

There are certain truths that are present in social networks that are especially applicable to Facebook as it has the role of the most common social network. Knowing the truths can guide companies in social media:

1. Social media is better adopted amongst younger people as they use it for communicating with each other.
2. Even though social media is strongly based on the concept of friends, nowadays it's very loosely applied. The same applies to profiles as they can present single people, companies, brands, events, and so on.
3. Often people who are influencers in their circle of friends are influencers also on social media. Also the more active they are on the internet the more likely they're part of many social networks.
4. Social media as a concept is based on visibility and sharing content, and once something is shared, it's difficult or even impossible to delete.
5. When planning a company strategy it's important to remember that social media works best when applied alongside with other internet assets.

6. As social networks are relatively new aspect to our lives and evolving all the time, the “etiquette” is also very immature. It can depend on people’s values and backgrounds.

(Treadway & Smith 2010, 24)

Besides these truths, also basic human needs create a framework for social media’s very existence. These needs and the combinations of them motivate people in social networks:

1. **Love.** Need to keep up with the loved ones and even find a new love.
2. **Self-expression/emotion.** Need to express own interests and doings. Sharing life’s details with friends.
3. **Sharing opinions/influencing friends.** Need to express own opinions on politics, religion or other topics that would normally be more difficult to debate in real life.
4. **Showing off.** Need to boost one’s ego. Sharing achievements with others.
5. **Fun/escapism/humor.** Need to be amused. There many merely humor based sites as well as groups where people can get a good laugh from.
6. **Memories and nostalgia.** Need to look to the past. Catching up with old friends and cherishing memories is an important factor for many. Social media has become an endless library for memories.
7. **Making money.** Need to provide for oneself. Social media has become an essential platform to support professional pursuits.

(Treadway & Smith 2010, 25)

A study by Pew Research Center shows that more and more people get their news from social medias such as Facebook. Even though social medias initially exist for keeping in touch with the people in one’s life, the significance of getting information and being entertained grows all the time. Especially with Facebook people find having games, news, stories and such already as important as finding out how their friends are doing. When comparing numbers from July 2013 to July 2015 nearly 20 % percent more people said that they use Facebook for news, and the numbers are growing all the time.

One thing that matters a lot when discussing social media: Age. There are huge differences between 40-50 years-old people and Millennials (18-35 years-old) for example. The gap comes from the fact that Millennials and are the first generation to have adopted social media as a universally accepted alternative or digital reality. To them, and especially to the generation born after them, social media isn’t just an unattached addition to their lives, but a separable part of their lives, a norm. Over 60% of Millennials check for exam-

ple Facebook at least once a day and 15% of Millennials have self-identified as checking Facebook “almost constantly”. These facts prove that unless an unexpected catastrophe happens, social media is here to stay. It will grow and change as people’s needs change and new innovations are born, but one can confidently say that having good communication skills on social media is a necessity in the future, also in marketing. (Delzio 2015)

When it comes to marketing on Facebook, the first thing to think about is the target audience. In Facebook there is possible to target the advertisement based on age, interests or for example location. This makes it easier to reach exactly the people who are or could be a company’s customers or stakeholders. Facebook has stated goals that it helps businesses to reach: increase online and local sales, promote one’s app and raise brand awareness. They’ve also promised that when advertising on Facebook, you’re always in control as the advertiser always chooses the audience as well as the budget. Facebook only optimizes the ads in order to reach more people, but the advertiser can always edit or stop the campaign. This gives also content marketing on Facebook great opportunities as one can boost articles for example to reach wanted customers. (Facebook, 2016, b)

XX Finland’s visibility on Facebook

XX Finland has a Facebook page called “XX Finland” where they have 239 likes (16.5.2016). Regarding the content there is no distinct difference between the Facebook page and LinkedIn profile though commissioner’s aim is to make a difference between there. On LinkedIn there would be more professional and educational materials and on Facebook the atmosphere would be more team spirit and brand highlighting by sharing photos for example. (Facebook 2016, a)

Twitter

Twitter is a status-based social media network where each status a.k.a. “tweet” consists of maximum of 140 characters (alphabets, numbers or signs). Tweets can include text, links, videos, pictures, GIFs and “hashtags”. Hashtags are words or group of words with a # - sign in front of them and work as links within twitter and also other social media platforms, e.g. Pinterest and Instagram. Hashtags are used to create conversations on a topic which can be separately looked up on twitter. It has been said that incorporate hashtags work better since they don’t seem like direct marketing but attract people’s attention. Many larger organizations use incorporate hashtags which they link to their brand and try to create slogans. (Twitter b, 2016) (Garner, 2013, 142 – 168)

Twitter has about 320M active monthly users in the worlds, in Finland twitter usage is not as active in general as older platforms such as Facebook, but it has been gradually grow-

ing for the past years (Koulutuswiki, 2015). In general many organizations and public figures in Finland as well are very active on twitter to inform their audiences about current issues etc. The frequency of twitter posts can be much more frequent than in other channels since also the life span of a tweet is extremely short; mostly after a few hours a tweet won't get attention unless it's retweeted. The key is to stir conversation by being a bit provocative or controversial, asking questions and using strong emotional triggers such as humor. Successful "twittering" also requires a lot of interaction instead of only posting. One needs to retweet efficiently, mention other users in posts, reply to tweets, run polls etc. (Social Media Examiner, 2015)

There are many tools to help with getting most out of your twitter account such as tracking tweet engagements with the Twitter analytics feature within Twitter. Also lists and favourite features are very useful for active twitter users (Social Media Examiner, 2015). Twitter can be linked to blogs and newsletters with "tweet this" links to suggest or recommend readers to quote your text. (Gornia, 2016)

Twitter is a powerful marketing tool especially if your target audience is active on twitter. Your audience is also what makes your tweets powerful, without an active group of followers your tweets will not show to outsiders and conversations will not be created to their full potential. Twitter is a tool to create connections and relationships with your audience and customers. According to twitter's research 73% of people feel better about a business after following and reading their tweets and that 60% of people have purchased from a business after starting to follow them on Twitter. (Twitter b, 2016)

The search engine Bing uses twitter for their search results, which means that active tweeting will improve Bing Search Engine Optimization. Twitter has also created another social platform; Periscope. It's a video streaming platform that works as an application which needs to be downloaded. Periscope streams can be public or only shared to special people's email. Public Periscope broadcasts can be found by anyone through the app on the map of the world and the broadcast can be easily promoted with a link to the stream. Each Stream is saved for maximum 24 hours but the main audience is targeted to watch the broadcast live for example if they can't attend an event themselves. (Wikipedia a, 2016) Twitter c, 2016)

XX Finland's visibility on Twitter

XX Finland's twitter account was recently changed from (censored / not available on The-seus) to @XXFinland in order to integrate their social media presence and marketing message. According to the commissioner's Marketing representative the number of followers has been slowly but steadily growing within the past 2 years, in mid May 2016 @XXFinland had the following activity numbers:

TWEETS	FOLLOWING	FOLLOWERS	LIKES
332	220	157	117

Figure 4, XX Twitter activity (Twitter 2016)

XX Finland's official hashtag is (censored / not available on Theseus) which has also been introduced to all students and the alumni association and been shown in some of XX's materials (newsletters and social media posts). The hashtag haven't really been taken into active use by XX Finland's stakeholders or even staff and marketing personnel, but it discussion or posts on twitter at least every second week. Some other XX offices are very active on twitter as well as on other channels. XX Finland is using Twitter more rarely but in their past few events they have been activating the participants to use corporate event hashtags (e.g. censored / not available on Theseus) and had a tweet wall in the event where guests were able to follow the conversation. They also arranged a possibility to ask questions from the key note speakers through Twitter during the break and they were asked out loud in the beginning of a panel discussion.

Periscope is occasionally used at XX Finland to show what is happening at their events. The Periscope link is published on Twitter.

Google+

Google+ is a social platform released by Google Inc. in 2011, but was redesigned and rereleased in November 2015. Google+ has several different functions from networking (circles, hangouts, communities etc.) to data sharing (stream, photography, collections etc.) (Wikipedia b, 2016). When signing up to any google service, a Google+ account is also created automatically. This has resulted in rapid growth in user statistics; in 2016 Google Inc. stated that they have 2,2 billion users, but in reality only a small fraction of accounts are actively used in the different services of Google+. (Smith, 2015)

Google+ is naturally linked to Google Inc.'s search engine; Google. This means that Google+ is a great tool to be taken advantage of in Search Engine Optimization (Patel, 2014). Google+ is said to be more advantageous compared to Twitter or Facebook, which were not built to be used for SEO in the first place, unlike Google+. (Curtis, K., 2015) At the moment XX Finland posts most of their SoMe content to Google+ to boost their SEO.

Search engine results often lead to content and home page visits (Curtis, K., 2015), which is the goal for XX Finland's marketing actions. Therefore optimizing Google+ activities can have a very positive effect on new home page visits generated from search results.

XX Finland on Google+

XX Finland's strategy on Google+ is not to gain followers or visibility by using a lot of resources, but to use the platform for SEO purposes since the platform is not commonly used by their target audiences (XX Staff, 4 May 2016) (censored / not available on Theseus). However there are almost 34 000 visits on their profile.

In 2016 XX Finland has posted on Google+ 6 times by mid-May. In 2015 there were 15 posts altogether. The posts are about the most important marketing messages (also sent via email and other social media channels) often including pictures, videos or white papers attached. The posts are not time bound but more generic and the topics are somewhat pushy and outbound oriented. (XX Staff, 4 May 2016)(Google+, 2016) Below two examples of typical posts on XX Finland's Google+ account are shown.

(Censored / not available on Theseus)

2.5.3 Content Creation

A workflow needs to be established within the organization in order to make the content creation processes work smoothly. At least roles of staff need to be discussed to make sure everyone is on the same page. A workflow of content marketing depends on what kinds of elements are included in typical posts such as written text, pictures/videos or other visuals. At XX Finland also language check is essential before publishing any material. Below one can see an example of a Content Creation workflow which resembles the steps in a larger organization than XX Finland, but which can be taken into advice in creating staff roles and a workflow in order to simplify the process of creating content in the future. At XX Finland at the moment there is only one person in the marketing team which means the content strategist and the production manager are at least only one person. The person who writes the blog posts etc. can sometimes also be XX's marketing staff or any other office personnel or journalist to be hired.

Example Workflow (Swimlane Diagram)

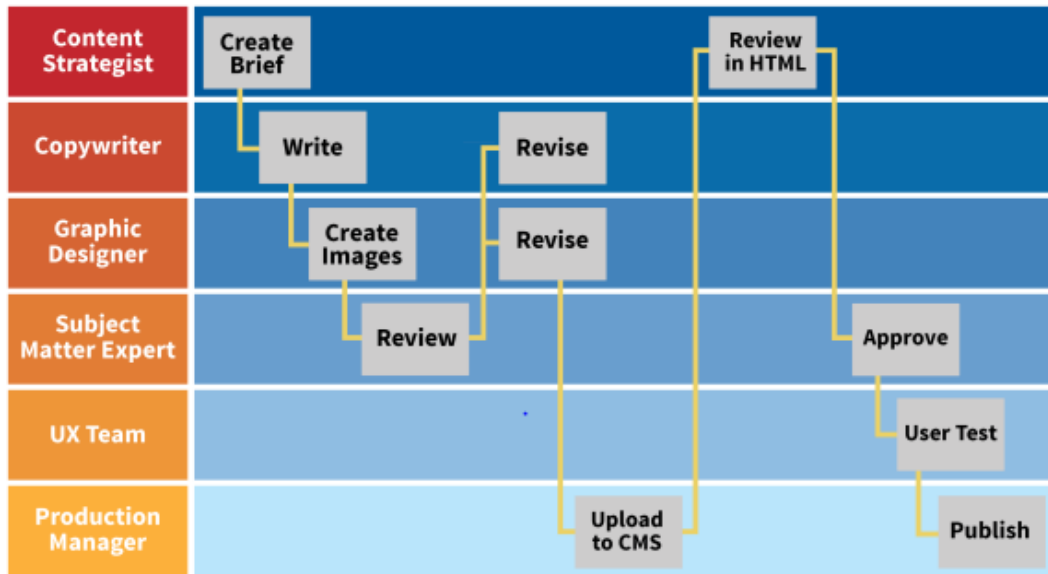


Figure 6, Content Creation workflow chart (Mills, 2016)

Style

Content Marketing language, tone of voice and style should be in line with other marketing and communication and as explained earlier XX UK has clear guidance to this. On social media the language can't be too official and it's good to remember to make publications easy to read. Using certain chosen similar terms for things is recommended to make sure your audience knows what you are talking about, meaning too much variation to make a post interesting might not be a good idea. Google SEO Guide suggest people to create content primarily for your users, not search engines, avoid inserting numerous unnecessary keywords aimed at search engines. Balance in this sense is necessary as well because using words that are searched online often and linked to your SEO on content is smart to get best of both.

Emotional vs. rational decision making in byer behaviour should not be forgotten. Factual based information on XX's services is needed in content marketing but to keep an emotional aspect in publications works well. Content which always works (gets shared):

- reminds life is short
- dreams can come true
- reminds us that we matter
- forgotten basics
- unexpected twists
- tells us a story
- takes us along on a journey

- inspires us to action
 - makes us laugh or smile
 - that reveals secrets
 - encourages not to give up
 - surprises us
 - educates while entertaining
 - introduce a fresh point of view
- (Aughtmon, 2012)

Storytelling is a very useful skill to have in a content marketer, a journalists which XX Finland will be hiring in the fall of 2016 will certainly have the ability to write appealing publications. It's interesting to have many people write publications and create conversation on ways to appeal to the reader. As the audience and the staff working on content marketing are individuals it's good to remember that people are different, and different things and styles appeal to different people. As Anais Nin has said "We don't see things as they are, we see them as we are." (Takala, 2007). Testing is the best way in content marketing to see what works and what doesn't.

Topics

XX Finland staff has come up with monthly themes for their communication strategy which can also be used as the main monthly topics for Content Marketing. To help with coming up with content to be created and published the following themes can work as a headline for blog posts etc. The themes were chosen to be (censored / not available on The-seus)(XX Staff, 4 May 2016).

