

Developing social media presence for B2B clients. Case: **Kalmar**

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<p>This thesis is carried out as a research-based paper for Kalmar - a cargo-handling solutions provider and port automation company. The main objective of the thesis to investigate how to develop a social media presence that is aimed to B2B customers.</p> <p>In order to achieve the purpose of this thesis, the author developed separate stages to be completed in sequence. Firstly, a literature review was built by gathering a variety of up-to-date social media theories and concepts as a foundation for the later research. Secondly, the author examined and analysed the social media presence of Kalmar, its direct competitors as well as successful B2B practices in Twitter and LinkedIn as a benchmarking study. The benchmarking was mainly done via secondary research and observations over the course of three months. Afterward, a qualitative research was conducted by interviewing Kalmar's marketing executives and managers to examine its social media awareness as well as define the gap between an effective social media presence in literature review and reality. The key research results were considered next. Lastly, the author discussed the key findings against the literature review and benchmarking, and later recommended actions and solutions that can be applied by the case company.</p> <p>The results showed that Kalmar is present on social media. However, the case company has not fully utilised these digital tools to gain a competitive edge. In addition, limitations in reaching out to customers—the centre of business—were observed. Therefore, the author proposes a number of further development ideas, for example, customer research, for Kalmar to consider proceeding with in the near future.</p>	
Keywords Social Media, Digital Marketing, B2B, Marketing, Strategy, Twitter, LinkedIn	

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1 Introduction

This chapter outlines the study background and briefly delineates the case company and thesis topic, including the research question, investigative questions, demarcation, anticipated benefits, international aspects, and the key concepts.

Evolution plays a fundamental role in the development of marketing. Nowadays, the term "marketing," in comparison with 20 years ago, involves a larger variety of approaches and has embraced Internet-related media. The phenomenon called digital marketing that we know today encompasses email, websites, blogs, and social networks. This means that there are plenty of opportunities – especially for business-to-business companies – to utilise digital marketing in reaching potential customers and improving customer relations (Miller 2012, 5,9).

Specific benefits to B2B organisations have been pinpointed in a recent study, which found out that digital marketing, especially social media, addressed lead generation, which is a significant issue for B2B marketers (Schuzule 2013). Having acknowledged the trend, Kalmar – as a global B2B firm – is responding to the need to go social and reinforce the brand image. Before making any crucial decisions or significant innovations, it is necessary to research social media presence, competitors' successful practices, and internal awareness to form the most efficient strategy.

This research-based thesis will benefit both the author and the case company. This dissertation delves significantly into global marketing, digital marketing, and social media, which interest the author the most and were a significant part of her bachelor's studies. To succeed in her career, the author must gain more knowledge of marketing and research methods. Kalmar is an international corporation that will enable the author to broaden her B2B marketing knowledge in a global context. Furthermore, by utilising the information collected during the research about Kalmar's current position and its' competitors, the author could undoubtedly help the company develop a better social media marketing strategy. From the recommendations drawn in the end of the thesis, Kalmar will be able to have a clearer idea of how to efficiently use social media to build its' brand as a market leader.

1.1 Research Question

This thesis aims to investigate how to develop social media that aimed at B2B customers in the case company Kalmar.

Our research question is **how could social media presence targeted at B2B clients be developed**. In order to refine the approach to study, objectives are expressed in the form of the following investigative questions:

IQ 1. What is Kalmar's current Social Media presence: LinkedIn, Twitter?

IQ 2. What are Kalmar's competitors doing on LinkedIn, Twitter?

IQ 3. What are marketing staff's opinions in developing Kalmar's Social Media?

IQ 4. What should Kalmar do in order to improve Social Media presence?

Table 1 below presents the theoretical framework, research methods and results chapters for each investigative question.

Table 1. Overlay matrix

Investigative Question	Theoretical Framework	Research Methods	Results (chapter)
IQ 1. What is Kalmar's current Social Media presence: LinkedIn, Twitter?	Social media marketing + Social media channels + Measure social media marketing success (2.1+ 2.2 + 2.3)	Benchmarking, Secondary Research	3.1
IQ 2. What are Kalmar's competitors doing on LinkedIn, Twitter?	Social media marketing + Social media channels + Measure social media marketing success (2.1 + 2.2 + 2.3)	Benchmarking	3.2
IQ 3. What are marketing staff's opinions in developing Kalmar's Social Media?	Social media marketing 2.1	Qualitative Research, Interview with company representatives	5
IQ 4. What should Kalmar do in order	Social media marketing + Social		6.2 + 6.4

to improve Social Media presence?	media channels + Measure social media marketing success (2.1 + 2.2 + 2.3)		
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1.2 Demarcation

Demarcation specifies what aspects the author takes into consideration and what were left out within the research. Target research group and chosen platforms are also explained.

Country cannot be used as a demarcation in this case since Kalmar is global and their reports are published in English. This research is not based on user-experience or customer's opinions due to the restriction in accessing Kalmar's customer database, which is not allowed to use outside the company. Therefore, the result of the paper will not reflect customer's perspectives. The priority will focus on analysing marketing managers' awareness and perceptions of how to develop their own social media presence. Furthermore, social media channels to be investigated in my paper are Twitter and LinkedIn, which are known as the most relevant platforms for a large B2B firm like Kalmar.

1.3 International Aspect

It is reported that the use of social media has been increased remarkably over the past few decades and is now spreading to B2B sector. For example, in a recent study among technology industry decision-makers in the USA and Europe, Bernof and Ramos pointed out that 55 percent of the technology decision makers participated in the social networks for business purposes (Keinänen & Kuivalainen 2015, 711.)

Based on the abovementioned facts, in order for Kalmar to fulfil its vision of being a market leader both in and outside Finland, a comprehensive social media analysis will be discussed in this thesis. It focuses two main platforms, which are Twitter and LinkedIn; and comparison with their competitor's practices and successful cases. Digital marketing is the most efficient and feasible way to grow the brand without having to travel to other places physically. Therefore, being visible and most importantly, making full use of social media tools is definitely a vital move for Kalmar as a global firm.

1.4 Anticipated Benefits

Kalmar will benefit from all the insights I have gained through benchmarking, secondary research about their own social media presence as well as from their competitor's analysis: how active they are on social media and which channels, tactics they have succeeded in using. Moreover, a B2B company's latest successful social media practices from an entirely different industry will also be analysed, in order for Kalmar to refer to international trend and know how to differ from their competitors.

In terms of B2B clients, they will also gain more information thanks to the ease of finding information about Kalmar products and services online, which might help in the buying process, if being reached by the right medium. According to Miller (2012, 8), it is also about being more educated about the available options and save time by doing thing quicker and easier online.

1.5 Key Concepts

B2B: Business-to-business

B2B marketing: Business dictionary defines it as “the process by which businesses employ a multi-layered strategy consisting of web communications, email, media campaigns, and relationship management for the purpose of converting targeted business prospects into customers.”

Social media: Kaplan and Haenlaein (2010, 61.) define social media as “a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of User Generated Content”

Social media marketing: is a term, which describes the acts of using social networks for marketing purposes. (Keinanen, Kuivalainen 2015, 712.)

1.6 Case Company

Kalmar, a part of Cargotec Group, is a leader in terminal automation and energy-efficient container handling. It is said that “every four container moves around the globe handled by Kalmar solution”. In 1973, Kalmar LMV was formed after merging LMV and Ljungbytruck. Until 1997, Partek Corporation acquired Sisu Ltd and Kalmar LV giving birth to Kalmar. The Kalmar business covers Automation, Mobile Equipment, Services, Navis and Bromma divisions, which are supported by common business support functions, including Offering Development, Finance, Marketing and Communications, and Human Resources.” (Kalmar website, 2016.)

Kalmar’s President is Mr Olli Isotalo, and Headquarter is situated in Helsinki, Finland. It also operates in Europe, Middle East, America, China, and Australia. Approximately, there are more than 5,200 employees from 30 countries, including the United States, Malaysia, Sweden, China, Finland, Poland, Spain, India and the Netherlands. Their customers encompass terminal and port operators, distribution centres as well as industry. In 2014, Kalmar’s sales amounted to EUR 1,487 million. The mission is stated very clear that improving the productivity of customer’s business is Kalmar’s priority. Therefore, striving to be customer’s first choice is a vision that is shared in Kalmar. (Kalmar website, 2016.)

2 Digital Marketing in Business-to-Business

The past decade has witnessed the momentous revolution with the embrace of Internet-related media resulting in the so-called digital marketing nowadays. (Miller 2012, 9.) According to the figure 1. internet users in the world, 3,424,971,237 is the current number of Internet users in 2016, which accounts for 46,1% of the global population (Internet Live Stats 2016.) These statistics means almost half of the population now is connected to the Internet and this fact should not be overlooked, especially in marketing.