Within each month the publication topics can be almost anything business related that someone might find interesting. Topics that the authors suggest are divided into 2 main categories: External and Internal. External topics mean non XX related topics: Events, News, research results etc. on business, education or for example English culture, depending what is being discussed by the public. As discussed multiple times, these types of publications that are not only informative of XX are important to create and share to their audience to pull them towards the company instead of only pushing XX related information.

Internal topics are perhaps easier to come up with since they have to do with everyday activities that can be used to promote the organization with content marketing ideology.

The authors have come up with many topic ideas for XX Finland to be found in Table 2 below:

Table 2, Internal Content Topics

1. product category 1	2. product category 2	3. News
A. Success Stories	A. Alumni Stories	A. Events
B. Tailored Programmes	B. Professor intros	B. Behind the Office Scenes
C. Why XX exed?	C. Short interviews	C. Alumni Promotions
D. Professor profiles	D. MC results	D. Partner Visits
E. Moments	E. Research Centers	E. IPN News
F. Open info sessions	F. Moments	F. Rankings
	G. Programme info sessions	G. New Programmes

For the final Content Creation platform that will be created, a list of sources and data bases which XX Finland staff can use as references when creating content and search for suitable topics and materials will be created to help with getting started.

Tools

Blog post is an easy and diverse way to create content. Blog posts should be promoted on social media to attract prospects to your webpages. Blog posts can have a personal touch depending on the writer but they can also be published by XX Finland, without a specific author named. Since XX Finland will have a Blog page within their webpage a easy to read structure is necessary for people wanting to browse the different blog posts.

The educational and interesting points can be introduced also by visuals included in blog posts- also other tools can be used within blog posts, such as videos and infographics.

Individual website pages and landing pages can also be shared on social media as a way to create traffic. Including different items and files for download increases the value of traffic once contact information of leads can be collected. Downloads should be attached to blog posts etc. to engage the visitors more. They can include interesting articles, newsletters or white papers for example on XX professor's research findings.

Re-posting and sharing other companies and business leader's publications is a great way to create content on social media without needing to always use a lot of time to start from scratch. Re-posting can also mean creating a reviewed version of someone else's content, but siting sources in re-post cases is important.

Interviews can be done in written or video format but they are a great way to introduce interesting and fresh ideas and can be written to include many emotional triggers and genuine calls for actions.

Webinars can be arranged easily through free apps such as Twitter's Periscope, but the quality should be good enough to be saved for future video clips and also to improve the watching experience. In the future XX Finland is planning to invest on a proper camera and microphone. Webinars are easy to promote similarly as events and can attract international audience as well.

Competitions, surveys and polls can be created to engage visitors and enhance two-way communication instead of only publishing content to be consumed.

(Hubspot Inc., 2016) (Content Marketing Institute, 2015)

Different tools can be used to target different customers at different times of their customer lifecycle. Figure 7 below can give some ideas to which type of tools work well in each step. XX Finland's marketing and sales personnel can work closely together to create the best materials and plan for inserting the right kind of material at the right time in their lead nurturing automation. Especially at first before XX starts to promote their social media channels to get more followers, the attract and delight stages might be smartest to concentrate on social media and convert and close tools can be used more in email newsletters etc.



Figure 7, Lifecycle marketing tools during the four marketing actions (Hubspot Inc., 2016)

Frequency

Large corporations have whole teams responsible for their content marketing and publish multiple times a day and are also extremely active on social media. Examples can be found in Benchmarking section 3.2 onwards. Since XX Finland has a very small team and limited resources a frequency of publishing content on their blog and newsroom can't be very high. The journalist which the commissioner is looking for is planned to write 2 blog posts per month, on top of that their own sales director is writing his own blog to introduce an insider view of one of the programmes and his experiences, which also is published once or twice a month. The authors of this thesis therefore recommend that some other type of content (for example professor's white paper review or an interview, or alumni blog post) should be published about once a week. Then about 2 publications could be completed every week and then promoted on social media. On top of the proper content marketing publications which will be shared on XX Finland's social media platforms activity on social media is required, e.g. reposting, liking, commenting and replying.

An interesting method related to publishing frequency is a technique called Social media 4-1-1. It's not really affected by frequency, but to keep your content as pulling as possible it's good to have variety in the type of content you post. 4-1-1 means that out of every publication created 4 should be from an outside source not directly linked to your organization. These 4 pieces could be from an influencer in your network or a competitor even, as long as it's relevant to your audience. Then one piece should be an original, for example educational content that can directly improve XX Finland's value as an expert in the field. Educational content could be a white paper review or a piece about the most valuable tools for sales. Lastly every sixth piece of content can be more sales oriented, an invitation to an info session or other event, an interview of an alumni etc. (Davis, 2012)

Of course the ratio between types of publications doesn't need to be as exact, but the way of thinking is valuable. It makes sure your content doesn't end up too pushy and also shows XX Finland should be noticed as an important thought leadership model in business education industry in Finland. This means that creating a lot of educational content is important. Since Frequency is not very high it might sometimes be difficult to keep the balance of interesting external publications since necessary internal topics might appear more often than once or twice a month. Once XX gets their content marketing rolling and more resources will be freed to content creation keeping the 4:1:1 ideology in mind should prove it's worth by helping to reach more followers and more engagement. (Davis, 2012) (Pulizzi c, 2013)

2.5.4 Measuring

Measuring certain things linked to content marketing is essential to be able to develop and improve the different parts of content marketing. Sometimes it might be that even the strategy and plan need to be changed once the needed results are not met. Collecting metrics on shares and conversion rates is also important for knowing what kind of content works for your audience. Measuring is not hard but applying the results in the right way might not be as simple. It is not always straight forward to see why the numbers are not looking as good as they should be, based on all the efforts. That's why analyzing, which are the things that have an effect on measured data, is important.

As discussed in strategy section 2.7.1 aligning Content Marketing to meet the Business Goals is logical, this way one can get most out of their efforts in social media. Other goals need to be linked to the ways of content marketing to enable meeting sales goals and other business goals. Therefore creating presence on SoMe is not enough, but one needs to build a community of your audience around your organization. (Blanchard, 2011, 13)

A goal or objective is the final point which is wished to be reached; goals set a direction to activities and show the focus. A goal is not always enough to be set, since goals and objectives can often seem vague and hard to measure. Setting a target, a detailed value and a timeframe for it to be reached by, can motivate staff since it creates timely and measurable pressure and gives a sense of having an effect on a specific issue. It's also said that a goal is more likely to be set the more specific it is. Targets should be aimed to create a mode for employees to be able to have an impact and to solve problems and build and move the business forward. (Blanchard, 2011, 15-18)

Targets are good for seeing at the end of the selected time period whether the target has been reached but a more measurable unit than a target is a KPI (Key Performance Indicator). KPI's should be created based on the goals and targets to resemble a smaller piece of data which can be collected frequently to see if the issue is improving or the value is moving to the right direction in order to help reach the goal.

XX's content marketing goals were determined in section 2.7.1 Strategy, in the below table 3 the KPI's based on those goals are shown. XX Finland will need to determine the targets (exact numbers) they are aiming to reach either per month or within the next fiscal year. XX Finland marketing staff should also keep track of these KPI's and either use this table (also found in the final product; XXFI content marketing excel file).

Table 3, Measuring content marketing performance (Authors 2016)

GOALS & KPI's	Target	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL
INCREASING AWARENESS													
number of followers													
number of publications													
read publications on SoMe													
read publication on home page													
ENHANCING ENGAGEMENT													
number of new followers													
number of comments													
conversion rate average													
number of shares													
BOOSTING SALES													
homepage visits													
clicks													
downloads													
new lead contacts in database													

On top of the KPI's it might be smart to collect other metrics as well, to know how content should be developed and what kind of content actually works for the audience. Using metrics for development purposes is as important as to measure KPI's to see if a target is met and if more efforts need to be put into content marketing etc. Other metrics to be collected can be related to engagement, for example bounce rates or time spent on a page or blog post might also be very useful.

In the future as the content marketing is executed in the hoped extend (minimum of 2 publications /week) and the KPI's should also develop depending on what the goals are. The below figure X shows some ideas on common content marketing metrics by the Content Marketing Institute.

Common Content Marketing Goals and Associated Metrics

GOALS	POSSIBLE METRICS
Brand awareness	Website traffic • Page views • Video views • Document views • Downloads • Social chatter • Referral links
Engagement	Blog comments • Likes, shares, tweets, +1s, pins • Forwards • Inbound links
Lead generation	Form completions and downloads • Email subscriptions • Blog subscriptions • Conversion rate
Sales	Online sales • Offline sales • Manual reporting and anecdotes
Customer retention/loyalty	Percentage of content consumed by existing customers • Retention/renewal rates
Upsell / cross-sell	Sales for new products / services

From Content Marketing Institute's The Complete Guide to Influencer Marketing Strategies, Templates & Tools

Figure 8, Content marketing metrics, (McPhillips, 2014)

In the future XX Finland could think of creating a possibility to subscribe to their blog or newsletters and also measuring which types of content (content tools, e.g. videos, white papers, interviews) are most popular and what type of content really works best in the light of the KPI's.

The KPI's need to be linked to XX Finland's other marketing KPI's (which are in the process of being determined again due to the change of the marketing staff). Since content marketing alone is not responsible for new followers on social media or creating new leads. On the long run it can be seen what other activities such as driving conversation on social media, does help with awareness or increasing reach etc.

Automation

Content marketing processes and activities include a large amount of tasks and for many it might be hard to wrap one's head around. Once content creation, publishing and distributing content happen all simultaneously and in the hectic business environment keeping track of everything that's happening and measuring the results at the same time is not easy. There are many automation programs available to create a "home" for content and where the finished pieces can be distributed according to a predetermined schedule on different social media platforms. Automation can also help with measuring, since they can automatically collect data on chosen metrics on social media, e.g. how many views, shares etc. each post gets.

Since there are dozens of these programs available at different prizes and with slightly different features, and more are released constantly, no one is really ready to recommend which program to choose. Most of these programs offer a trial period to know what suits each company's needs. To become efficient at content marketing a platform where all content can be based, planned and saved is necessary and it's highly recommended that XX Finland staff choose a few programs to test. Here are some of the most popular platforms: [Marketing.ai](#), [Marketing Cloud](#), [HootSuite](#) and [Buffer](#), and a link to CMI's list of different programs: <http://contentmarketinginstitute.com/2016/08/create-curate-measure-tools/>

Budget

Costs of content marketing can be set down to almost non-existent, if you exclude staff costs, but with less expenditure, most often less is accomplished. Especially to kick-start the content marketing processes at least some redesign of the home page is needed to make sure traffic can be directed well onto a webpage. XX is doing other changes to their webpage as well at the same time, which means the costs can be shared and not only put

onto content marketing. Mostly content marketing activities such as creating visuals won't require new investments since content marketing activities can be conducted with existing programs.

Originally content marketing at XX Finland was planned to be conducted with as little resources as possible, both staff and cost wise. Spending even one day per week on content marketing would mean 25% of their marketing staff costs, but in the future as a new marketing manager will be hired, they plan to reserve more time for content marketing as well. To reach the goal of publishing content twice a week quite a lot of time is spent on the actual writing and revising. A professional journalist to help with some content creation and contacting the press when necessary is quite a large cost which XX Finland is prepared to have.

Content marketing institute found out in their annual content marketing strategies survey that many are planning on increasing their content marketing budget but at the moment in average companies around the world are spending already 28%. CMI also claims that larger the budget share the more effective the companies usually are at content marketing. (Content Marketing Institute, 2015)

It's logical that once certain habits are established in content creation, distributing and measuring the time spent on them can decrease or at least personnel becomes more effective. Smart strategies to save money with content marketing include using as much of existing content and doing reposts which require less work and in the future XX can reuse pieces that are becoming relevant again. XX Finland can also reduce the cost on creating content by using willing alumni to share their blog posts and create other projects which can be less costly than only having a journalist writing the blog.

3 Benchmarking

Benchmarking is defined as a “strategy tool used to compare the performance of the business processes and products with the best performances of other companies inside and outside the industry” (Jurevicius, 2014). Benchmarking is a useful and smart way to learn from others experience (Antonaras, Memtsa, Katsiolouides, 2009) and can lead to improved performance if applied properly (Jurevicius, 2014). Benchmarking works most effectively if one does not copy or imitate the benchmarked organization but uses the findings as a formula to success to improve own innovation with the mindset of becoming the best of best. Findings always need to be applied into one’s own situation and relatively question what circumstances are different and affecting the activities or end result. For example if a competitor has over 100 staff compared to your 10 employees their diversity and frequency in publishing can be on another level. By comparing the content marketing activities of industry leaders and content marketing “gurus” of other industries one can get insight on what could be changed and how to improve their content marketing to become more attracting to their target audiences (Jurevicius, 2014), as long as they keep in mind their resources etc.

Benchmarking is a widely spread phenomenon (Jurevicius, 2014) and it’s commonly used very informally in everyday business operations and personal life as well. Benchmarking as a research method must be planned with care to make sure to take into consideration different variables. Benchmarking can be customized into any business activity, industry etc. to meet one’s needs. Jurevicius analyzed Benchmarking and categorized different types and approaches of Benchmarking according to the below figure.

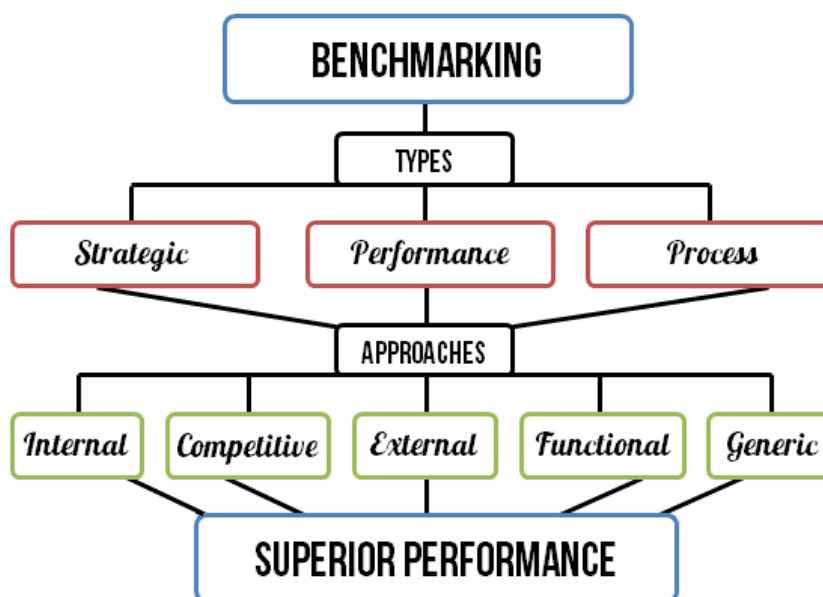


Figure 9, Benchmarking types and approaches (Jurevicius, 2014)

Process Benchmarking can be used when benchmarking content marketing, since the key is to investigate the organizations engaging in similar activities and “identify the best practices” (Jurevicius, 2014). Process Benchmarking starts with recognizing the weaknesses and using the findings to eliminate them. Using external and competitive Benchmarking one can compare the content marketing processes to competitors within its own industry and learn from successful content marketers in other industries. Successful Benchmarking can have rewarding benefits such as decreasing costs, useful innovations, new insight to operations and processes and realizing competitive advantages as well as weaknesses to be improved. Difficulties on the other hand include finding suitable Benchmarkees and coming up with effective metrics with which to measure success and bringing the realizations into action in the organization. (Jurevicius, 2014)

3.1 Xerox Benchmarking Process

Robert C. Camp, the Benchmarking Competence Quality and Customer Satisfaction Manager at Xerox, has created the 5 phase 12 step Xerox Benchmarking Process (Blakeman, 2002) which can be applied easily for Content Marketing Benchmarking.

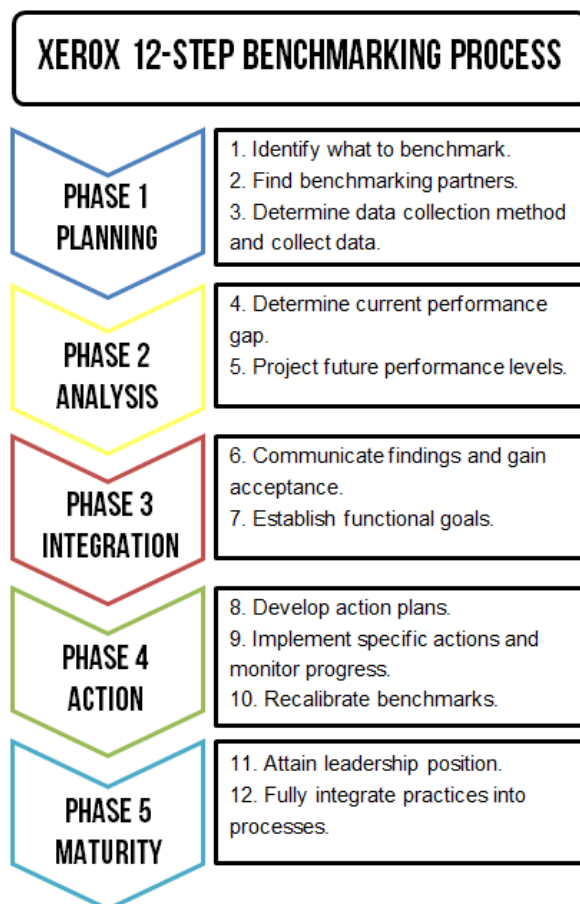


Figure 10, Xerox Benchmarking process description (Jurevicius, 2014)

Benchmarking Phase 1: Planning

1. Identify what to benchmark / Benchmarking Criteria

To get a picture of content marketing activities for benchmarking we can analyze a company's home page and social media activity. To get a clue what the best practices different organizations are using in their content marketing the following criteria is set to be collected:

Social Media:

- channels used
- amount of followers
- number of likes and shares
- frequency
- used hashtags
- target audience
- style should be "inboundy"

Home Page:

- diversity of type of content (e.g. pictures, links, research, information of provider)
- linkage between homepage & some
- general appearance, easy to read and browse

2. Find Benchmarking Partners - Identify comparative companies

The chosen benchmarking companies are Aalto University, (XX Finland's main competitor University of Oxford (a competitor especially for XX UK and industry leader in international market of higher education), Ellun kanat (a communication and PR agency, expert in content marketing) and Finnair (a non-competitive industry content marketing expert).

3. Determine data collection method and collect data

Data was collected by systematically going through each of the Benchmarking partners' webpage and social media channels.

3.2 Aalto University

Aalto University is a merger of three different universities established in 2010 making it the 3rd biggest University in Finland with over 20 000 students (Aalto 2016b). Aalto has highly

appreciated MBA and Executive Education programmes which makes it the biggest competitor for XX XX Finland when comparing MBA and Executive education programs that universities offer in Finland. Aalto's target group is wide covering youngsters still figuring out their future to academic professionals.

When it comes to content marketing, Aalto University is present on Facebook, LinkedIn, Twitter, Instagram, Snapchat and YouTube. Of these Facebook and LinkedIn are the ones that are more closely looked as these are the channels XX uses the most as well. One thing that is noticeable when going through Aalto's social media channels is that they don't only use hashtags (#) that represent Aalto University as a whole, e.g. #aaltouniversity, but more hashtags that are bound to certain events or campaign, such as #aaltofestival or #alumnihaaste.



Figure 11, Aalto Instagram post, a (Instagram 2016b)



Figure 12, Aalto Instagram post, b (Instagram 2016b)

This is a result of Aalto's strong background in the older three universities that are highly appreciated in Finland and therefore there is no need for them to emphasize Aalto all the time. When it comes to language, Aalto uses English most of the time but Finnish whenever the e.g. article's content is in Finnish. Also 1/3 posts are published using both English and Finnish.

Aalto has a vibrant and easy-to-read home page where they share interesting content from all their social media channels. They also have separate sections for news and upcoming events as well as recruitment. The website's appearance is pulling as there is a lot of appealing content to read or watch. All the other social media channels are well represented other than LinkedIn, which might appear there as well whenever there are new posts. (Aalto 2016a)

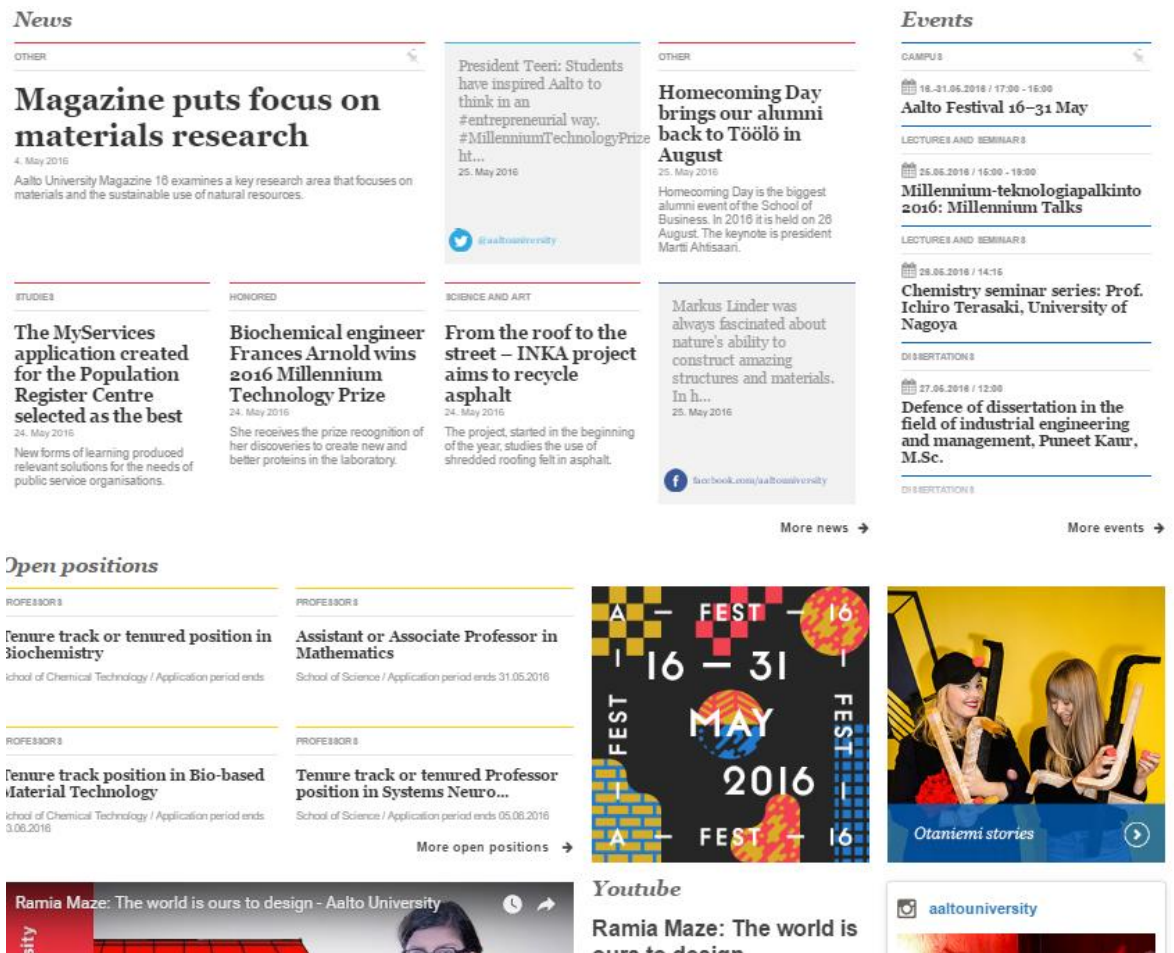


Figure 13, Aalto Homepage, (Aalto 2016)

Aalto University has roundly 30 000 likes on Facebook (Facebook 2016g). On Facebook they post normally several times a day. They share different kinds of scientific articles, interesting news and for example introduce alumnae's success stories. Aalto also has upcoming events listed on Facebook which makes it easier for stakeholders to see them compared to if they only had them on homepage. On Facebook they weekly post articles of their successful alumnae's projects which gives a successful picture of their education. Under the posts there are always links to Aalto's website or to the article it refers to.



Aalto University

23 hrs · 🌐

#MatchmadeinHEL The Runway alkaa muutaman tunnin päästä! Katso live-lähetystä alkaen klo 20. Ainutlaatuisessa näytöksessä mukana alumnimme Heikki Salonen ja näytöksen taustalla lehtorimme Tuomas Laitinen!

Today it is time for The Runway by Tuomas Laitinen, our fashion lecturer. Seven of the most intriguing designers from Asia and Europe will come together at Helsinki Airport to put on an extraordinary event at 8 pm. Our alumni Heikki Salonen is one of the designers!

See it live here: <http://www.matchmadeinhel.com/>



Match Made in HEL – Tuomas Laitinen Invitational

Fashion trendsetter Tuomas Laitinen together with Finnair invites seven fashion designers to create an incredible fashion show – on an actual runway at Helsinki Airport. This is Match Made in HEL – The Runway.

MATCHMADEINHEL.COM

Figure 14, Aalto Facebook post (Facebook 2016h)

On LinkedIn Aalto has roundly 11 300 followers (LinkedIn 2016c.) On LinkedIn the posting frequency is a few times per month. Many of the posts are open vacancy announcements but there are also for example Aalto leader insight posts every now and then.

Aalto University Aalto Leaders' Insight | Looks reflect executive's qualities: energy, endurance and control. Prof. Janne Tienari tells about the trend of sporty executives. <https://lnkd.in/evKNyHV>



Aalto Leaders' Insight | Janne Tienari: The Sporty Executive

Inkd.in · "The way executives look is seen to reflect their inner qualities," says Janne Tienari, professor at Aalto University and Senior Advisor at Aalto EE. "Yet, it is not looks per se that matter." Janne Tienari and Susan Meriläinen...

Like · Comment · Share · 2 months ago

Aalto University School of Arts, Design and Architecture, Department of Architecture invites applications for: Lecturer in Wood architecture. Deadline for the application is June 15th, 2016.



Lecturer in Wood architecture

aalto.fi · Aalto University is a community of bold thinkers where science and art meet technology and business. Aalto University has six schools with nearly 20 000 students and 4 700 employees, 390 of which are professors. Our campuses are located in Espoo and...

Like (4) · Comment · Share · 2 months ago

Figure 15, Aalto LinkedIn posts (LinkedIn 2016c)

Aalto University
Higher Education
1001-5000 employees

Home

#madeinaalto

Aalto University is a community of bold thinkers in the fields of technology, business, arts and design. The university has six schools with nearly 20 000 students and 4 500 employees, 390 of which are professors. The University is founded on Finnish strengths, and its goal is to develop as a unique entity to become one of the top universities in the world. The Aalto University campuses are located in Espoo and Helsinki, Finland.

Website: aalto.fi/en
Facebook: facebook.com/aaltouniversity
Twitter: twitter.com/AaltoUniversity
YouTube: youtube.com/aaltouniversity
Instagram: instagram.com/aaltouniversity

Figure 16, Aalto LinkedIn profile (LinkedIn 2016c)

Aalto gives a lot of credit to their alumnae in their marketing which gives a cooperative and united overall appearance for a visitor in all their social media channels. Recently Aalto launched a campaign emphasizing their alumnae that is called #madeinaalto. The campaign is well represented in all their channels. On LinkedIn can be seen their alumnae that are LinkedIn members as well as their current positioning in the business field.

3.2.1 Aalto Executive Education

Aalto EE (Executive Education) is part of Aalto University and they offer MBA, DBA and Executive education programmes. Aalto EE has been operating since 1970 and is “among global leaders in executive education and leadership development.” (AaltoEE 2016) Aalto EE has their own website in English and is present in social media in Facebook, Twitter, LinkedIn, Google+, YouTube and few Asian social medias. In Facebook they have roundly 3400 likes and the posting frequency is from couple of days between to many times a day (Facebook, 2016f).

In Twitter AaltoEE is present with a username @AaltoEE and they have roundly 2300 followers. On Twitter they post several times a day and the topics can be anything from educational tweets to events and reposts of academic tweets. Under all the tweets that concern AaltoEE or Aalto University there are links to the very internet page. Most of the tweets are in English but roughly every tenth tweet is in Finnish as it refers e.g. to a Finnish article. (Twitter 2016e)

On LinkedIn AaltoEE has nearly 2000 followers and the posting frequency is few times a week to every other week. Most of the posts are of the same topic as in Twitter, but the aspect is deeper as there is more space for writing. (LinkedIn 2016d)

Aalto University Executive Education Ltd Being in the state of flow is described by energized focus and complete absorption in what one does. But how can flow be evaluated and attained? This infographic collection is designed to demonstrate how you can immediately evaluate and generate higher level of flow in your meetings.