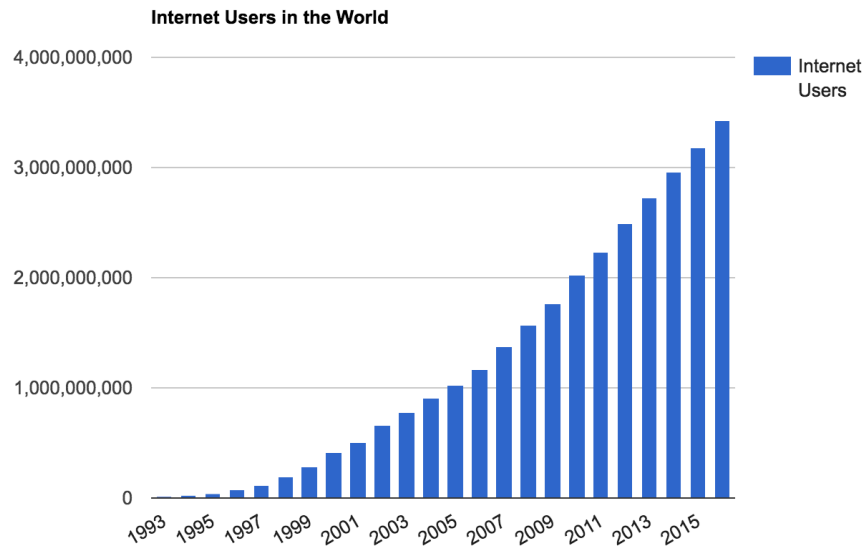


Figure 1. Internet Users in the World

Miller (2012, 11) defines “Digital marketing, it’s all about marketing to the current and potential customers online, via the Internet”. It can be simply understood that digital marketing’s function is basically similar to traditional marketing, in a way that the message to be delivered, more or less, remains the same. There is one thing that differentiates them is the medium used to approach the customer; instead of the print ad, television ad, newspaper etc., marketing today incorporates websites, search engines, emails, blogs and social networks, social media: Facebook, Twitter and so on. (Miller 2012, 11.)

Traditional marketing is likely to fall in print, broadcast, direct mail, and telephone, which are one-way media where you display your products or services to a target audience, without realising how the reactions would be. On the other hand, because of the nature of social networks, for example, Twitter, is designed for sharing and interacting with brand’s activities. In other words, it requires more effort, knowledge and experience to manage two-way communications such as carrying out conversations with the real person, in order to maintain the brand image compared to interrupt marketing. (Scott, 2013, 17.)

It is worth noting that marketing in B2B context, which is focused in this paper, is way more sophisticated than B2C marketing due to a lot of differences in characteristics, such as the scope of the market. While B2C firms mainly deal with individuals, B2B companies offer solutions to organisations. This kind of industry involves a lot more people or parties in the decision-making process. In other words, it requires more marketing efforts and longer time. Moreover, at the end of the day, B2B companies are more likely to value relationship-driven marketing (Hardie 2011.) The table below depicts six key differences between B2B and B2C markets, which is adapted from Fill & Fill (Fill&Fill 2005, 18.)

Table 2. Main differences between B2B and B2C marketing.

	Key characteristics	
	Consumer (B2C) markets	B2B markets
Purchase orientation to satisfy	Individual or family needs	Organizational needs
Number of decision makers	Small	Large
Length of decision time	Short and simple	Long and complex
Size of purchase	Small quantities	Large in value and volume
Consequence of poor purchase	Limited	Potentially critical
Channel configuration	Complex and long	Simple and short

In B2B marketing, there are two reasons why digital marketing is important. Firstly, because your competitors use it and this action gives them an advantage in the competition. Secondly, customers expect to see you in the digital world. Customers nowadays are more in favour of finding information online because they acknowledge the time-saving advantage and variety of options that Internet brings in. It has been proved in a recent Marketing Sherpa survey that “71% of B2B purchases started with a web search” (Miller 2012, 11.)

Figure 2. introduces main components of digital marketing. B2B digital marketing entails many elements, in which social media marketing plays a significant role. Social media is becoming more prevalent and a competitive marketing tool for any business that knows how to adapt. (Miller 2012, 19.)



Figure 2. Components of B2B Digital Marketing

2.1 Social media Marketing

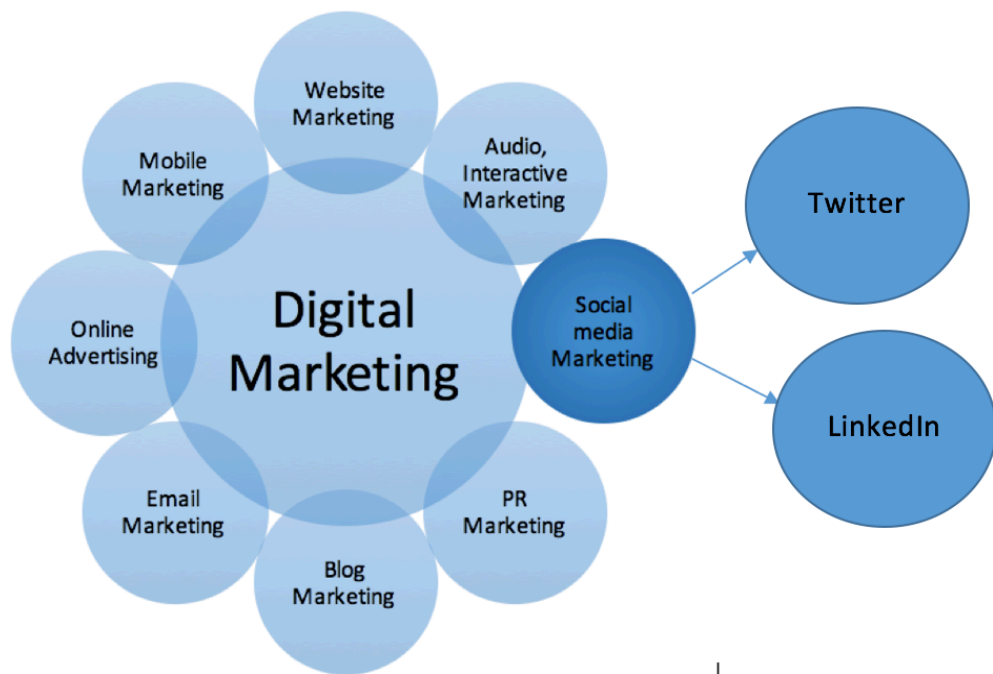


Figure 3. B2B social media marketing

Being the latest big thing in the digital marketing world, social media marketing is becoming more and more widespread - mainly because one of the foundations is the Internet.

Miller (2016,8) described social media as:

“those websites, services, and platforms that people use to share experience and opinions with each other. They cover everything from social networks (users share details of their own lives) to social bookmarking (users share sites and articles they like) and include blogs and other forms of online communities”

Brian Kardon, Chief Marketing Officer at Lattice Engines, also pointed out that

“... social media is becoming a real competitive advantage for the (B2B) companies that do it well; the gap is widening between the companies have been organizing around social media and those have not (Marx, 2014.) “

With close to 1.86 billion monthly active users and 645 million registered Twitter profiles, not to mention Instagram, LinkedIn and other platforms, social media has become imperative for brands and companies to develop an interactive social media presence. In other words, it is undeniable that social media marketing has successfully turned itself into a vital part of customer service and commercialisation. (Kelechi Okeke, 2015.)

Keinänen and Kuivalanen (2015, 712) simply define social marketing is “a term which describes the actual acts of using social media networks for marketing purposes”. We have witnessed a lot of cases, succeeded in growing fame and credibility thanks to social networks. And now these systems are growing stronger than ever that business or firm should pay attention to their images. We acknowledge not only something good but also the bad sides - images of a company, even a giant, can be crushed mercilessly on social media like Facebook or Twitter.

It is shown in Social Media Marketing Industry Report 2017 that more than half of marketers who have been using social media for at least three years, reported that it has helped them improve sales. Moreover, 74% of those marketers who had spent more than 40 hours, earned new business through their efforts. In other words, the more time you invest in social media marketing, the more you will gain (Stelzner 2017, 15.)

A strong social media presence offers an efficient way of building brand's recognition, for example, users who are possible customers can come across your company's activities via tweets, mentions, shares on Twitter. Over time, they are likely to recognise your firm and products, services you offer. In the age of digitalisation like now, if a company decides to spend time engaging and interacting with followers or fan, emotional connections are likely to be created. In other words, a company can amass a good reputation and also a community of loyal fans who are promising customers in the near future. With social media, imagine how many hundreds of millions of people whom you can view promoted advertisements on Facebook, Twitter, for instance, with a few carefully crafted words or picture, which mean a huge save of money. (Kelechi Okeke, 2015.)

According to the 2017 Social Media Marketing Industry Report, "Improved search engine rankings were most prevalent among those who've been using social media for one year or longer, with 58%+ reporting a rise". This means paying attention to social media marketing will lead to your brand exposure increase and translates these into prospects for your business.

With the power of social media, things can be changed dramatically. It is viewed differently and needs to be planned more strategically in the business world, especially B2B environment because a successful social media marketing can bring in limitless advantages to business goals, namely increasing thought leadership, generating leads and so on. On the other hand, it is important to take time to carefully plan a strategy since a naïve mistake can be fatal to brand image and reputation. Unlike traditional marketing, a social media marketing is about building an image that people want to connect with. In order to succeed in creating an effective social media marketing strategy or plan, there are six steps to be taken into consideration (Stelzner 2017, 15; Blyth 2011,113.)

1. Watch, listen and learn

Having a presence on social media is not the end. Instead, it is advisable to listen to customer conversation because, in the end, they are the ones who will read and decide. Watching how they use social media (which platforms they prefer, which ones they spend most time engage) will help to find out the needs and also better audience targeting as well as what kind of content to develop. Moreover, reviewing on competitors is indispensable. Using competitive analysis for example benchmarking, will provide information on how well they are doing, good points you can replicate or what they are falling short. It is a significant step because it will definitely strengthen your strategy by

knowing how to differentiate yourself from the package and exceed customer's expectations. (Chaffey & Smith 2013, 255; Meyerson 2015, 47.)

2. Build a social media team

After figuring out where to target, building a good profile is a must. We all know the first impression is crucial. It is a chance to impress the audience and keep them be interested in by investing time in technology and discover what works and familiarising with all the channels, tools. This is why a team of marketers who are well aware of markets and acquire social marketing expertise should be built and trained.