The End of Boring and Inefficient Meetings

aaltoee.com · Concrete steps to evaluate the level of flow leading to higher performance in your meetings.

Like (4) · Comment · Share · 15 days ago

Jaana Koivistoinen, Pekka Mattila +2

Add a comment...

Aalto University Executive Education Ltd Forbes wrote an article about Aalto EE partnership with HY+ to launch the first executive level program focusing on innovation in education. The 6-day program embodies topics such as leadership, strategy, entrepreneurship, design thinking and ICT, taught by top professors and experts from Finland. The main purpose of the program is to offer and practice new and alternative methods to running, managing and teaching in schools. The destination is Helsinki and the focus is global!



The Magic Of Finnish Schooling: Now With A Management Twist

forbes.com · Education policymakers and administrators worldwide want to learn from Finland's schooling success. Now there's a how-to course for school executives. Aalto Executive Education provides business and innovation training and the University of...

Like (10) · Comment (1) · Share · 16 days ago

Figure 17, AaltoEE LinkedIn posts (LinkedIn 2016d)

3.3 University of Oxford

Oxford University is “the oldest university in the English-speaking world, Oxford is a unique and historic institution.” The university consists of 38 colleges and the central University which consists of academic and administrative departments, research centres, museums and libraries. As Oxford University is such a big organization with over 20 thousand students, they have the abilities to be present in several social medias: YouTube, Facebook, LinkedIn, Instagram and Twitter as well as their own social platforms and apps. (Oxford 2016)



Figure 18, Oxford Social Media Platforms (Oxford 2016)

Oxford's homepage includes lots of information but is still rather easy to navigate. The first page includes parts such as "news", "discover", "events" and "Studying at Oxford" but also many more links to other informative pages. The Social media platforms don't jump out but instead are discreetly located at the bottom of the page.

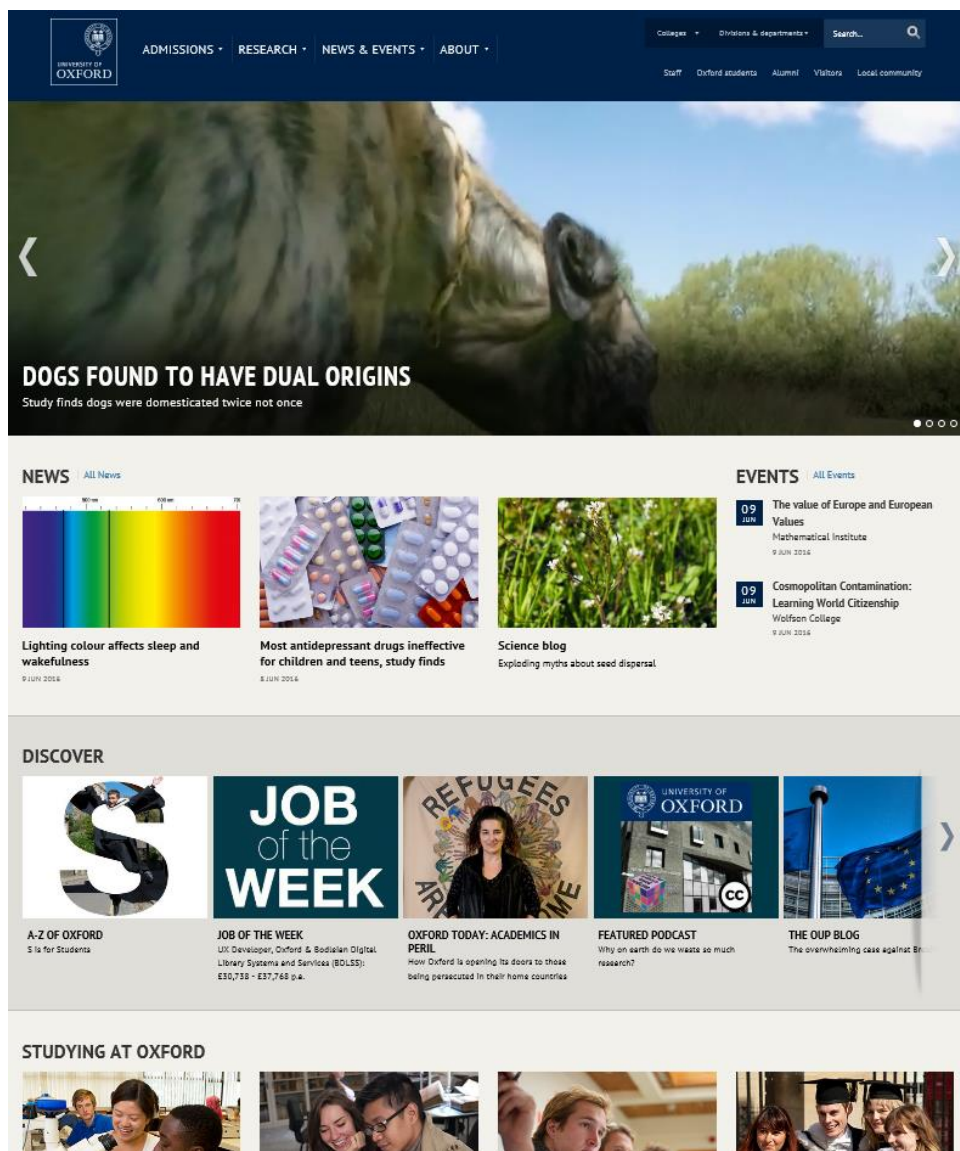


Figure 19, Oxford Homepage (Oxford 2016)

On Facebook Oxford has nearly 2,9 million likes and the posting frequency is usually once a day. The posts are mostly about Oxford or researches done by Oxford or alumnae, but

also e.g. articles and emotionally appealing posts. (Facebook 2016e) Oxford is also very active on YouTube where they have different categories for the videos such as “Stories about Oxford Research” and “Apply to Oxford as a Graduate”. The videos are often linked to Facebook and homepage. (YouTube 2016) Besides YouTube, Oxford also operates their own iTunes U site where they have audio- and video podcasts from all over the university. (iTunes U 2016)

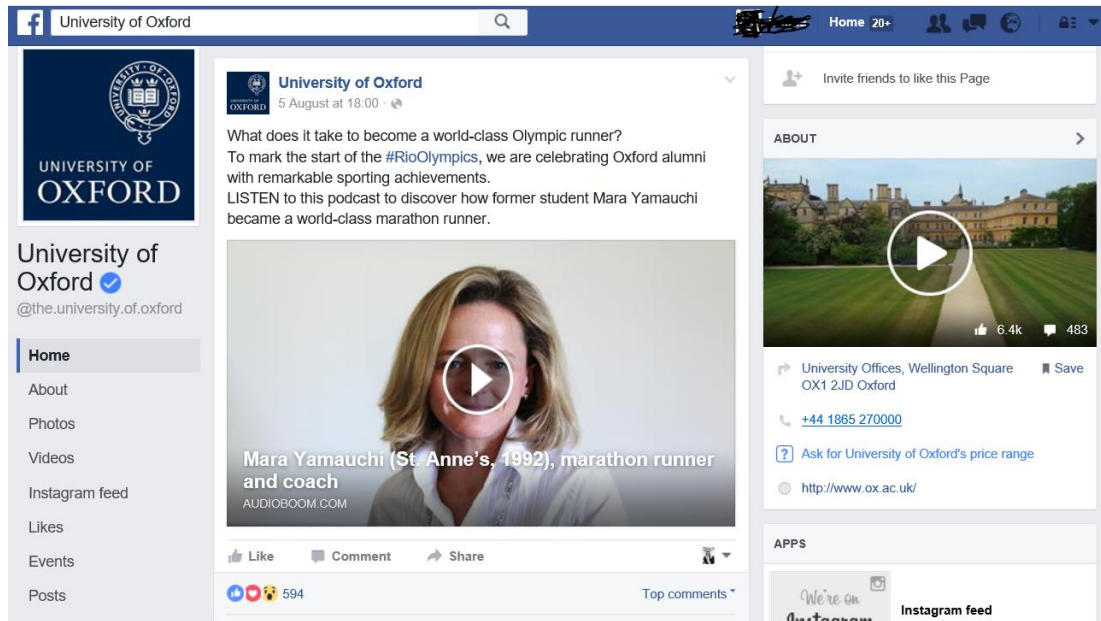


Figure 20, Oxford Facebook (Facebook 2016e)



University of Oxford added 4 new photos — with Lethe Bonton.

31 July at 18:00 · 🌐

Shall I compare thee to a summer's day?

You will probably recognise this line from one of William Shakespeare's most famous sonnets. Sonnet 18 is part of a cycle of 154 sonnets by Shakespeare, first published in 1609.

To mark 400 years since Shakespeare's death, the Bodleian Libraries have embarked on an epic project to collect newly printed copies of each of Shakespeare's sonnets from hand-press printers around the world, from California to New Delhi and Llandogo.

See some of the intricate hand-printed sonnets, and find out more about this amazing project here: po.st/KVrWF5.



Figure 21, Oxford Facebook post (Facebook 2016e)

On LinkedIn Oxford has nearly 52 thousand followers and the posting frequency is one to three times per month. The posts are often announcements about open vacancies but there are also lots of posts about e.g. Oxford Researches, professor intros and reposting articles about Oxford's excellence.

University of Oxford We're hiring! Online media producer wanted to join our amazing video team, making videos on everything from cutting edge research to admissions and events. Find out more and apply at the link below.



Online Media Producer job application

recruit.ox.ac.uk • From the main University website which attracts 9 million visitors per year, to three million followers across social media, digital communication platforms are the primary channels by which the University of Oxford reaches audiences worldwide.

Like (24) • Comment • Share • 9 months ago

 [Aasaf Ainapore, MAGNO SOUZA](#) +22

Add a comment...

University of Oxford We're delighted to have come top in the Times Higher Ed's annual ranking of institutions by Research Council funding.



Oxford knocks Imperial off research income top spot

timeshighereducation.com • Universities of Birmingham, Glasgow and York enter top 10 after £120 million grant for quantum technology

Like (131) • Comment (4) • Share • 9 months ago

Figure 22, Oxford LinkedIn posts, a (LinkedIn 2016g)

Recent Updates

University of Oxford is hiring: [Process Development Scientist](#)

Careers at University of Oxford • See more jobs • 5 hours ago

University of Oxford is hiring: [Head of Information Governance](#)

Careers at University of Oxford • See more jobs • 2 days ago

University of Oxford is hiring: [Network Operations Technician](#)

Careers at University of Oxford • See more jobs • 5 days ago

University of Oxford is hiring: [Senior Network Engineer](#)

Figure 23, Oxford LinkedIn posts, b (LinkedIn 2016g)

Oxford University's Twitter account is called @UniofOxford and the tweeting frequency is 3-6 times a day. The tweets are often interesting scientific facts, Oxford studies or alumnae interviews and stories. The tweets are also often linked to the original internet page on e.g. Oxford's website. (Twitter 2016f)

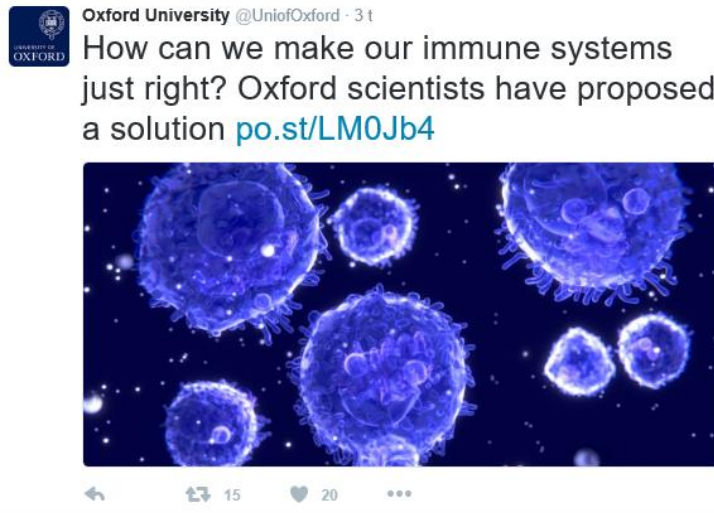


Figure 24, Oxford tweets, a (Twitter 2016f)



Figure 25, Oxford tweets, b (Twitter 2016f)



Oxford University @UniofOxford · 4. elokuuta

The Divinity School @bodleianlibs bathed in light. #ThrowbackThursday



78 181

Figure 26, Oxford tweets, c (Twitter 2016)

3.4 Ellun Kanat

Ellun kanat is a Finnish strategic communication agency established in 2008. In 2015 they had a turnover of 3,2 million € and got a recognition of being the Communication Agency of the year 2015 (Ellun Kanat 2016a). They have a distinct style and spirit that can be seen throughout their website and social media. One could say that they have a “twinkle in their eyes” as they comfortably use spoken language alongside the standard language in their writings. They use for example curse words and even the name “Ellun kanat” (“Ellu’s chickens” in English) comes from an old Finnish saying referring to carefree or easygoing people (Yle 2016).

TITTELI: VIESTINNÄN TEKIJÄ

Onhan sitä ihmetelty. Miksi meiltä palaverissa ei istu community manager, comms director tai edes senior planner? Meillä ei piileskellä tittelin takana vaan tehdään viestintää edestä. Eikä mitä tahansa perusviestintää. Rikomme viestinnän rajoja, tunkeudumme kulmahuoneeseen ja piiskaamme markkinointia. Työnnämme kädet sisältöön, haastamme aivomme strategian ravisteluun ja olemme sielläkin missä viestintää ei olla totuttu näkemään.

Rytmihäiriön maailmassa tarvitaan strategisia tekijöitä ja taitavia taktikoita, markkinoinnin, viestinnän ja liiketoiminnan osaajia, ei turhantärkeileviä paskanpuhujia. Et siis edelleen saa meiltä titteleitä. Saat osaajia.