3. Devise objectives and a plan

In this step, an initial idea of what can be achieved through utilising social media presence and engagement. First of all, it is time to make a plan, in which includes specific objectives, targets you want to reach, and a plan on how to carry out that. Without a clear plan, one will easily spend hours just to create an account, chat with people without any purposes, which hardly helps to promote a brand. There are necessary and important objectives that brand should bear in mind when setting goals for a social media marketing campaign, for instance: increasing brand awareness or product reputation, increasing website traffic, generating sales. (Tuten & Solomon 2013, 39.)

4. Have a message that interests people

Deciding on what kind of message your brand or company want to convey on social media platforms. Based on the information that was collected after having spent time discovering or doing benchmarks, for example, what kind of subjects the audience usually talk about, you will have an idea of what aspects of your products or services will interest them. The next thing to consider is language and visuals to present.

5. Converse, don't sell

Again, social media marketing is different from advertising or direct marketing. Selling too hard might make your audience tired. Instead, coming up with a genuine value that will benefit people who follow your brand on a particular platform. Imagine what a successful networker does in a networking event, he or she will try to find new people and find out what they do and how to turn them into your connection rather than asking for instant sales. It is all about the value in the long-term. (Blyth 2011, 114.)

6. Start small and be consistent

It is not necessary to rush in social media marketing because social media is constantly changing and it needs time for consistent application over a period of time. Begin with a project in a limited time, together with clear goals, objectives and metrics and a carefully-designed plan (Blyth 2011, 114.) After, for example, three months, review the progress and see if goals and objectives are met. If it is not working, ask why and change the plan accordingly.

2.2 Social media channels

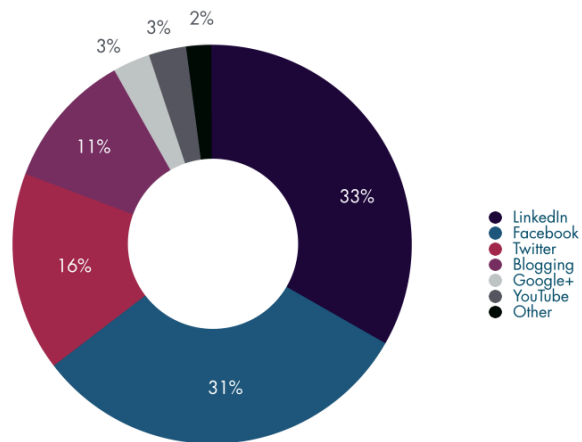
Although social media is relatively recent, we cannot underestimate the influence of social networks. A lot of cases witness the widespread effect of those networks that they can build it or break it. As we acknowledge from the proofs mentioned in the previous part, building a strong social media presence is vital for B2B companies.

Social media platforms involve social networking tools, for example, Facebook, Twitter, LinkedIn. The merits of social media include facilitating strategy, information collection, database improvement, cost reduction and expanded geographic reach (Barnes, 2010; Wright et al., 2010.)

B2B Favored Social Platforms



Most Important Social Network to US B2B Marketers (2014)



2014 Social Media Marketing Industry Report

Figure 4. B2B Favoured Social Platforms 2014

The graph above draws out the most used Social Platforms in the B2B market, which can be named as: LinkedIn, Facebook, Twitter, Blogging, Google+, YouTube and Other. In short, we can see the top leading channels are LinkedIn (33%), Facebook (31%), Twitter (16%)

Choosing the most relevant and specific platforms, which are suitable to achieve your business goals should be the primary thing to do in a strategy. This can also help to find out your social media niches in order to compete. LinkedIn and Twitter are two most trusted and effective social media platforms for B2B will be discussed in more details as follows.

2.2.1 Twitter

Having 319 million active users worldwide monthly and still growing, Twitter is one of the fastest growing platforms for the top-tier social networks (Statista, 2017.) Known as social networking and microblogging service, Twitter is chosen by most brands, at least the smart ones, as a tool to support marketing efforts (Meyerson 2015, 256.)

A message, as known as a tweet on Twitter, is limited to 140 characters at a time for users to post or share instantly quick pieces of information and photos in an effort to drive traffics back to landing pages, for instance, web page. A number of business-to-business companies have struggled with Twitter because they don't know where to start or how to utilise on such simple platform (Cohen 2012, 109.) Meyerson (2015) mentioned Twitter as "the most undervalued, misunderstood and underutilised of all major social media sites". Twitter approximately generates more than 175 million tweets a day which means a tremendous opportunity for any company knowing how to make the best use of it. (Egan, K 19 May 2016.)

According to Twitter's description, a variety of solutions for businesses such as targeting, analytics, ads support, blogs are the tools offering companies in discovering current trends and issues, to increase brand awareness and connect with potential customers and influencers. (Twitter 2016.)

In order to utilise Twitter in social media marketing, there are following elements to take into account. (Figure 5.)

1. Create a descriptive bio

In the bio should be company's introduction or description of what company does. It should be clear and readable by humans and machines. For B2B companies, it can be professional. However, the right balance between describing what company does and using the words prospects are searching for is advisable. (Cohen 2012, 116.)

2. Provide a link

There is a field in Twitter to be filled with a link. It is for company home page or a landing page with clear call-to-action. This is an opportunity to not only drive traffic to the webpage but also provide more information for people who might be future customers to know more about what company has to offer. (Cohen 2012, 111.)

3. Engage with audience/followers

Using reply and mention in order to discuss or initiate a conversation with your community.

A tweet starting with a user's ID with the @ symbol is a reply. It is used to responding directly to someone. A Twitter mention is a tweet containing an ID preceded by symbol @ somewhere in the message besides at the beginning. (Cohen 2012, 112.) By doing these, followers will feel more personal and emotionally engaged to the brand.

4. Make use of hashtags

“A hashtag—written with a # symbol—is used to index keywords or topics on Twitter” (Twitter 2017.)

Hashtags are the useful tool on that allow to categorise tweets and reach a wider audience than just followers by getting involved in existing conversations. For example, if you write a hashtag about your new technology in your tweet while your competitors do not, there is more likely that customers will follow you and give you a competitive advantage.

5. Build brand personality

By constructing brand personality, it means bringing the message you wish to deliver to your audience and be remembered by them. The message has to be unique and stands out from the crowd. After finding out your voice, you can craft your tweets accordingly. (Horton September 16 2014.)

6. Be active and wisely diverse

Posting consistently and frequently is the key to expanding the reach and generating leads. However, due to the explosion of social channels, there is information overdose for people, they are easily tired of mindless robots. Therefore, rather than flooding your feed with dry information, the company should curate quality content at the same time assure the consistency of updates. 10-4-1 rule can be applied “For every ten tweets with links to articles from third-party sources, tweet four times with company updates or blog posts and one link to company landing page” (Cohen 2012, 117, 118.) A lot of businesses make the same mistake that they only post about themselves and selling news. This makes people feel uninterested and might unfollow the brand. (Horton September 16 2014.)

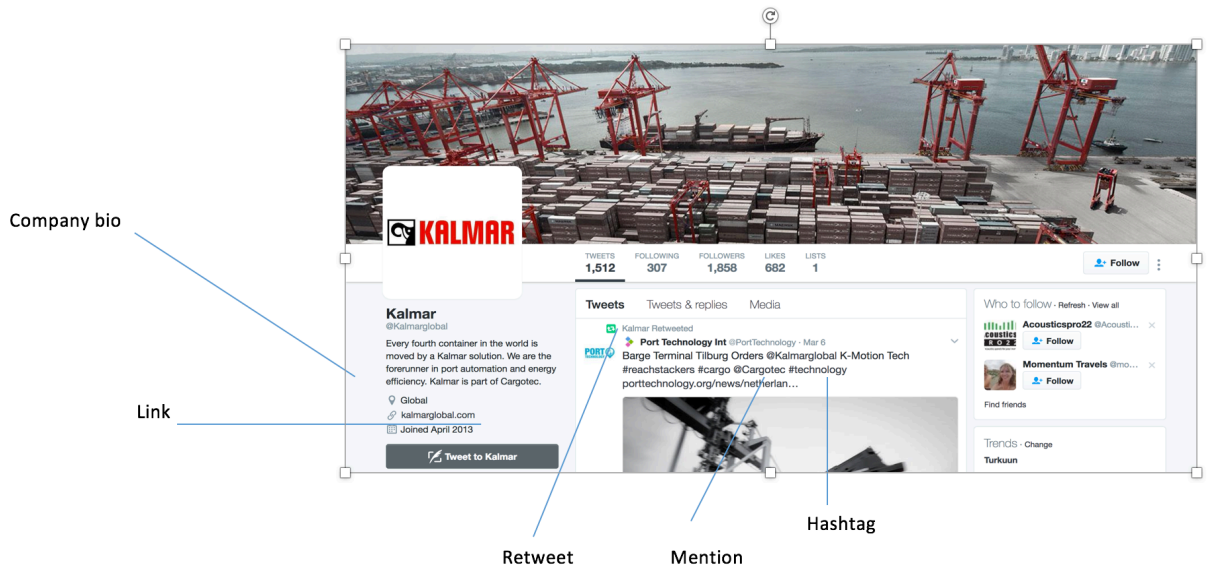


Figure 5. Kalmar Twitter page

2.2.2 LinkedIn

According to Statista, LinkedIn has more than 467 million users/professionals which account for over one-third of the 600 million professionals over the globe. LinkedIn is known as the major business-focused social media site representing the largest group of influential and educated people. (LinkedIn 2015).

Hubspot (2014) points out through researches that LinkedIn is 277% more effective for lead generation than Facebook and Twitter are. In “The Sophisticated Marketer’s Guide to LinkedIn 2014”, Miller shares that LinkedIn is:

- Number one social network for driving traffic to corporate websites
- LinkedIn members are 50% more likely to engage with a company they engage on LinkedIn
- 90% of marketers use LinkedIn to distribute their content
- LinkedIn drives more traffic to B2B blogs, sites, than T, F, G+ combined
- 65% of companies acquired B2B leads through LinkedIn

Building relationships with the world’s professionals with the help of LinkedIn, the company can achieve a diversity of specific marketing objectives, such as generating awareness, building community, driving traffic and leads, creating advocacy.