LUE LISÄÄ

Figure 27, Ellun Kanat Homepage (Ellun Kanat 2016a)

In the homepage they have a presenting text of them and their actions, where they say that they are not “vainglorious bullshitters”, as if all the other communication professionals were. They want to give an image that they have attitude and skills to do things differently and think outside-of-the-box, therefore better. Also in the picture below, captured from the homepage, they say with a poetic tone: “*munaton on maineeton*”, which can be freely translated into “*a person without balls has no fame*”. In this context the word “*munat*” aka “balls” can in Finnish can refer either to chicken’s eggs or a man’s testicles. And this “having no balls” is a generally used phrase for cowards or boring people.



Figure 28, Ellun Kanat Munaton (Ellun Kanat 2016b)

On LinkedIn they have roundly 3500 followers. There they have the nearly the same content and frequency of posting as on Facebook. (LinkedIn 2016d)

On Twitter Ellun Kanat is present under the username @sokeakana which means “blind chicken” in English. They have over 12 thousand followers and the content is always very tied to the presence. Many of the tweets refer to events happening that Ellun Kanat is part of. (Twitter 2016i)

TWIIITIT	SEURATUT	SEURAAJAT	TYKKÄYKSET	LISTAT
3 343	1 240	12,1 t.	2 627	2

Ellun Kanat
@sokeakana

Strateginen viestintätoimisto. Näkemys, olla luodaan muutosta, huomiota ja vaikutusta #rytmihäiriö'n maailmassa. #mahdollisuusviestintä / Twiitit: @mattiehto

Helsinki, Finland
ellunkanat.fi
Liittynyt marraskuu 2011


Twiitit **Twiitit ja vastaukset** Media

Ellun Kanat uudelleentwiittasi
VRuutiset @VRuutiset · 5 t
Tänään @sokeakana on jeesimässä meidän #matkakumppani-poppoota.


#theMartti™ Lindholm @theMartti
Tänään olen vieraillemassa @VRuutiset-tiluksilla. Päivän päätteeksi VR:n #matkakumppani't ovat valmiita kohtaamaan somen!
#YhteiselläMatkalla

Figure 29, Ellun Kanat Twitter (Twitter 2016i)

On Facebook they have roundly 5000 followers. There they post 3-4 times a week, sometimes twice a day also. The posting language is Finnish and the posts are mostly sharing their own blog texts or events. The atmosphere goes along with the general spirit. (Facebook 2016d)

 **Ellun Kanat** shared their event. ▼
1 June at 16:24 · 🌐

Pidämme uusissa tiloissamme Näkemys muuttaa taloon -valokuvanäyttelyyn. Näyttely kertoo hylättyjen tilojen kautta, mitä tapahtuu ilman rohkeutta, tekemistä ja muutoksen ymmärtämistä. Tervetuloa!



13 **Näkemys muuttaa taloon -valokuvanä...**
13 June–16 June · Unioninkatu 24, 4krs, FI-001...
201 people interested · 80 people going ★ Interested

👍 Like 💬 Comment ➦ Share 👤 ▼

👍 16

Figure 30, Ellun Kanat Facebook (Facebook 2016d)

 **Ellun Kanat**
21 May at 11:13 · 🌐

Työntekijäsi ovat parhaita (ja pahimpia) sanansaattajiasi – myös ne entiset.



Kannattaako kuuluisat viimeiset sanat jättää sanomatta? - Ellun Kanat

"Mitäpä, jos lähtökeskustelutkin ovat paras tapa selvittää, miten hyvin (tai huonosti) asiat teillä oikeasti ovatkaan?"

ELLUNKANAT.FI

👍 Like 💬 Comment ➦ Share

👍 128 Chronological ▾

Figure 31, Ellun Kanat Facebook, b (Facebook 2016d)



Avoim kirje Suomen olympiakomitealle: viekö #gold #voitto Suomen mitalin? - Ellun Kanat

Arvoisa Suomen olympiakomitea, Olympialaisten avajaiset Rioissa ovat tänään ja edessä on jännät viikot täynnä hikeä ja suuria suorituksia, ehkä

ELLUNKANAT.FI

👍 Like 💬 Comment ➦ Share

👍 🤔 😬 183 Chronological ▾

57 shares

View 5 more comments

 Kirsiällä on jälleen ollut kynä terävänä; hyvää tekstiä:)
Like · Reply · 6 August at 09:25

 Mites käytännössä tuota sääntöviidakkoa ajetaan valvoa?
Aikooko KOK tarkkailla jokaista yritystä, joka on joskus antanut jollekin menestyvälle urheilijalle sponsorirahoja? Mielestäni nyt mennään sellaisella alueella, että voisi jopa miettiä, miten tuo on yhdessä sananvapauden kanssa. Some-aika, some-tavat ja vuosi 2016. Tervetuloa tähän aikaan KOK. (ai niin, saiko tuota KOK nyt lainkaan kävttää) 😂😂😂

RECOMMENDED

 Dialogi - Uusi työ on tä... 👍 Like

 Ajattelun viikko 12.-18... 👍 Like

APPS

 Twitter

 Instagram feed

 @ Tilaa Ellun Kanojen uutiskirje

Figure 32, Ellun Kanat Facebook (Facebook 2016d)

3.5 Finnair

Finnair is the largest airline in Finland and its major shareholder is the government. The company was established in 1963 and since that they have had no fatal or hull-loss accidents. Due to this Finnair is considered to be one of the safest airlines in the world and has gained a strong foothold in the aviation field. (Wikipedia 2016c)

As being the flag carrier of Finland Finnair has strong roots in Finnish culture and society. Even though the company has had a shifty reputation in mass media during the past decade due to dubious acts in their finance management, people's opinions have begun to change thanks to well done PR.

Finnair website has a clear and simple look representing Finland and Scandinavian design thinking. The website is sales oriented and focused on offers an essential travel information. In the bottom bar of the website are mentioned all the other channels via which one can follow Finnair or get other alternate information than the products. (Finnair 2016b)

Finnair can be seen to be very active on social media. They are present in Facebook, Instagram, Twitter and YouTube and have also an official blog. They have also a newsletter and own mobile app. In Instagram they have the official company profile as well as many sponsored personal employee profiles that work for the good of the whole company's reputation (Instagram 2016a).

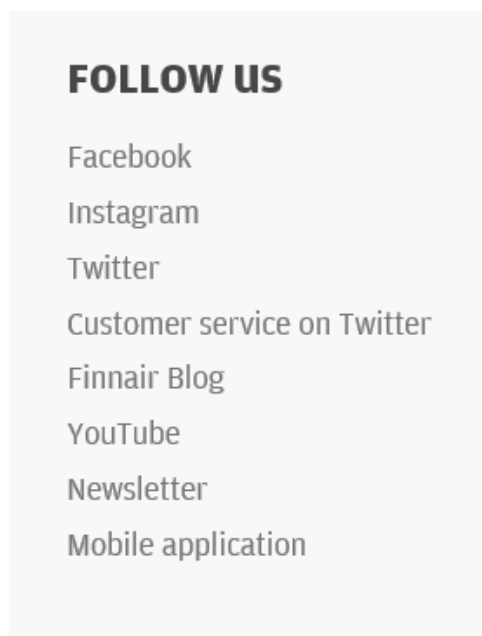


Figure 33, Finnair Social Media (Finnair 2016b)

On Facebook Finnair has over 450 000 likes and the posting frequency is approximately 2-3 times a week even though there has also been weeks without any publishing. (Facebook 2016c)



Finnair
16 hrs · 🌐

Tomaattileivästä ja merellisistä herkuista tunnetusta Barcelonasta löytyy myös erikoisuuksia, kuten Michelin-palkitun kokin kananmunateemainen l'Eggs-ravintola. Millaisia makumuistoja sinulle on jäänyt Espanjan-matkastasi? Kerro kommentteissa!

**KERRO OMA VINKKISI
BARCELONASTA!**

👍 Like 💬 Comment ➦ Share

👍 75 Top comments ▾

Figure 34, Finnair Facebook a, (Facebook 2016c)



Figure 35, Finnair Facebook, b (Facebook 2016c)

What's noticeable on Facebook is that a lot of people comment under posts about their negative experiences with Finnair. Finnair has answered to almost all of them, excluding the most trolling ones. That gives a caring picture of the company, especially because the answers are usually signed by an individual staff member.

On Twitter Finnair has two profiles: the company profile and customer service profile. The company profile is called @Finnair and the tweeting frequency is from 6 times a day to once a day. The tweets are often retweets of happy customers or stakeholders' tweets but also news and articles about Finnair as well as offers and Finnair's Instagram pictures. The customer service Twitter account is called @Finnairhelps and it is very active every

day with answering to customers' feedback and enquiry tweets and also announcing errors and issues. (Twitter 2016g,h)

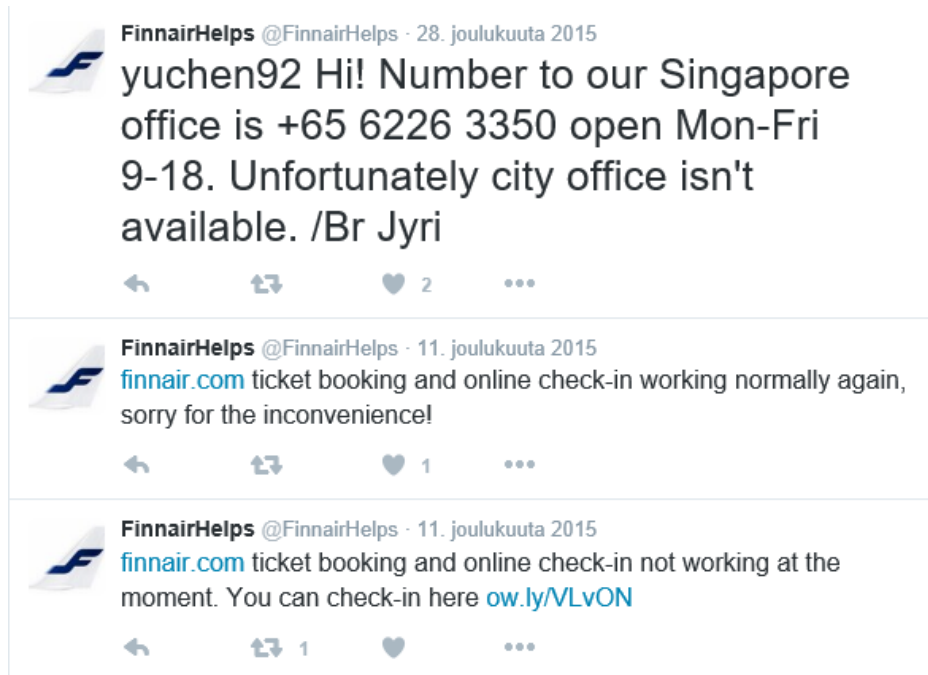


Figure 36, Finnair Helps Twitter (Twitter 2016h)

Finnair Blog

Finnair hosts an official blog which can be found from their homepage. The blog posts are divided into 5 categories: Home, On the Ground, In the Air, At the Destination and On Finnair. The overall style is pure and modern with white background and grey text topped with happy photos taken with good taste – very Finnish. Topics are approximately so that in every 15 posts there are 4 posts of Finnish culture or for example Helsinki travelling tips and 3 of Finnair itself and the rest are of destinations, travel tips or such. Under every post there are credits for the text as well as photos. Under every post there are share options for Facebook, Twitter and Google+. But what most notable: under each post there is a Finnair blue colored link called “Book flights with Finnair”. This creates an opportunity for the possible random blog readers to go and buy Finnair products after their possible travelling inspiration from the blog. Posting frequency is approximately once a week varying from 3 times per week to once every two weeks. The topics are for example Finnish culture, destination tips and stories from employees. Also occasional celebrity writers add value to the blog. Every once in a while the blog posts are also published in “Blue wings”, the official inflight magazine of Finnair. (Finnair 2016a)



FINNAIR BLOG



Experience Helsinki's hippest festival

Helsinki's Flow serves up the world's hottest urban festival by going way beyond the tired 'bands and beer' template. We've handpicked the very coolest highlights for the festival weekend August 12-14. Is this the most achingly cool festival on earth? asked Forbes magazine in August 2015, Helsinki's Flow festival has been winning the hearts of

[READ MORE](#)

09.08.2016

No Responses

Figure 37, Finnair Blog, a (Finnair 2016a)

Categories:
In the air

Tags:
air travel, flying, holiday, passenger, travel, traveling

Share:



Jyrki 69

About the writer:

I am the lead singer in the band The 69 Eyes and a UNICEF Goodwill Ambassador. Now in my forties, I've been to school and seen the world. The music business is constantly changing – and so is air travel. The world is growing smaller. I report on my various travel experiences in my blogs. A musician in orbit – en route to or from a gig, and sometimes even on vacation. You can get hooked on travelling, it gets into your blood! I post pictures from my journeys on [Instagram](#) and fans can also follow The 69 Eyes on [Facebook](#).

Figure 38, Finnair Blog, b (Finnair 2016a)

Finnair upgraded as Prime choice for sustainable and responsible investors

08.03.2016 No Responses



Last week, our team at Finnair received the most inspiring and exciting news! Finnair's performance in corporate responsibility was recognised with the highest distinction in an independent, non-solicited analysis of the investment universe, covering environmental and social responsibility as well as governance (ESG).

Following their most recent review, oekom research AG, one of the world's leading ESG rating agencies, upgraded Finnair's investment status to 'Prime'. In essence, this means Finnair is an issuer they are recommending to their sustainable and responsible investor (SRI) clients for investment.

To top it all, as at the report date 2 March 2016, Finnair was the sole industry leader with the highest corporate responsibility rating "B-" in the entire Transport and Logistics sector on oekom's radar, comprising 77 companies worldwide.

What does all of this mean?

Sustainability is emerging as an important investment factor, and our top ranking is a clear sign to investors. Sustainable and responsible investing (SRI) integrates corporate responsibility as a factor in investment

Figure 39, Finnair Blog, c (Finnair 2016a)

5 feel-good escapes in Finland

27.05.2016 No Responses



From exploring the shores around Helsinki to unwinding on an herb farm, these five getaways will surely restore body and mind.

Down-home foodie escape

Family-owned Tertti Manor sources super-fresh ingredients from its own land to offer a delicious country hideaway. Located in Mikkeli, two and a half hour's drive from Helsinki, the manor is a popular stopover for summer vacationers and a leisure destination for city dwellers looking for a peaceful retreat – with the added delight of real food.

Figure 40, Finnair Blog, d (Finnair 2016a)

3.6 Conclusion

Benchmarking Phase 2: Analysis

4 Determine current performance gap & 5 Project future performance levels.

All the benchmarked companies differ from XX Finland in many ways: the sizes of the companies, target audiences, budgets, resources and even specific fields of business. Thus the way of doing content marketing varies between the companies. With the resources the case company has, being as active in as many social medias as for example Aalto University is, is at the moment impossible.

Based on the benchmarking and the determined KPI's these are some of the best practices that might be worth trying to implement:

- Keeping in mind the target audience is important, though should not affect the content too much for it not to be too homogenous
- Every published post should include a link to XX's website
- Under blog texts there could be a link for downloading a brochure, if not purchasing the product
- Mentioning partners, having conversations with customers and re-tweeting stakeholders' tweets creates a bigger Twitter audience, thus giving more publicity
- Photos that will be published should be taken with consideration and a certain style in mind, e.g. vibrant or well-lit
- The same content can be shared in more than one social media, but the content should be adjusted for the media, e.g. length and style of writing
- Having different styles of writing and topics, e.g. emotionally appealing gives vibrant feeling and sincere image

Benchmarking Phase 3: Integration

6 Communicate findings and gain acceptance & 7 Establish functional goals

Findings will be communicated to XX Finland with the results of this thesis and functional goals will be created in section 4.2 Action plan SMART goals.

Benchmarking Phase 4: Action

8 Develop action plans

This Phase will also be covered in section 4 Action Plan

The Benchmarking process also suggests the following steps to be taken to ensure maximum effect and usage of useful results of the Benchmarking findings. But since these steps are not in the scope of this thesis, the following steps will be of XX Finland's responsibility:

9. Implement specific actions and monitor progress

10. Recalibrate benchmarks

Phase 5: Maturity

11. Attain leadership position

12. Fully integrate practices into processes

4 Action Plan

4.1 Action Plan theory

Action plan can be described as “heroic” act as its purpose is to turn dreams into a reality. Generally speaking people don’t plan to fail but instead fail to plan. And having an Action Plan increases the chances of succeeding in a project. Action plan is consisted of steps that are to be used in order to get strategies meet its objectives. The Plan in whole ought to be clear and current but what most important, complete.

All the steps in action plan should consider the following aspects:

- What actions will take place
- Who will implement the steps
- By when the steps will happen or for how long
- What resources will be needed
- Communication between stakeholders

One thing to remember about Action Plan is that is always a work in progress. It should be kept visible and not locked in the file drawers. This is because all organizations and projects evolve and change and so the Plan should meet the changed needs.

When executing the Action Plan reviewing and following through are important aspects. Each step or change should be in line with the strategies and mission. Also creating a plan without following through is foolish. One good rule to keep in mind is the “80-20 rule”: successful efforts are 80 % follow through on planned actions and 20 % planning for success. Good communication is also not to be forgotten. Keeping everyone informed is only beneficial. Giving both positive and negative feedback is important. Besides all these, keeping track of the steps assures success and makes evaluation easier.

(Community Tool Box 2016)

4.2 Smart Goals

SMART goals were first introduced in 1981 by George T. Doran, a consultant and former Director of Corporate Planning for Washington Water Power Company in a paper titled "There's a S.M.A.R.T. Way to Write Management's Goals and Objectives". In general SMART goals provide an efficient and clear framework for managing goals and objectives.

Reason for the framework's popularity lies beneath the acronym; it is easy to remember and it does work. Following it reduces the risk of setting vague goals and therefore the goals have better chances of being accomplished. One thing to remember about SMART goals is that even though anyone can use the framework without any specific training, sticking to the SMART plan is the hard part. (Haughey 2014)

S pecific/ S trategic	M easurable	A ttainable	R ealistic/ R elevant	T ime-bound/ T angible
Why? How? What? Who? Where? When?	How much? How many? When and what? How will I know when it is accomplished?	Development of skills, abilities and attitudes. >> Increases self-confidence and trust for the plan.	Is the goal worthwhile and will it meet the needs? How it is aligned to objectives?	Target dates, deadlines and frequencies. Tangible when experienced with one of the senses.

Figure 41, Smart Goals

Specific/Strategic

When a goal is specific, it is more likely to be achieved than a general goal. Questions to be asked: Why? How? What? Who? Where? When?

Measurable

The goal must be measurable in order to know when it's accomplished. When the goal is measurable it is achievable. Establishing concrete criteria is essential. Questions to ask: How much? How many? When and what? How will I know when it is accomplished?

Attainable

When the goal is identified it is important to recognize or develop the skills, abilities and attitudes one needs to reach the goal. Planning the steps well is essential so that one can get closer to achieving the goal. That brings trust for the system and builds self-confidence. One starts to see opportunities in previously overlooked possibilities or con-

nections and goals that have previously seemed out of reach eventually may become attainable.

Realistic/Relevant

Realistic goal doesn't mean that it can't be a high goal. The person setting the goals is the only one who can know just how much they are able and willing to do. Also low goals can decrease motivation. Though identifying what's relevant and not is essential as well so that no pointless work is done. Is the goal worthwhile and will it meet the needs? How it is aligned to objectives?

Time-bound/Tangible

When a goal is identified, it should be grounded within a time frame. Setting target dates, deadlines and frequencies is important. When a goal is tangible there is a better chance of making it both specific and measurable thus attainable. A goal is tangible when it can be experienced with one of the senses: taste, touch, smell, sight or hearing.

(Top Achievements 2016)

4.3 SMART action plan

As the goal of this thesis was to help XX Finland implement a successful and resource focused Content Marketing Strategy, there are steps to be taken before the actual content marketing activities such as content creation and distribution can start and become habits. The required steps for XX Finland to get started with Content Marketing are listed in the below table. The tasks were created by the thesis authors and XX Finland should add the SMART criteria according to the predetermined questions as shown.

Table 4, XX Finland Content Marketing Action Plan

GOAL TYPE	Specific	Measurable	Attainable	Relevant/ Realistic	Time-bound/ Tangible
Task	Why? How? What? Who? Where? When?	How much/many? When and what? How will we know it's accomplished?	Development of skills, abilities and attitudes to reach the goals.	Is the goal worthwhile and will it meet a need? How is it aligned to the objectives?	Target dates, deadlines and frequencies. Tangible when can be seen or touched.
Defining the content marketing process	Coherent understanding of necessary processes. What? Where? When?	Understanding the KPI's. Frequency of publications.	Who reads the thesis? Who has content marketing expertise?	What needs to be shared within the organization to advance efficiency?	Setting schedules

Defining staff roles, Workflow	Who will be in charge? What are the other responsibilities? Who are responsible for those?	How much time is spent each week?	What are employees' strengths (skills, contacts etc.)? Which skills need to be developed or acquired?	How will the roles keep content creation consistent?	When? Deadlines?
Decide on a schedule	When do we want to be ready to publish content? Beginning of September?	When do we want to start measuring?	Creating individual targets and deadlines.	Is it realistic? Does it set a frame for the future activities?	Where can the schedule be seen?
Decide on an automation program, trial first	Choose which programs to test	Which criteria is used to evaluate the programs e.g. price, user-friendliness?	Which process steps are made easier?	Does it save resources?	How long are the trial periods?
Alumni content creation	Alumni interviews and blog.	TBD	TBD	TBD	TBD
Measuring results	According to KPI's	TBD	TBD	TBD	TBD
On-going benchmarking of competitors' content marketing	What are others doing well? New trends and phenomena	TBD	TBD	TBD	TBD
Finalizing the new website	Newsroom, blog.	TBD	TBD	TBD	TBD
Getting a journalist to write blog posts	How is it regulated?	TBD	TBD	TBD	TBD
SEO	Analysis of Saleslion services. Search for new partner.	TBD	TBD	TBD	TBD
Other long-term content projects		TBD	TBD	TBD	TBD
Planning social media marketing strategy	Who will be in charge? What are the other responsibilities? Who are responsible for those?	How much time is spent each week?	What are employees' strengths (skills, contacts etc.)? Which skills need to be developed or acquired?	How will the roles keep content creation consistent?	When? Deadlines?

5 Recommendations

5.1 Content Creation Platform

The authors of this thesis created a recommended platform for content creation to ease XX Finland's marketing personnel's task of organizing the content planning. Figure X shows an "easy to read" version of this platform summarizing most of the content creation theories and findings stated in this thesis. The actual platform is a word file meant for XX Finland to develop as they start their content marketing activities.

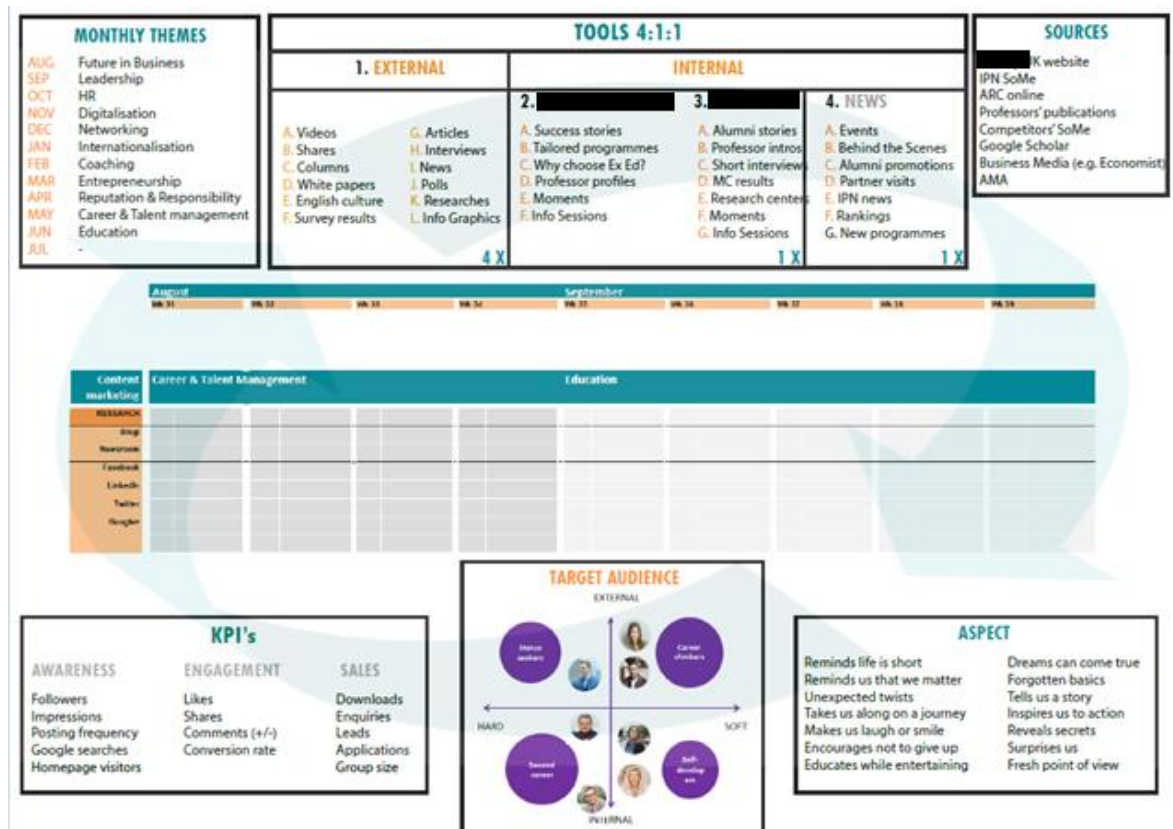


Figure 42, XX Finland Content Creation Platform

The platform has a weekly calendar where the details of upcoming publications can be planned and marked as well as to plan how to distribute the content pieces to social media. The schedule of 2-3 months is always available to be seen on one excel sheet to make it easy to have enough variation between different themes and tools. A piece of content should be planned by having the monthly themes as a starting point and then moving onto choosing what the topic should be keeping in mind the 4:1:1 ideology, varying between external and internal topics. Also the list of sources is included in case the person writing the piece doesn't have an idea where to start looking for material for the post. The tool needs to be decided in the planning stage as well, or weather to create a few different pieces, e.g. an interview and a white paper. The Target audience information is also in-

cluded to remind to focus on a buyer persona to write the piece for and a list aspect ideas for different appealing approaches is included in the platform. Lastly a sheet for tracking the KPI's is included to help XX Finland have all content marketing activities and information in one place.

5.2 General recommendations

In addition to completing the SMART action plan from Section 4.3. the authors recommend a few other little things for XX Finland to consider clarifying, planning, doing and improving.

Action Plan

The authors have used SMART theory to create an action plan that covers all important aspects of setting goals. An action plan is not a one-time thing, but it requires developing as the project advances and especially as XX Finland becomes used to content marketing. The authors recommend that an action plan for content marketing is kept "alive" as new challenges and new aspects arise. For example long term goals such as creating new professor profiles or learning journey stories can be considered to be put in the action plan after some goals have been reached.

KPI's

KPI's also need to be updated and developed. Some long term measurements need to be kept the same to be able to compare long term results too.

More Followers on social media

There should be some more planning to be done to decide on actions to be taken to consistently keep increasing the number of followers on all XX Finland's social media channels. More tips on this as well as other recommendations to improve the SoMe channels in section 5.3

Enhance partner relations

In general content marketing would be much easier if good relations were in place with the other International Partner Network offices, especially UK, Denmark and South Africa who are doing a lot of content marketing. The content and materials could be shared to become more efficient.

Also other partner relations could be enhanced to help with content marketing, stakeholder organizations and even competitors can give ideas and materials for content pieces. Continuous benchmarking at some level is advisable.

Media tracking

Actively following industry leaders in different areas is beneficial for content managers to make sure they stay on top of the new trends and understand the scene. Following content marketing gurus and service providers (such as CMI and ScoopIT) is recommended to be made part of daily/weekly work routines to learn as much as possible to be able to develop over time.

Also getting paid media tracking for traditional media for mentions of XX and competitors is a smart idea, to know if anything worth reacting to is happening.

Balanced focus on targets

At the moment to the authors the target audience is quite complex, including so many groups and personas. Limited focus on only MBA in the past has proven to work, and it might be a good idea to make a long term plan to focus on different target groups at a time. At the moment there are the Finnish, Estonian, Russian and possibly Swedish MBA markets, The Finnish Exec. Ed. market, the existing Alumni and with XX's resources everything can't be considered at once and taken good care of. Focus on only one target group shouldn't be too long, it could be changed maybe every quarter similarly as the monthly themes, so see which of the themes best target Exec. Ed. customers and decision makers and so on.