In order to utilise LinkedIn in social media marketing, companies should consider these following elements:

1. Enhance brand presence

First of all, being professional by completing main features on LinkedIn company page including:

- Cover photo: appears at the top of the home page of your LinkedIn homepage. This image is an important impression keeping visitors interested and can affect their further decisions. It should be creative and grab attention (Rios April 13 2015.)
- Brief description: shortly introduces a company. It should be clear, directly target the prospects and set the company apart from its' rivals.
- Products and Services: are able to be presented as pictures or special offers (Rosen 2012, 110.) This a chance to showcase what a company has to offer and how it differs from competitors.

In order to build personality, the brand needs to think from customers' point of view, such as asking why consumers should read your profile. Including relevant links to your other prominent channels, for example, the webpage will also improve the efficiency. The figure 5 below showcases the core elements' visual of a LinkedIn page.

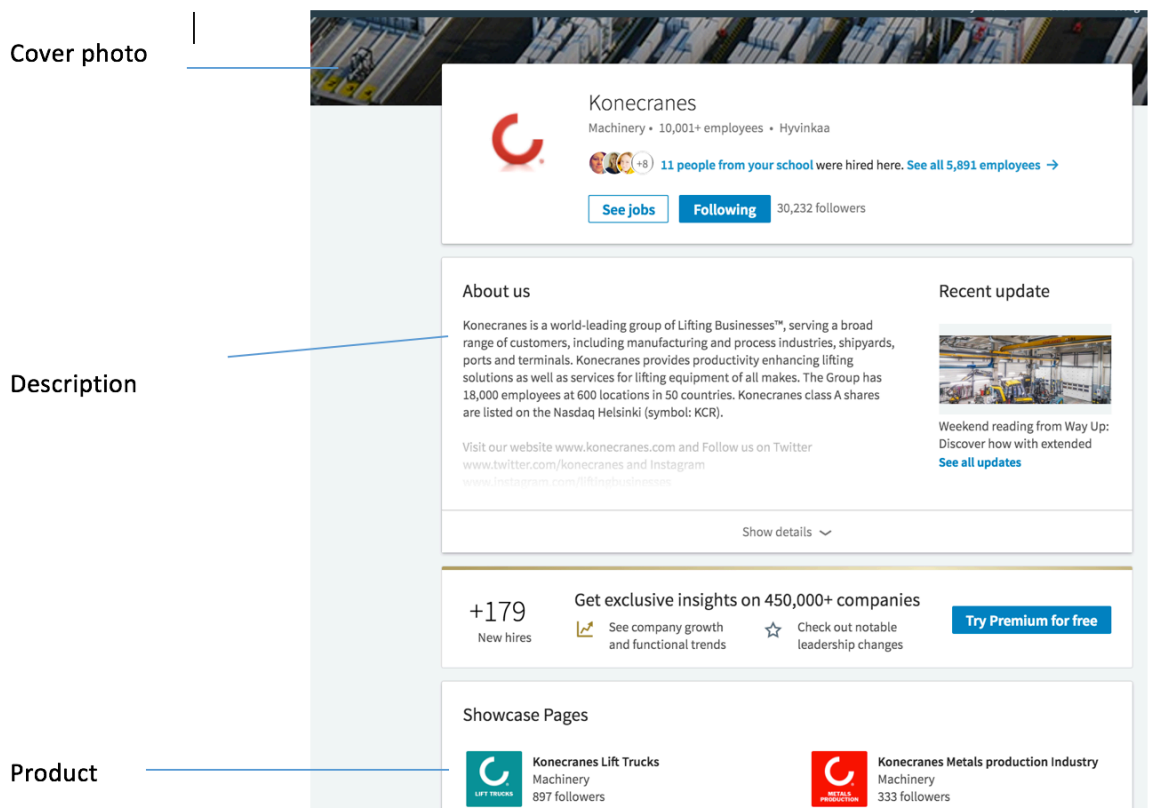


Figure 6. Konecranes LinkedIn page

2. Utilize employee advocacy

A LinkedIn page can be empowered by company's employees and their connection since they are the best resources to grow a community. By encouraging them to add company page to their profiles will automatically turn them into company's followers. Once they share company updates, it visible to all of their connections. In addition, they can write employee testimonials for companies. It is now a trending element that draws attention from experts and gradually is applied by brands. (LinkedIn, 2017.).

3. Be consistent

The best way to grow the audience and retain the followers is to feed them value by updating on a regular basis. Your posts should be consistent and diverse for instance, thought leadership, industry expertise or even a quote. (Rios April 13 2015.) In addition, try to interact with them by asking questions or like their comments.

4. Join groups

Another function company can take a deeper look in order to promote your business is joining LinkedIn groups. They vary from networking, sharing content and ideas, recruiting talents and looking for work, and gaining industry expertise. To find a group with interests aligning with your business goals, use the search feature at the top of your homepage or check out suggestions of Groups you may like. (LinkedIn 2017.)

Participating in LinkedIn groups benefits any company despite industry. Being an active participant in a Group can help your business network with other professionals and businesses in your field. LinkedIn groups support company in building an online reputation by sharing valuable information relevant to the industry. Taking part in a group discussion will also attract views to business page. (Newberry 20 September 2016.)

2.3 Measure social media marketing success

Social media is not a free ticket to direct purchasing of a product because its' nature does not support users to perform this kind of actions. Instead, people are encouraged to share (Evans 2010, 24.) It can cause difficulty and ambiguity for companies to measure whether

their activities on social media pay off or not. On the other hand, having goals be well-defined and worked into strategy from the beginning is the first thing to do.

The importance of having goals cannot be impressed more. “Without context, your measurements are meaningless. Without specific business goals, your metrics are meaningless” (Sterne 2010, 4.)

Before getting into details, there are business goals that matter in the long run. They should always be focused on when defining objectives. The figure below represents the big three business goals: raising revenue, lowering costs, increasing customer satisfaction; which can be used as a guide to or before setting social media marketing objectives aiming to focus on either of them or even all. If what companies are doing or going to do does not result in one of these, it means they are wasting time, money and not helping their organisations. (Sterne 2010, 5.)

The Big Three Business Goals

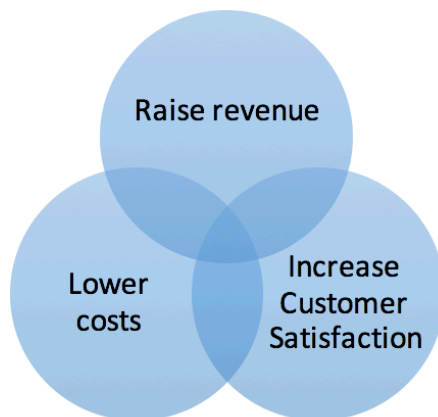


Figure 7. Big three business goals

In order to examine the clarity of our objectives, we need to ask a question: Are they SMART? By mentioning this, it's not about genius or intelligence but the initials of the characteristics:

- S: Specific
- M: Measureable
- A: Appropriate
- R: Realistic
- T: Time-oriented

The next step is to dig into specific metrics for an individual platform. It can be overwhelming to use a list of possible measures since the list can go up to one hundred -

Berkowitz’s record, therefore, a social media metrics framework (table 3.) can be taken into consideration because it is illustrated based on the types and characteristics of social media metrics. The main categories and features are:

- Activity metrics: measure any of organisation’s actions taking on social media, for example tweeting, blogging, etc.
- Interaction metrics: focus on how your audience is engaging with your social media presence: followers, comments, likes, sharing, user-created content, etc.
- Performance metrics: concentrate on the outcomes, can be financial means or otherwise to see if social media activities directly or indirectly support brand success: for example, revenue creation, cost minimisation, etc.

More remarkably, this method also captures both qualitative measures - and quantitative measures, which are specific and applicable to social media marketing with more depth on how activities are performing and what can be improved as a marketer.

Table 3. Qualitative and Quantitative measures

Category/Characteristics	Quantitative measures	Qualitative measures
Activity (input)	Number, frequency and recency of: Post/Update Comments/reply comments White papers Photo posts Video posts Activities across media channels	Creative messaging and positioning strategy Resonance/fit of the campaign appeal Social media involvement
Interaction (responses)	Number, frequency and recency of: Registrations Bookmarks/Favorited/likes/ratings Comments/posts/mention/tags Downloads/installs/embeds Subscriptions Fans/followers/friends Share/invitation Reviews Traffic/visits/views/impressions Time spent on site Profile development User-generated content Discount deal/deal redemption rate	Sentiment Engagement Influence effects Recommendations Buzz/Virality

	Echo effect/virality	
Performance (outcome)	Cost/prospects Lead conversion rate Average new revenue per customer Cost efficiencies across marketing functions Customer lifetime value Earned media values Shift in average sales Share of voice Return on Investment	Attitude toward the brand Brand loyalty Customer satisfaction Service quality perception

There are a few different types of social media exist, for example, social news site, social networking sites (SNS), blogs ... and each type has a different measure of success. In case of Twitter, it is seen as a microblogging platform, which means the following metrics can be considered:

- Number of followers
- Real followers who hold conversations
- Number of replies
- Number of retweets you receive
- If you start a hashtag how much conversation happens (number of tweet)
- Positive and negative conversation
- Traffic to website, web pages, blog or blog posts from tweets

(Evans 2010, 30.)

LinkedIn belongs to SNS, which is not likely to be traffic drivers to other websites.

Therefore, these metrics should be taken into consideration:

- Number of fans
- Number of comments made on updates
- Number of photos or videos added by fans or group members
- Number of discussions started on your fan or group page
- Number of responses to questions or topic posted
- Traffic from social networking sites
- Time visitors stay
- Number of pages visited from initial referral from SNS
- Number of downloads or install of your SNS application

(Evans 2010, 27.)

3 Benchmarking

Benchmarking is not a new strategic tool in the business world that its history could be dated back to the twentieth century (Blakeman, 2002.) Reh defines: "Benchmarking is the process of comparing your organisation or operations against other organisations in your industry or a broader market". The activity of benchmarking is to compare your activity or strategy versus your competitors' in order to gain more ideas for improvement, for example, ways of operations or utilisation of technology that can result in money saving, profit generating and customer satisfaction. Simply put, doing benchmark can answer the question: "Is what we are doing good enough?" (Raghupathi, 2017.) One of the grounds of social media benchmarking is identifying the hazards posed raised by changes to competitor's offerings and pinpointing opportunities for enhancement through examining the novel technique in non-competing companies (Chaffey & Ellis-Chadwick 2012, 94.)

Due to the Internet's changing nature, analysis of competitor's tactics for obtaining customers online is crucial. This also matches perfectly with the case company's situation as a global firm in the industry. This chapter focuses on benchmarking social media (Twitter and LinkedIn) presence of Kalmar and three companies: Konecranes, Terex, Sany Group. These companies are chosen based on the request of Kalmar as they are considered the direct business rivals and more or less similar in corporate level. In addition, the author decides to choose IBM, GE - brands from different industry intending to analysing their best practices in each channel, from which Kalmar can refer to generate fresh ideas in strategy development. IBM, GE are known to be the successful corporations in outstandingly managing Twitter and LinkedIn's appearance and reputation (Cargill 2015). This is likely to bring in advantages for Kalmar's future improvement and competition.

The observational period is three months, starting from 1 December 2016 to 28 February 2017. During the observation time, Sany Group showed no activity on Twitter at all, so they are considered disqualified for analysing. Criteria for benchmarking are defined based on the previous theoretical part and adapted with company's real predicament as metrics shown in the table. There are slight differences in the analytics' presentation due to the difference between two platforms, for example, hashtag, which is of necessity in Twitter while it is inapplicable in the LinkedIn case. The method used in this benchmark is observation and secondary research, data.

3.1 Kalmar's social media presence

The analysis of Kalmar's social profile was conducted for the duration of three months so as to increase the precision and be able to compare with their rivals, in the same stage. In addition, this is limited to the view of a visitor who did not have access to the real company social page as an admin, who manages the pages. Therefore, data like numbers, leads generation are not available.

To begin with, how an organisation's profile appears to the audience is primarily important. It is evident that we do not have a second chance to create the first impression. As referred in figure 4. Kalmar's Twitter looks professional with information in company bio, a link to a website, cover photo, hashtags etc. Almost every essential part is visible. The only thing missing is the usage of a pinned post, which helps catches people's attention at the very beginning. It can be a post linking to an article or an introductory video. In terms of LinkedIn, a cover photo and showcase page are missing from the company's first page.

Table 3. Kalmar Twitter and LinkedIn metrics over the period December 1, 2016 – February 28, 2017.

	Twitter	LinkedIn
Metrics		
Frequency of posting content	106 tweets	30 posts
Reactions and comments	60 favourites 38 retweets 4 replies	34 comments
Followers	1849 followers	8403 followers
Most used hashtags	#kalmarevent 7 #tocmiddleeast 7	Not available
Post type	Pictures, links	Pictures, links, video
Best timing	11Am Thursday UTC +2	Not available

As can be seen from the table., Kalmar is present in these two platforms with different analytics. Twitter seems to be spent more time that one post was put up for every day on average while LinkedIn is 0,3. Regarding interactions, every LinkedIn post received one or more in spite of the small amount of content. On the other hand, Twitter performance was

limited, especially in reply to the audience. Hashtags are used. The type of post included pictures and links; sometimes videos were uploaded.

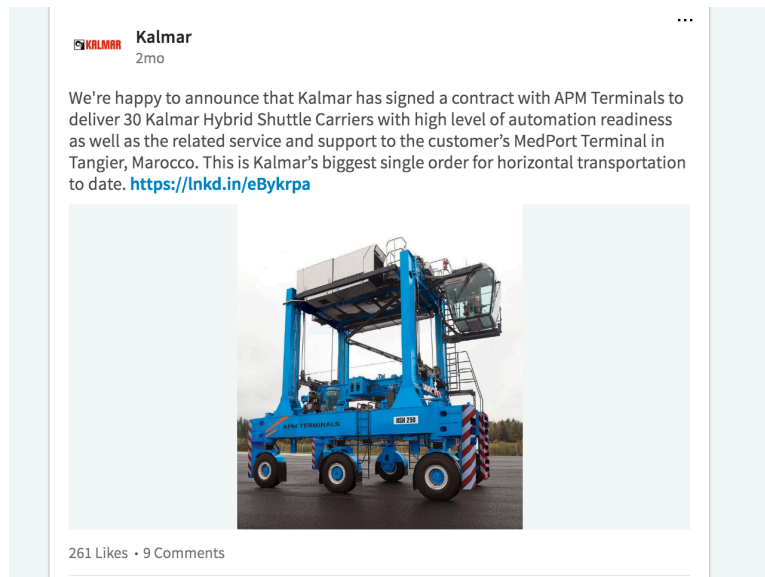


Figure 8. Kalmar's most successful Twitter post

The most LinkedIn attention-drawing post is a picture of new massive machine and text was about new cooperation. This content gained 261 likes and nine comments. (Figure 8.)



Figure 9. Kalmar's most successful Twitter post

The most successful post on Kalmar's Twitter is figure 9. above that were liked by 21 persons and retweeted eight times. This post captured the doctoral defending of the vice president, Mr Matti Sommarberg and Tampere University of Technology's account was mentioned.

3.2 Competitors and other social media's presences

Konecranes was a Finnish firm that founded in 1994 and is a well-known local competitor of Kalmar. Though operated largely in 50 countries all over the world, its' headquarter is in Hyvinkää, Finland. Konecranes's best known for being a manufacturer and services provider of cranes and lifting equipment, port solutions (Konecranes 2017.) Originally established in 1970 in the United States, Terex has varied from supplying construction, infrastructure, energy to financial services. They are present over six continents (Terex 2017.) and is Kalmar's competitor regarding international market.

In terms of presence, Konecranes had updated all the essential features on both platforms, and all of them look professional

Table 4. Rivals' Twitter metrics over the period December 1, 2016 – February 28, 2017

	Konecranes	Terex
Metrics		
Frequency of posting content	600 tweets	27 tweets
Best timing	2pm Tuesday UTC +2	8am UTC-4 Monday
Reactions and comments	93 retweets 349 favourites 12 replies	0 retweets 17 favourites
Followers	5510 followers	7727 followers
Most used hashtags	#iiot	#womenatterex
Post type	Links to reports, images, questions	Links, few pictures, text

During the same term, Konecranes and Terex performed variably on Twitter. Konecranes produced approximately seven posts per day while Terex hardly took action. Tuesday at

two in the afternoon seems to be the favourite working day of Konecranes' Twitter and Terex is eight am UTC -4. It is evident from the data that a number of audiences interacted with Konecranes and liked their information. On the other hand, Terex possessed a bigger spectator. The content style varied from links, images to infographics etc. From what was observed by the author, Terex mostly had their posting automatically directed from their Facebook that whereas Konecranes crafted them for according to the platform. Both of them made use of hashtags, and Konecranes committed to #iiot which was used 66 times, three times more compared to that of Terex's #womenatterex – a campaign raising gender equality. #iiot refers to the industrial internet of thing – a growing trend for companies who utilise the combination of people, data and advanced technology (Accenture 2017.)



Figure 10. Konecranes and Terex's most successful tweets.

The best post on Konecranes' Twitter was a trade simplification infographic, which provided easy-to-understand information using animation. They mentioned their specific ports and used hashtags #ports referring to one of their services. Terex's best Twitter post was about suggesting people take a look at their behind-the-scenes stories.

Table 5. IBM's Twitter over the period December 1, 2016 – February 28, 2017

	IBM
Frequency of posting content	628 tweets

Timing	1pm Wednesday UTC -4
Reactions and comments	378 favourites 231 retweets 66 replies
Followers	355,719
Most used hashtag	#cognitive
Post type	Video, links to article, original content, pictures, infographic

IBM - a well-known B2B leader who made excellent use of their Twitter by a variety of creative posts, also supported the idea of frequent posting. Their content was proved by good reactions from the audience, according to the figure 11 below.

Among the good ones, the best-performing was a picture of IBM logo in 8 colours, promised to accomplish diversity, tolerance and inclusion.