Alumni is an important stakeholder as XX Finland knows but now as XX Finland is improving their content marketing, it might mean that XX Alumni association needs to improve theirs as well? Or maybe XX Finland should offer to publish content in the closed XX Alumni LinkedIn group? Then XX Finland could concentrate on attracting new potentials on their main channels.

5.3 Social Media recommendations

Overall the social media channels and usage is changing very rapidly. It's good to question if you are using the right channels for reaching your customers at least once a year. CMO by Adobe has an annual habit of creating a social landscape guide. Figure 43 below is a piece of this guide from year 2011. The guide explains the upcoming major trends, new channels etc.



Figure 43, channel conclusion from CMO's social landscape guide from 2011

XX Finland should make sure they can be found with the same look and name on all different channels and to make sure that the Alumni can find their channels easily. At the moment the descriptions and names are not the same. Also uniting the usage of the hashtag #WeAreXX could be considered.

5.3.1 Twitter:

Twitter is not the best channel for XX Finland since it requires a lot of resources, especially time to get it working properly. What we suggest is that Twitter could be used in XX Finland's events. Before XX Finland has used twitter walls to get guests hyped about tweeting in their events. In events twitter is a fairly easy way to engage people to ask questions and post their thoughts. After the event these tweets can be used to contact potential blog writers for example or combined to post an event success story. A great tool to get more activity on twitter without using your own resources is to add a "tweet this" button to blog posts after a quotable message as in the below example in Figure 44

Key #1: Take advantage of SEO benefits

Surprise, surprise. Google Plus is a fantastic channel if search engine optimization is something you care about. It'd be silly not to take advantage of that! Surely, SEO is a hugely complex topic that deserves its own attention but assuming you are at least somewhat aware of its practices, there are several things you can do to make sure you are reaping the full SEO benefits from using Google Plus.


Google Plus has great SEO benefits, so make sure to take advantage of this when creating your marketing strategy. ([tweet this](#)) 

Figure 44, example of tweet this quote and button (Gornia, 2016)

One thing XX Finland needs to do with Twitter before they can get start receiving some benefits of having a Twitter account is to increase the number of followers. According to Twitter's research twitter followers are very beneficial to any organization, since in addition to them seeing your tweets they often also promote your business. Many Twitter followers also have a very positive image of the businesses they follow and therefore have a lower barrier to becoming a customer. To get most alumni and event visitors to follow XX on social media should be accomplished with persistency.

Here are some additional tips to get more followers created by Twitter:

- Promote your username everywhere!
Add a follow button to your website, include a link to your profile in your email signature, and promote it on offline collateral such as business cards, or store signage.
- Tap into your existing customer base.
Upload your email contacts and let your customers know you're ready to have a conversation by following them on Twitter.
- Search keywords and hashtags that relate to your industry and audience:

Use them to enter into conversations and get noticed, and follow influencers who can help spread the word about your business.

- Bring your offline advocates online:

Ask your employees to follow you and Retweet your content. If you partner with other businesses, arrange to promote each other's handles.

- Ask for Retweets:

When someone Retweets your content, they're sharing your business with their networks and your reach grows exponentially. Be direct, and ask your followers for their support. Try an incentive: You can offer to release an exclusive coupon code or offer if a Tweet reaches a certain number of Retweets.

(Twitter a, 2016)

Twitter could also be used for posting very current appealing things showing that XX Finland is active, for example if a staff member is participating to an interesting event or something sudden is happening at the office. Things that don't need a lot of planning or time to execute.

5.3.2 Google +

Whether Google+ is even necessary in the future needs to be considered by XX Finland. This can be discussed with Saleslion or the new SEO partner. XX Finland needs to know what is currently achieved by sharing content on Google+, if it should be improved or strategized somehow.

5.3.3 LinkedIn

As the widest used purely business oriented social media platform, LinkedIn offers many possibilities for companies in means of content marketing.

One of the most undervalued features is the status update which offers the most efficient way of stay in front in one's network. Statuses may not offer much space, but in that brief space one can create an appealing message which when accompanied with a link to the company webpage can be highly successful. The statuses are spread wider and wider whenever people like, comment or share it. One noticeable thing is that LinkedIn status updates can easily be shared straight to the connected Twitter account, which then again makes the Tweet better content marketing wise. LinkedIn marketing professionals have studied that if a status includes a photo of a woman it spreads more widely than a status with a photo of a man or something else. This could be used in cases where a photo is put to create more easily approachable feeling or humane aspect.

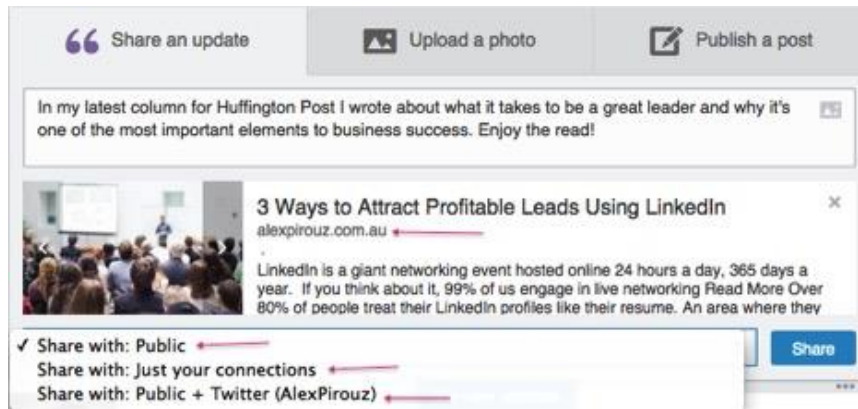


Figure 45, LinkedIn Status Update (Pirouz 2015)

There are certain tips that can easily make a status update more appealing and hence give more publicity to the company:

- Sharing links to interesting content such as articles or videos. Remember to write appealing foreword as well.
- Attaching documents such as studies or white papers.
- Mentioning people or events with @ in front of the name. This creates credibility, trust and widens the network as it enables the readers to click through to that person's or company's profile. It also boosts the possibility of getting one's own profile to be in others' statuses in the future.
- Writing about an upcoming or past event increases others' involvement to converse about the event.

There are also things one should avoid when sharing content on LinkedIn:

- Sharing unprofessional content such as photos of food or funny story of one's pet is highly against the etiquette on LinkedIn. There are other social medias for that kinds of content.
- While posting once every hour is fine on Twitter, publishing more than few times a day is considered spamming on LinkedIn. Being overly active may harm one's brand image.
- Sharing too intimate or sensitive content is also inappropriate on LinkedIn as it is used for professional business and educational purposes. Good thing to remember is that your future employer or business partner might see everything you post.
- Constantly sharing selling oriented content such as advertising services or introducing new products is considered pushing and might result in losing audience. LinkedIn is a perfect place for inbound marketing methods and too big of a usage of outbound marketing methods gives a picture of an outdated marketer and company.

- Posting outside of business hours. It doesn't add value to be active on LinkedIn when most people are not. Try to time the publishing when you know your target audience might be active or otherwise your post might not be seen.

Besides status updates, LinkedIn also offers a unique publishing platform, which “is an ideal forum to develop and strengthen your professional identity by sharing your knowledge and expertise in your job. It will be tied to your professional profile.” (LinkedIn 2016f) There are certain guidelines and tips that will help using the platform:

- Anyone can see and share the posts, though each person owns the rights to their original posts. Don't publish anything without the permission from the original source. LinkedIn owns the deleting rights and it is executed whenever the author requests it.
- Posts of job opportunities, open vacancies, advertisements or promotions don't belong to the platform. There are different tools on LinkedIn for those.
- As LinkedIn is designed for professional purposes, “don't post anything misleading, fraudulent, obscene, threatening, hateful, defamatory, discriminatory, or illegal.” (LinkedIn 2015f)
- Publishing platform offers a great opportunity to create dialogue with similar-minded professionals. It makes the targeting easier than with the basic status updates.
- Every time you publish a post it gives a notification for everyone in your network and thus you can enhance your professional image as an expert on your field.
- Publishing posts on the platform offers huge increasing possibilities followers wise. “If your connections like your content enough to like it or share it, that can open doors to a whole new audience. And if your connection's network sees your posts and finds value, there's a chance they will follow you to keep up with your contributions.” (Pirouz 2015)

(Pirouz 2015) (LinkedIn 2015f)

5.3.4 Facebook

Facebook is the most used Social Media in globalized world and have created its own virtual “reality” that exists alongside the 3D world. It is utilized by individuals, organizations and companies around the world and offers lots of opportunities for businesses to grow and build their awareness.

When conducting content marketing in Facebook, there are certain things that can make it more successful:

- Keep the target audience in mind: What they have in common, how old they are and what their interests are.
- Facebook is a personal space for many, thus personal and emotionally appealing posts are the ones that spread the widest.
- Many go to Facebook during their bored moments to seek humoristic and educating content, remember to use also this gap in you content.
- The loop of Lifecycle marketing works also in Facebook: The number of likes and shares might not tell the whole truth, but instead creating real connection to the customers might give better long-term results.
- Be consistent with the posts and frequency in order to keep people interested and gain their trust in your professionalism. Still try different kinds of styles and topics to see what makes the target audience most active.
- Be active and participate in conversations and answer to customers' comments. Though, beware of trolls: learn to recognize purposely negative and provocative comments and learn how to answer to them, if at all.
- Turn successful posts into successful campaigns once in a while. Activating posts such as competitions always get more visibility than regular ones.

(Facebook 2016b)

5.4 SEO Recommendations

Analyze your SEO partner:

Since XX Finland team is small, their partners need to be experts in the field and proactive to deliver the best results. Does Saleslion provide the necessary services, to which length and at what cost?

For example Google recommends a good SEO partner to provide the following services, and it seems Saleslion is not communicating to XX Finland staff about these things continuously or even in general:

- Review of your site content or structure
- Technical advice on website development: for example, hosting, redirects, error pages, use of JavaScript
- Content development
- Management of online business development campaigns

- Keyword research
- SEO training
- Expertise in specific markets and geographies.

(Google Support b, 2016)

Scoop IT offers content marketing automation and curation services to organizations. They had an interesting test shared in their content: a Test to show how well your current content strategy and practices are working. (ScoopIT, 2016)

We tested XX Finland (score 38/100) and their competitor Aalto EE (score: 61/100). The test results are in attachments: Appendix 7. The test results also mention good tips on how to improve content related activities. The main thing considering SEO and content marketing is the number of Google indexed pages. XX Finland has now only 197 (compared to Aalto EE which has 973). To increase the number of Google indexed pages, more content needs to be added on the webpages but also Saleslion might need to do a better job?

6 Discussion

6.1 Conclusions

This thesis creates a framework offering useful information for XX Finland to start developing and conducting their content marketing strategy. With the tools provided in this thesis and presumably soon adopted by the case company, they are able to begin the planning and fulfilling of excellent content creation and distribution that will lead to increasing of sales and brand awareness.

As marketing is such a complex and broad phenomenon it requires an umbrella theory which the relational aspects and phenomena can be placed under. All the covered topics are found under the umbrella and in the figure it is easy to see how all the aspects create a hook for generating demand and subsequent sales. This does not mean that the hook works automatically, but it rather gets sharper as all the pieces find their places and in the end ideally work seamlessly together. By defining, understanding, creating and keep improving all the aspects XX Finland will be able to master content marketing.

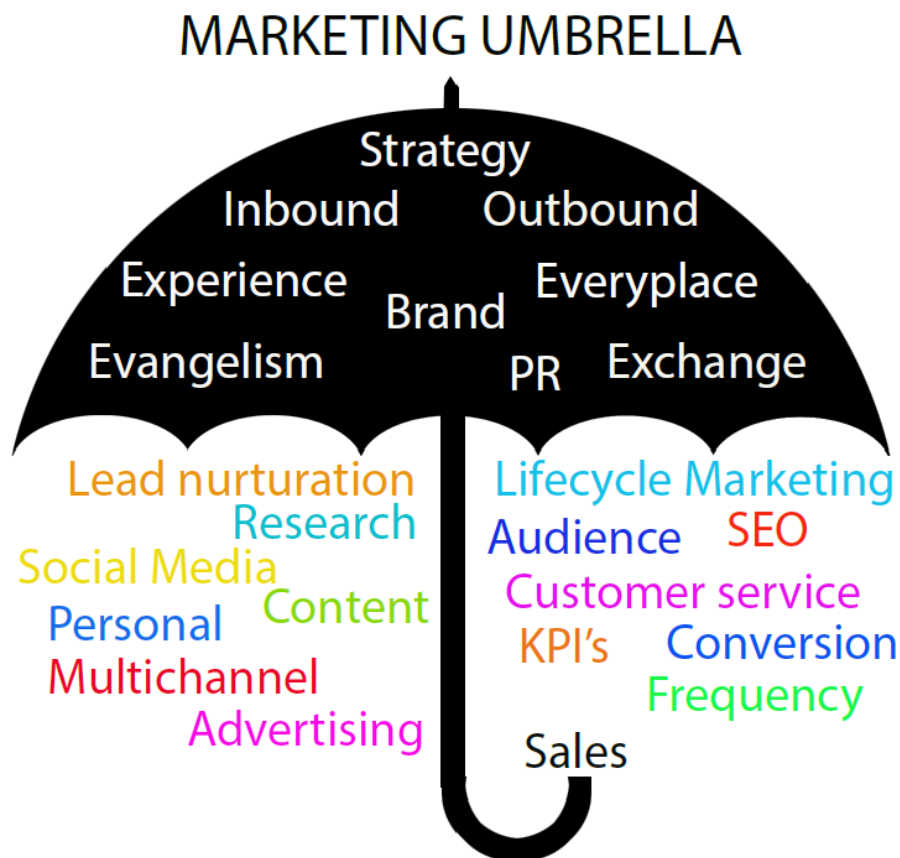


Figure 46, Marketing Umbrella

6.1 Usability

The results of this thesis will be used at XX Finland in the process of conducting content marketing. There was a real need for an action plan and a platform to help making the content marketing strategy reality in everyday activities at XX Finland. The content marketing platform is reducing the effects of the strategy's weaknesses and helping XX Finland manage SMART activities to create coherent content marketing. When this project was started in Spring 2016 XX Finland had no marketing manager to start implementing the created strategy. During the process of writing this thesis the commissioner was looking for a new marketing manager who was hired right when this thesis was being finished in mid-August. The new marketing manager has background in inbound and content marketing which helps XX Finland a lot in getting their processes etc. running.