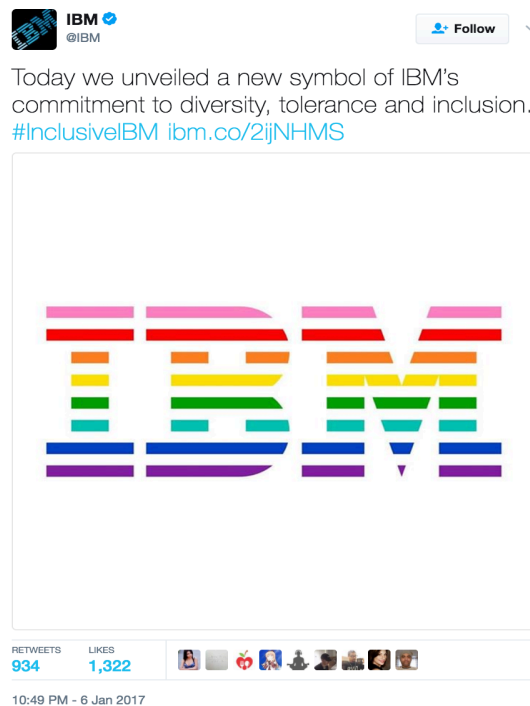


Figure 11. IBM's most successful tweet

What Kalmar can improve and borrow competitors and IBM to improve Twitter platform:

- Include pinned post on Twitter
- Use of reply function on Twitter in order to interact more with the audience

- Initiate to make more use of hashtags on Twitter, which can be related to trends or new launches
- Increase posting frequency and consistency
- Developing the variety of content: infographics (Konecranes created trade simplification infographics – figure 10) or videos
- Use short and informative sentences like IBM (figure 11) or Terex (figure 10) so that people are more likely to click the link, which will generate leads.
- Use humour and creativity (for instance, IBM used the eight colours indicating their missions)
- Upload high-quality pictures uploaded on social media. Some of the posts on Twitter are in bad pixels.

Regarding LinkedIn, the table below illustrates the Kalmar competitors' data. As stated below, with a larger following audience, Terex seemed not spend much time on taking care of their presence as well as communicating with fans.

Table 6. Rival's LinkedIn metrics over the period December 1, 2016 – February 28, 2017

	Konecranes	Terex
Frequency of posting content	69	7
Timing	Not available	Not available
Reactions and comments	155 comments	26 comments
Followers	30,696 followers	64,381 followers
Post type	Pictures, questions, links	Pictures, links



Figure 12. Konecrane's

most successful LinkedIn post

Konecranes utilised humour in the LinkedIn post, which attracted a high number of likes and comments. (figure 12)

Table 7. GE's LinkedIn metrics over the period December 1, 2016 – February 28, 2017

	GE
Frequency of posting content	27
Timing	Not available
Reactions and comments	556 comments
Followers	1,407,104 followers
Post type	Infographics, pictures (with people), video, questions

From the table above, it is certain that GE owns a huge fan base of more than one million followers. Though the scope of updating was not significant, the content received considerable reactions. On average 21 persons committed to every GE's status. What noticeable from their LinkedIn company page was that most of the posts were original and had to do with to human, their employees. For instance, the update (figure.13) about how they will address gender quality succeeded in engaging approximately 1500 concerns.

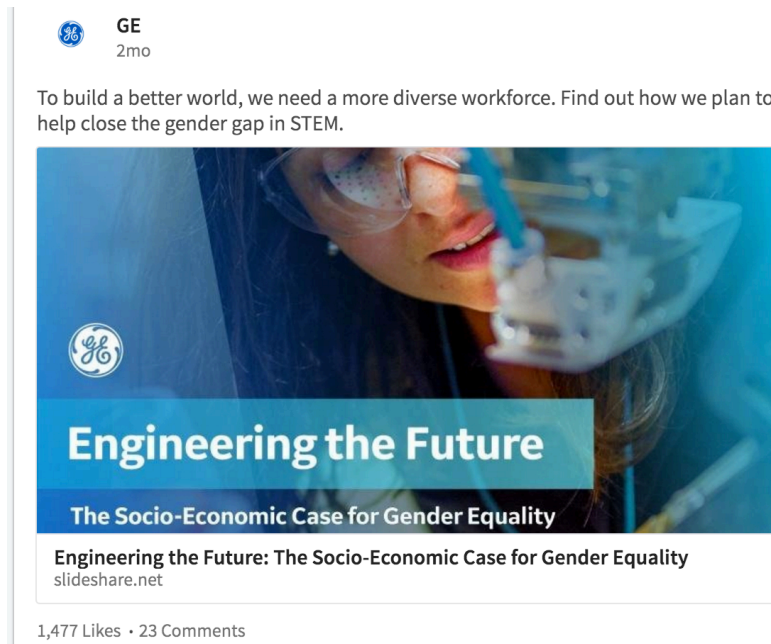


Figure 13. GE's most

successful LinkedIn post

In summary, Kalmar should consider following ideas concluded from the abovementioned cases, to enhance LinkedIn platform:

- Supplement cover photo on LinkedIn company page
- Supplement showcase page on LinkedIn which presents what company has to offer and how it differs from competitors
- Posting frequency and consistency should be elevated
- Developing the variety of content: for example, GE combined employee advocacy and hotly debated social issue, which is gender equality – figure 13)
- Use of short and informative sentences like GE did so that people are more likely to click the link, which will generate leads.
- Use more questions to raise awareness and curiosity (Konecranes used this and succeeded in creating reactions on Twitter – figure 12.)

4 Research and method

This chapter discusses the research methods chosen, the research process including data collection and data analysis. Reliability and validity are also considered as followed.

Research, according to Oxford Dictionary, is defined as “a detailed study of a subject, especially in order to discover new facts or information”. In other words, Kothari (2004, 113) interprets that research is a transformation from the known to the unknown. Due to its’ significance, there has been a lot of strategies developed to execute a study, such as a quantitative and qualitative method. Silver (2011, 29) points out that quantitative method is not able to handle social and cultural construction of its own variables. This, on the other hand, is one of the primary interests of the qualitative approach. In contrary to quantitative research, qualitative research takes over the scientific work carried out in social sciences, including business research. Qualitative research also targets to answer questions such as what, why, how. It enables population of the study to express “human” aspects of the problem, for example, their values, opinions, which contributes contextually specific data and is useful for Kalmar case thanks to its’ ability to produce findings that were not detected before. (Eriksson&Kovalainen 2008; Mack, Woodsong, MacQueen, Guest&Namey 2005, 1.)

4.1 Semi-structured interviews

Among a variety of collecting data methods, interviewing is used for this research. In business studies, interviews can be conducted in a group of two or more individuals because it is known to be practical in collecting information about people’s expressions or point of views (Eriksson&Kovalainen 2008, 78-81.)

First, customer database is inaccessible due to Kalmar’s restriction. Therefore, it is down to accessing internal information, specifically by the marketing staff. Secondly, compared to one-to-one interview, undertaking a group is more time-saving. More remarkably, it is beneficial for eliciting a variety of opinions and views on an issue as a group as well as individuals. Specifically, the author makes use of semi-structured interviews in order to get relevant data. Since the purpose of the research is to find out how the marketing staff evaluates of their social media efforts and what it can be improved, participants who are chosen in agreement with Kalmar, are people who have something to do with marketing, social network activities both within Finland and overseas. The reason is that they are the one who is managing social presence and should understand Kalmar’s position.

The face-to-face interview was conducted in English as a focus group of two marketing employees and a communication manager, who is beneficial for future comparison. They are all from Kalmar’s Helsinki headquarter. The benefits of having them in a group

interview are the variety of ideas and stimulus for discussion. Due to geographical restraints and effectiveness of the research flow, one interview was done through email with a marketing manager who located in Netherlands. Questions are kept in the same order and wording. Other interviewees will not influence her opinions. Before the interview, the author developed a qualitative interview frame where questions were categorized into a topic area. In terms of the duration, we agreed upon a-less-than-an-hour session, which is long enough to create a trusted atmosphere allowing everyone to voice their opinions and openly discuss. At the same time, it is not too long that the conversation would be redundant. The main questions were built based on topic, research questions, as well as the theoretical framework, gathered at the beginning of the study that matched with company's real situation, which is utmost important. These aimed to see how well they understand their social media marketing, also compared to their competitors. We began the interview with brief self-introduction and purposes, interviewee's benefits in terms of company improvement since the interviewer expected honest views. In order to make participants feel more comfortable to share, interviewer used "share with me" instead of dry questions. After general questions, for example, their positions, specific-topic-formed questions were put forward, but still leaving opportunities for in-depth answers or discussion by asking open-ended questions. During the meeting, the author also probed to understand the context, situation and thoughts of interviewees better. However, those issues were limited and not aimed to guide the responses. Everyone agreed to record the interview. Therefore, the author used a recorder.

4.2 Data analysis process

Different from quantitative data, qualitative data is non-numerical, which means they can come in forms of words, images etc. According to Cohen et al., (2007,461) data analysis in qualitative research is narrated as the procedure of making sense the population's "views and opinions of situations, corresponding patterns, themes, categories and regular similarities". Therefore, data in this particular research will be executed using thematic analysis because the nature of this method is to recognise and analyse themes, from which insights would be gained. This also means the data gathered from the interviews will be condensed, organised and used for interpreting further unknown aspects.

No matter what kind of approach is chosen, the primary action is to get used to the data (Braun, V., Clarke, V. 2006, 16.) Data for the research was captured from interviews using a recorder. Then the author listened to the audio for days to become familiar and carefully transcribed into words. This procedure was done several times to have the most authentic

version of interviewee's opinions and most importantly, not to miss any information. The notes taken during the interview were also utilised. Since the interview was semi-structured, the participants tended to contribute to the flow and discuss with each other freely. Therefore, the disorder of the information is unavoidable, and my job is to relocate them. Concerning the email interview, the marketing manager was informed to take part in the research. An email, which included the study's purpose and attached the questions, was sent to her. Then she managed to send back her answer in the same word document without any difficulty. The so-called raw data from all the sources were transferred into a written document. It is possible to find out not all the information is needed or they might be repeated or even irrelevant to the topics. This step is essential as transcription involves labelling which facilitates coding from the very start.

Having done abovementioned phase, there came the searching for main themes and identify the relations. There are codes pre-defined based on the topics, theoretical framework which was built during the formation of interview questions. Also, coding was still carried out to group the data into most suitable places. For example, by re-reading and refining the data, the author realized a relationship between themes and decided to combine some of them into one. During the analysis, it is also important to find out what is surprised or interesting in interpreting the results in order to answer the research question.

4.3 Reliability and Validity

There are two kinds of measure in examining trustworthiness of qualitative research, namely reliability and validity.

Reliability pertains to the degree of dependability of the collected data. Ereaut (2002, 149.) claimed this could be illustrated by consistent outcomes in another conduction or by another researcher. In this paper, the data is obtained from marketing and communications executives, managers whose knowledge and awareness of the company as well as marketing are under no doubts. The terminologies of social media marketing are familiar to all of them. As a result, they found almost no difficulties in understanding and responding to the questions. There are some slight problems, firstly, lying in their responses about their competitors' presence. What they knew about their rivals might have been limited to their views. However, as we all know, the digital world is changing every minute, the results or perceptions of today might not be valid tomorrow. Besides, regarding sample size, which is small, the results gathered from their answers might not

represent their future perceptions. The extent of reliability in this paper can just be average but definitely of great help to Kalmar in order to develop from the gap they are having.

Validity address the ability to test, in fact, pre-determined measures that are intended to be measured. It could also be understood as referring to the level of truth reflection (Ereaut 2002, 149.) There have existed two factors could restrict the validity of any research. Personal bias is one major problem. There might be, during the interview, different interpretations of questionnaires as every individual is unique, not to mention the influence of other participants' answers had on one's perspective (Kuzmanić, 46.) It is impossible to eliminate or avoid the bias or preference. However, the author tried to control the objectivity of the research process. The author had questionnaires designed with care, and no leading or irrelevant content. During the interview, the author made room for participants to discuss and express their opinions, without asking or giving hints in order to achieve a desirable result. However, due to the geographical restriction, an interview was carried out through email, which prevented this participant from joining the discussion group. This might affect the accuracy of response. On the other hand, this interviewee's answer might be excluded from being biased by the majority idea. Reality has been respected by the author even when there were actual differences from the theoretical framework.

5 Results

The author interviewed a group of three persons in which one of them is communications manager who was previously mainly responsible for social media channels and now remains supporting. The other is the digital marketing manager, and the last one is a marketing coordinator for Spare parts division who has the longest history working among them in the company. She possesses an amount of knowledge about the firm, industry as well as marketing in general. All of them are from Kalmar headquarter located in Helsinki. The interview was conducted in English because we agreed that Kalmar is a global firm and our common language is English. Forty-five minutes is the duration of the face-to-face interview.

On the other hand, as stated before about geographical difference; however, qualitative allows flexibility of methods, a separate interview with marketing manager from Kalmar in

the Netherlands was carried through email. Questions are the same, without probes, and of course written in English.

The author has formed three different themes namely relationship with social media, social media awareness, development proposals.

5.1 Relationship with social media

The first three questioned are formed with the aim of getting to know the backgrounds and their relations with social media, marketing in general. The primary purpose is to break the ice, making the interviewees more comfortable before going to more in-depth information. At the same time, the respondents describe their positions, duties in greater details and how they are relevant in social media marketing of the case company, which is crucial to know for the research.

Kalmar 's social media marketing dynamics was also explained that it works in a centralised way where the personnel from different business lines, divisions and regions prepare content then report to the central marketing and communications. The four participants who joined the research all had something to do with social media to some extent. Their time spending in the company as well as in the industry also vary. The longest is about five years while there is a two-and-a-half-month manager. Their experience ranges from being in charge of regional marketing and communications management (EMEA, meaning Europe, Middle East and Africa) to coordination of a particular business line – Spare parts. Their tasks are said to mainly cover posting on social media, content generation (customer cases, orders), social media planning for events.

“Basically content production; I got content from my colleagues, it’s just like me posting those things. Sometime I might be sharing ideas with my colleagues: how can we share these ideas in SM, for example: there’s a new launch or someone had prepared a video (branding or employer branding video) – we think together what is the best way and what are the best channels to put it on SM” – said Aino-Leena Juutinen – Digital Marketing Manager.

Juutinen also clarified that at the end of the day there are a lot more duties to be taken care of other than social media alone. (Juutinen 21 February 2017)

5.2 Social media awareness

When the author asked about the social media goals Kalmar wants to benefit from social media, interviewees responded that they wish people think of its' brand as premium quality, global presence and a thought leader in the industry to support sales. They stated that these go in line with its' products. However, no specific or measurable objectives for LinkedIn or Twitter were set.

The participants reported that social media of Kalmar is more likely to be carried out as ad-hoc which means if something is going on at the moment, they made a post immediately instead of having a plan or scheduling content in advance. "At the moment, we do not use any scheduling tool. Usually, we just post everything right away." (Juutinen 21 February 2017). Adding to that, there is no specific "social media team" existing instead:

"It's our Marketing and Communications team, we have central team here in Helsinki – include me, Kristina and our boss Maria Eklöf (Vice President of Marketing and Communication) and Julia, for example, and other business lines and persons around the world, and they have certain responsibility for example: their own product activity or business areas. They kind of do their own tasks and also include content production for SM, whenever it's necessary. But we don't have like a SM team (Juutinen 21 February 2017)"

In terms of Kalmar's own social media presence question, respondents highlighted their strength in content quality:

"From what I see, we are quite good for B2B relations. We are having very good quality, in my opinions, of whatever we post like it's always quality branded pictures, videos made with guidance, text are very clear and we keep all what we promise to customers in the message." (Dolgopolova 21 February 2017)

Communications manager agreed and emphasised the merits that should be maintained and developed:

"High quality contents are our strengths. We are present consistently – we're not there posting as often as we probably should but anyhow we're there, in a way that promotes our brand" (Sikio 21 February 2017)

Marketing and Communication Manager EMEA, who the author sent an email interview, gave a response the question differently by listing LinkedIn and Twitter's current statistics (number of followers). She also had added a remarkable point that: "It might be interesting to speak to a person from our team in APAC (Asia Pacific) as they are using completely different social media channels." (Nentjes 24 February 2017.)

When asked how they view their rivals, in terms of social media activity, the reply was that they did make an effort to check competitor's profiles. However, the frequency was limited, for example, communications manager did it once in a while, and the digital manager added that she had a look at their social media channels, but I have not been followed them actively. They agreed among the direct rivals, Konecranes is biggest in social media and focused on the corporate level. However, Sikio also expressed her view:

"Konecranes is more marketing focused. To me, they're not that interesting. They tell the same message over and over again and they lack a pointy angle, which makes me excited. (Sikio 21 February 2017)

Dolgopolova also expressed that Kalmar is not far behind in the competition and she has not been impressed by any big cooperation in the industry yet.

"To sum up about competitors, they're not far gone from us. There's no one yet to be too good, in my opinion. In B2B, in general it's very difficult but what we could do is try to find out our spot, how can we be special then we might be leader in that. For now, it's quite open in my opinion (Dolgopolova 21 February 2017) "

5.3 Development proposals

The key areas of development are reported to be channels, content, resources and employee involvement. First, Juutinen suggested that there should not be repetitive information on all channels. The proper tone of voice for each platform should be applied. For example, what was posted on Twitter, a discussion platform, might not necessarily be placed on LinkedIn. Furthermore, the content is what matters. Three interviewees agreed that the content should keep up the high-quality and develop with more variety. Not only about technical or formal news, a wide variety of content such as themes, but long-term

topics must also be drawn up in order to take Kalmar social media presence to another level.

”I agree with Kristiina that I think we need to reach a new level – being brave enough to publish something that not so official, of course, I don’t know the right word but to think the other way to put the content like it doesn’t always have to be the official image of our machines it could also, for example, person drives to harbour or it comes from our customers. So it could be nice balance – still in premium quality!” (Juutinen 21 February 2017)”

Nentjes also added the kinds of content that should be considered, which are short live videos about an on-going event at a location. According to her, the videos don’t have to be professional. Moreover, she made suggestions on LinkedIn that discussions should be made on a regular basis. In addition, the frequency of pictures with people inside should be increased.

Help from Kalmar’s internal resources in social media is mentioned and discussed in depth. Sikio thought that training should be provided to the staff so that everyone in the marketing team will switch their mindsets into social media.

“I think now our colleagues in global Marketing and Communication team, could be trained- not necessarily the right word but try to shift their mind-set to social media more so that they could have social media in their plans from the first day instead of when the event comes close, they start to think about posting stuff. We could have been more proactive and have long-term planning. Some training would be good and some strategies (Sikio 21 February 2017)”

Sikio further stressed the importance of Kalmar’s employee in improving social media that in order to get the feeling of global presence, more people, even don’t belong to marketing department could be included in the marketing plan. This will help to build a more comprehensive approach thanks to a variety of experts and business within the corporation. Nentjes also remarked the importance of the staff that Kalmar employees should be the ones who keep the discussion on LinkedIn continuing and encourage the audience to join.

Adding to the vitality of internal resources, Dolgopolova believed that there should have been a system or someone responsible for managing the present community. And personnel from different departments across the company should be included in the

overall marketing plan in order to promote the company, not only the responsibility of marketers.

“We, at this point, don't have community management as Kristiina mentioned that we don't have internal expert helping us. By that I mean not only marketing people but also in general our guys – who represent Kalmar on different events, etc. (Dolgopolova 21 ebruary 2017) “

6 Discussion and conclusion

This chapter highlights the key findings regarding literature review, benchmarking, qualitative research and recommendations for the case company followed by evaluation of the research process, suggestions for further development and personal reflections.

6.1 Key findings

Generally speaking, the benchmarking and research depicted a picture of how Kalmar is positioning regarding social media presence. Having a good reputation online in social networking sites nowadays is rewarding both in short and long-term, which was proven in the literature review of this thesis. Stelzner (2017, 14) pointed in his industry report that improving thought leadership and increasing sales are two of the benefits social media bring about. These are also mentioned in the qualitative interview as Kalmar's expected objectives.