When the thesis results were presented to the commissioner, they were very pleased and surprised of how much detail there was included. The new marketing manager commented that there are multiple things that can be used and developed to bring XX Finland's content marketing to the desired level. Since the new person has experience, she will probably use some of her own techniques, but content creation in such a small team is new for her as well and she was very interested in the content creation platform.

Since the circumstances of the commissioner's resources were changed during the process the final usability will perhaps not be as high as with less changes, but this thesis can be used for introducing XX Finland's previous content marketing activities to the new staff member and as explained used as a backbone for developing the content marketing of XX Finland.

6.2 Evaluation of one's own learning

The half a year period of producing this thesis was a learning journey for the authors. Working on this study deepened the understanding of self's abilities; strengths and weaknesses, but also improved authors' team working skills. Like in every team project there are obstacles and misunderstandings, also this project had its share of those. The authors understood that working communication is honest and respecting and in the end the key to a good end-product and hence discussed about the risen issues. Two of the most important abilities the authors got to improve were empathy and motivating skills:

- Understanding other's ways of working and thinking
- How to motivate the other during her busy week
- When to have a break from writing the study and be a friend instead of a co-worker
- What actions need to be taken when both lack of motivation

- How to give rational but critical feedback
- How to receive all kinds of feedback
- Learning to recognize the other's frustration and offer to help
- How to motivate yourself without complaining to the other and "dragging" her down with you

Besides these skills the authors learned to be better in ahead-planning, scheduling, keeping promises, prioritizing tasks, approving own weaknesses and learning ways of improving them, giving oneself a time-out, not always aiming to the perfection with the detriment of other parts of the thesis in the given time-frame and how to turn not-motivating tasks into motivating tasks.

When it comes to theoretical knowledge, the level of understanding the big picture of marketing and content marketing was the biggest learning point for the authors. After writing this study the authors have become professionals in content marketing by understanding the framework and how to put it in practise. This was the most important academic ability the authors adopted without realizing it beforehand. This thesis gave the writers the practical abilities to work as a content marketing professional in business life and not only the theoretical knowledge of content marketing. The authors learned that content marketing is a complicated and pregnant whole with lots of small details and not only a fancy word used by professionals in suits. It acquires not only the understanding of internet, marketing, social medias and search engines but also the understanding of human mind.

The benchmarking phase gave a uniquely deep understanding of how content marketing works in practise in educational field. Without benchmarking the level of expertise would have been vague. Seeing the meaning of successful content marketing increased the motivation level and gave the ability to plan the content marketing action plan for the case company.

Studying and creating an action plan based on SMART goals taught the writers how an action plan is useful not only in professional life but also in personal life. Understanding and realizing of own limits and resources makes reaching the goals easier as it helps settings attainable goals with clear steps.

All and all doing this study gave the authors trust in own personal and professional abilities and self-confidence that could not have been acquired without.

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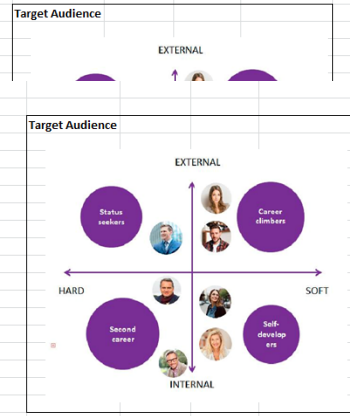
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8 Appedix

Appendix 1, Excel: Action Plan, Content Marketing Platform, KPI's

Tiedosto Aloitus Lisää Sivun asettelu Kaavat Tiedot Tarkista Näytä										
Leikkaa Kopioi Muotoiluväline Liitä Leikepöytä Fontti Tasaus Numero Ehdollinen muotoilu										
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	A	B	C	D	E	F	G	H	I	J
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2										
3		GOAL TYPE	Specific	Measurable	Attainable	Relevant/ Realistic	Time-bound/ Tangible			
4		Task	Why? How? What? Who? Where? When?	How much/many? When and what? How will we know it's accomplished?	Development of skills, abilities and attitudes to reach the goals.	Is the goal worthwhile and will it meet a need? How is it aligned to the objectives?	Target dates, deadlines and frequencies. Tangible when can be seen or touched.			
5		Defining the content marketing process	Coherent understanding of necessary processes. What? Where? When?	Understanding the KPI's. Frequency of publications.	Who reads the thesis? Who has content marketing expertise?	What needs to be shared within the organisation to advance	Setting schedules			
6		Defining staff roles, Workflow	Who will be in charge? What are the other responsibilities? Who are responsible for those?	How much time is spent each week?	What are employees' strengths (skills, contacts etc.)? Which skills need to be developed or acquired?	How will the roles keep content creation consistent?	When? Deadlines?			
7		Decide on a schedule	When do we want to be ready to publish content? Beginning of September?	When do we want to start measuring?	Creating individual targets and deadlines.	Is it realistic? Does it set a frame for the future activities?	Where can the shedule be seen?			
8		Decide on an automation program, trial first	Choose which programs to test	Which criteria is used to evaluate the programs e.g. price, user-friendliness?	Which process steps are made easier?	Does it save resources?	How long are the trial periods?			
9		Alumni content creation	Alumni interviews and	TBD	TBD	TBD	TBD			
10		Measuring results	According to KPI's	TBD	TBD	TBD	TBD			
11		On-going benchmarking of competitors'	What are others doing well? New trends and	TBD	TBD	TBD	TBD			
12		Finalizing the new website	Newsroom, blog.	TBD	TBD	TBD	TBD			
13		Getting a journalist to write	How is it regulated?	TBD	TBD	TBD	TBD			
14		SEO	Analysis of Saleslion services. Search for new partner.	TBD	TBD	TBD	TBD			
15		Other long-term content projects		TBD	TBD	TBD	TBD			
16		Planning social media marketing strategy	Who will be in charge? What are the other responsibilities? Who are responsible for those?	How much time is spent each week?	What are employees' strengths (skills, contacts etc.)? Which skills need to be developed or acquired?	How will the roles keep content creation consistent?	When? Deadlines?			
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	B	C	D	E	F	G	H	I	J	K	L	M	N
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2		Monthly themes											
3		Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	
4		[Redacted]											
5													
6		Tools	Topics 4:1:1										
7		Blog Post	1. Ex Ed & Open Progr.					Internal			4. External		
8		Landing pages	A. Success Stories					A. Alumni Stories			A. Events		
9		Downloads	B. Tailored Programmes					B. Professor intros			B. Behind the Scenes		
10		Articles	C. Why Henley exed?					C. Short interviews			C. Alumni Promotions		
11		Videos	D. Professor profiles					D. MC results			D. Partner Visits		
12		Interviews	E. Moments					E. Research Centers			E. IPN News		
13		Researches	F. Open info sessions					F. Moments			F. Rankings		
14		Polls	G. MBA info sessions					G. New Programmes					
15		Info Graphics											
16		Columns											
17		White Papers											
18		Webinars											
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Style/aspect

- reminds life is short
- dreams can come true
- reminds us that we matter
- forgotten basics
- unexpected twists
- tells us a story
- takes us along on a journey
- inspires us to action
- makes us laugh or smile
- surprises us
- that reveals secrets
- educates while entertaining
- encourages not to give up
- introduce a fresh point of view

Love - Need to keep up with the loved ones and even find a new Love.

Self-expression/emotion - Need to express own interests and doings. Sharing life's details with friends.

Sharing opinions/influencing friends - Need to express own opinions on politics, religion or other topics that would normally be more difficult to others.

Showing off - Need to boost one's ego. Sharing achievements with others.

Fun/escapism/humor - Need to be amused. There many merely humor based sites as well as groups where people can get a good laugh from.

Memories and nostalgia - Need to look to the past. Catching up with old friends and cherishing memories is an important factor for many. Social

Making money - Need to provide for oneself. Social media has become an essential platform to support professional pursuits.

2. Data Bases - Where information should be gathered

UK

- website
- social media accounts
- ARC online
- Professors publications site
- marketing department to share monthly best publications?

Other [redacted] offices also: [redacted]

Competitors social media channels

- Aalto
- Cambridge
- Oxford

Other industry leaders social media

[redacted]

Media

- Economist
- Financial Times
- Kauppa-lehti

Microsoft Excel spreadsheet showing content marketing plans for August, September, October, November, and December. The spreadsheet is divided into weekly sections with columns for content types and rows for specific content items and their distribution across various channels.

August

- Wk 31 - Wk 34**
- Content marketing: Future in Business**
- Details:** journalist, IE, gibraltar, juha, 3A, MBA workshop story, Emmi, IC, Lisa, 15.8. 4A, MBA info
- Newsroom:** x
- Blogi:** x
- Facebook:** x
- LinkedIn:** x
- Twitter:** x
- Google+:** x

September

- Wk 35 - Wk 39**
- Content marketing: Leadership**
- Details:** journalist, IE, gibraltar, juha, 3A, MBA workshop story, Emmi, IC, Lisa, 15.8. 4A, MBA info
- Newsroom:** x
- Blogi:** x
- Facebook:** x
- LinkedIn:** x
- Twitter:** x
- Google+:** x

October

- Wk 40 - Wk 43**
- Content marketing: HR**
- Details:** journalist, IE, gibraltar, juha, 3A, MBA workshop story, Emmi, IC, Lisa, 15.8. 4A, MBA info
- Newsroom:** x
- Blogi:** x
- Facebook:** x
- LinkedIn:** x
- Twitter:** x
- Google+:** x

November

- Wk 44 - Wk 48**
- Content marketing: Digitalization**
- Details:** journalist, IE, gibraltar, juha, 3A, MBA workshop story, Emmi, IC, Lisa, 15.8. 4A, MBA info
- Newsroom:** x
- Blogi:** x
- Facebook:** x
- LinkedIn:** x
- Twitter:** x
- Google+:** x

December

- Wk 49 - Wk 52**
- Content marketing: Networking**
- Details:** journalist, IE, gibraltar, juha, 3A, MBA workshop story, Emmi, IC, Lisa, 15.8. 4A, MBA info
- Newsroom:** x
- Blogi:** x
- Facebook:** x
- LinkedIn:** x
- Twitter:** x
- Google+:** x

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13	Google+	x																					
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1																
2			GOALS & KPI's	Target	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL
3			INCREASING AWARENESS													
4			number of followers													
5			number of publications													
6			Views of publications on homepage													
7			ENHANCING ENGAGEMENT													
8			number of new followers													
9			number of comments													
10			conversion rate average													
11			number of shares													
12			BOOSTING SALES													
13			Homepage visits													
14			Clicks													
15			Downloads													
16			New lead contacts in database													
17																
18																

Appendix 2, XX Finland Marketing Strategy
(Censored / not available on Theseus)

Appendix 3, XX UK Tone of Voice
(Censored / not available on Theseus)

Appendix 4, XX Finland Lead Nurturation
(Censored / not available on Theseus)

Appendix 5, Koplra buyer driver research
(Censored / not available on Theseus)

Appendix 6, Content Marketing Strategy
(Censored / not available on Theseus)



You're a Content Marketing Newbie



Ouch... it looks like your content marketing is more of a pain point than a strength right now. Which is an incredible opportunity to improve! Have a look at the detail of your answers below, you'll get personalized tips to help you improve where you need to.

See how you answered and get awesome resources from Scoop.it:

Blog post publishing ❌

It's proven B2B companies that blog generate 67% more leads than those who do not (source: Hubspot). What's even more impactful is that businesses with websites of 401-1000 pages get 6x more leads than those with 51-100 pages. Hence it's very important to blog, and even more to blog consistently.

Sharing buttons on blog posts ❌

It's very important to have clear social sharing buttons because it helps visitors amplify your content distribution, increase engagement and generate more traffic. For Wordpress, you should try the [Digg Digg plugin](#). After that, keep track how many shares each of your posts generated with tools such as [Buzzsumo](#) or [Scoop.it Content Director's analytics](#).

Calls to Action (CTAs) ❌

Content marketing generates 3 times as many leads as traditional outbound marketing, but costs 62% less (source: Demand metric). To generate leads, build landing pages and drive traffic to them from your blog content.

Repurposing content ❌

Don't re-create everything all the time: repurposing content will not only save you time but also maximize your content 's exposure. Some people like blogs, some like ebook visual content, others like podcast: repurposing your content is one of the most efficient tactic to generate ROI from your content marketing investments. Here's how [5 marketing experts optimize it and how to get started](#).

Newsletters ❌

59% of B2B marketers say email is the most effective channel for generating revenue (source: B to B magazine). Newsletters are a great way to transform subscribers into customers. Do not forget the 80/20 rule: only 20% of your content should be about your brand, the remaining 80% should be content about topics your audience cares about!

Digital presence ✔️

Nice! Making it easy for prospects to find you where they're used to go is a must. But if you ever struggle with maintaining all these properties, [Here's how to do all your social media chores in 30 minutes a day or less](#).

Sharing frequency ❌

According to research done by Buffer, you should post 2 to 5 times a day on each of your social account to maximize engagement. Does that seem like a lot of content? It is. The good news is you shouldn't create all of it: [leverage content curation tools](#) to discover and share great, relevant third-party content that will save you time and make your brand more credible.

Content recycling ❌

Imagine if radio stations had played Michael Jackson's Billie Jean only once: would it have become the 80's biggest hit? Probably not. This is the same with your content. If you want it to be seen among others, you have to share it on a regular basis with your audience.

Your SEO footprint ❌

You have 197 pages indexed

Increasing Google Indexed Pages by 50-100 Causes Double-Digit Lead Growth (source: HubSpot). The more pages you have indexed by search engines, the more likely you are to rank for long-tail keywords and keyword combinations.

Content Marketing is a team effort ❌

Having your content reshared by employees can extend your reach up to 10x according to Marketo. And if you're struggling with having them care and respond to your emails asking them to share content, you should leverage [social media collaboration tools](#) to overcome that challenge and get more distribution for your content.

What to share? ❌

If you're simply sharing links to 3rd-party websites, you're missing out on an opportunity to generate traffic and add value. That's why having a Facebook page or a company news page on your website is not enough: you need to have a blog or a content hub.