According to Marx (2014), there is a significant gap between companies investing in social media and those do not. Realizing this notion, interviewees in the qualitative research acknowledged the importance of enhancing Kalmar's social media platforms with a view to becoming a thought leader in the interview.

There is a clear difference between suggested and realised social media practices, Twitter and LinkedIn in particular. Interviewees reported that there is no specific “social media team” and posting activity usually spontaneously happened. Instead of preparing beforehand, posts are produced whenever there is an event or some news at that moment. This practice goes against building brand personality and efficient social media strategy (Horton September 16 2014; Blyth, 2011, 113.) In addition, Kalmar aims to high-

quality content, however, during the benchmarking period, the author noticed there was a picture with low quality, which will affect the brand negatively. Moreover, the time spending on Twitter and LinkedIn was limited due to a number of other marketing tasks to carry out, according to the interviewees. However, it was reported in Social Media Marketing Industry Report 2017 that the more time invested in social media marketing, the more company will gain. Based on the results shown in benchmarking and qualitative research chapter, regarding competitive capability, Kalmar is lagging behind its direct competitor - Konecranes who can be considered strongest rival on social media, in several categories. Regarding posting frequency, for example, Kalmar produced one-sixth and one-third smaller posts on Twitter and LinkedIn, respectively, compared to Konecranes.

According to Horton (2014), businesses that keep telling about themselves and products only, make their audience uninterested. It was interesting to find out that the most liked tweet of Kalmar was picture of its president defending his thesis (figure 9.) In order to improve Twitter and LinkedIn presence, the company should make use of employee advocacy, posting frequency and followers or fans engagement (Cohen 2012, 117). These were confirmed in the benchmarking as what Kalmar should work on and realised by the interviewing participants as development proposals for Kalmar. Interviewees also agreed that marketing nowadays is getting more and more personal, it's human-to-human (H2H), rather than B2B. Therefore, more resources from internal staff are needed to manage and actively interact with the current online community on a consistent basis. (Blyth, 2011, 113.)

In summary, the biggest gaps between an effective social media presence in literature review and reality might be the insufficiency of strategy and resources. The interviewees did not clearly state specific objectives and social media metrics in order to measure the success of each platform. This was explained that because there was not a framework or dashboard to follow as well as time limits. Therefore, in order to remediate these issues, there are a number of recommendations that Kalmar should take figure 14. into consideration.

6.2 Suggestions for the case company

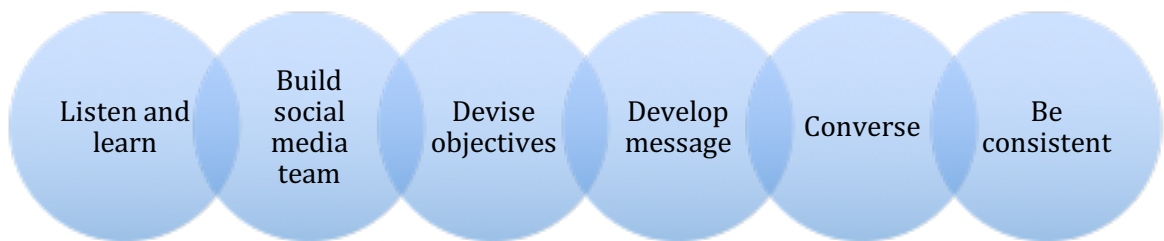


Figure 14. 6 steps to creating social media plan adapted from Blyth (2011,113)

Based on the model, in order to develop an active presence, Kalmar should first listen and learn, which means doing competitive analysis and following customer conversation. The former was carried out by the author in the benchmarking (chapter 3), after researching and discovering latest social media practices in the B2B industry. Kalmar can refer to the insights found in the chapter 3., which analysed not only competitors but also successful practices from reputable global firms that known to be leaders in its' fields as well as social media good examples. Moreover, this step should be done on a regular basis, three to six months advisably and after every campaign. Concerning customers, surveys or research should be made in order to examine marketing efforts because, in the end, it's the clients who read and benefit from the content.

One of the most critical steps the author wants to advise Kalmar to do is to form a social media team, in which marketing specialists should spend time for planning strategy for social media and updating trends. Moreover, these professionals should be trained and can teach and connect company experts those who are marketing media content. Based on what recorded in the qualitative interview, Kalmar wants to be seen as a "thought leader" in the market and also aims for a further goal of supporting sales. In order to fulfil these tasks, the author proposes the following actions for the social media team to take action. Devising social media marketing objectives is a priority. Social media team should set clear objectives by employing the model SMART (Specific, Measurable, Appropriate, Realistic, Time-oriented). For example, Kalmar will promote Twitter page in the print

advertisement, Kalmar will put the ad in March issues of Helsingin Sanomat. On March 15, Kalmar will count the number of new Twitter users “follow” the page and compare the sales revenue to the same period last year.

According to the Cohen’s model elements produced which were mentioned in the previous part, Kalmar can improve Twitter by taking following actions suggested by author:

- First and foremost, the link should be directly linked to the category where current products or services are displayed. As it was emphasized, this is a golden opportunity not only to drive traffic to the main website but also help clients save time and make the better decision regarding purchasing.
- Second, Kalmar’s social media team should make full use of reply and mention button. For example, if there is no discussion going on, initiating a conversation should be done. Being the first one to start a topic will always be remembered. As a result, followers will feel more personal and emotionally engaged to Kalmar, which will definitely be an advantage in the industry.
- Last but not least, posting consistency is what Kalmar should strategise. Cohen’s 10-4-1 rule can be taken into consideration “For every ten tweets with links to articles from third-party sources, tweet four times with company updates or blog posts and one link to company landing page” (Cohen 2012, 116, 117, 118.)

Regarding LinkedIn, Kalmar should consider amending a number of components mentioned below:

- Firstly, creating a professional appearance by improvising the description category that it should be shorter and more direct to the prospects.
- Growing the audience by encouraging all employees to create their LinkedIns and add company page to their profiles. Employees should be asked to write testimonials for Kalmar.
- Joining or creating groups that related to Kalmar’s expertise, for example, terminal automation. In this group, Kalmar will be sharing relevant information in order to attract views to company page and build a reputation.

Last but not least, being consistent is a must, and it is doable, given resources and competence. Since Kalmar is still in an early stage, the priority should be increasing its online presence and reaching out to a broader audience—these aspects are where Kalmar falls short compared to rivals. These are believed to be due to a lack of resources and competence. The resource problem can be amended through outsourcing companies or social media agencies, for example. Because they work with a significant number of

large firms, the expertise of such businesses is undeniable. However, the drawbacks might be in terms of time-consumption and a lack of originality as they are likely to apply the same methods with all of their customers. Employing social media or digital marketing experts could be an alternative solution.

Concerning benchmarking, there are limitations in terms of time and the method of collecting data. It would have been more beneficial to compare companies regarding social media marketing campaigns, which author also advises Kalmar to perform in the near future.

6.3 Evaluation of the research process

Having found an international company to do a commissioning thesis on marketing is a golden opportunity, at the same time, a challenge. It required a considerable amount of time to reach out to the case company, propose the research topic, plan and wait for decisions. In spite of risk management plan, there were still difficulties in reality. The target group of the company is managers, executives who are busy with day-to-day tasks and business trips. Due to the schedule and availability differences, it was indeed difficult to come into agreement of the final interviewees. However, the author kept being persistent in contacting and flexible in changing the plan. After all, four participants were successfully reached, which are an adequate number for qualitative research.

In addition to the change of topic, in the beginning, the research direction adjusted in comparison with the original plan. The interview with customers was left out due to the limitation in accessing to company's database. The interview with an expert was also eliminated, and the information from the expert will be used as background knowledge. These alternatives were right decisions because they were made for the better suitability and reliability of the bachelor thesis.

A considerable effort was made to ensure the quality and reliability of the research. The sample was chosen to be a good mix that is suitable with the research aims, which was proven in the data collection process. The interviewees were mainly the ones working closely with marketing, social media and one of them is a communications manager, who will be likely to bring different perceptions that can be beneficial for comparison. Among them, there is a marketing manager from Netherlands, who answered the interview from overseas. Despite the disability to discuss, her opinions are not likely to be affected by the group, which might increase the quality of the research.

The author is a non-Finnish and the research is carried out in English, which neither is her mother tongue. Being a foreigner has brought in significant difficulties in communication with participants. English is used as a mutual language, which might cause misinterpretations and misunderstandings of the questions, answers. In addition, the researcher has not worked with the case company before. Therefore, lack of experience and insights in the industry as well as company culture might lead to restrictions on the research. However, the researcher tried to tackle this by doing research online, asking questions and requesting personal meetings. On the one hand, opinions of the author might still be affected by her understanding or bias. On the other hand, the author's observance is likely to be objective and help the company find out what they were missing out.

6.4 Suggestions for further research

This thesis definitely will serve as an excellent foundation for future research on social media marketing development of Kalmar. The research mostly concentrates on the perspectives and awareness of the internal management. The respondents of the interview are mostly managers who have to do with marketing, social media. However, customers are the centre of any business. Therefore, the author strongly recommends the case company to carry out further studies on how clients react to its' presence, for instance, a customer-experience survey. In terms of research methodology, a quantitative research can be conducted in order to collect responses from customers about how good the implemented marketing and social media strategies are. Doing this will undoubtedly reveal the reality of the social tools' productivity, which, by all means, will be of great importance in building optimal platforms.

Since Kalmar is a big corporation, it is evident to have several existing business lines, for example, automation, mobile equipment. As a result, these divisions have their own characteristics and development trend. In the future research, it can be more valuable if a specific customer base will be targeted.

6.5 Personal learning development

The opportunity of working with Kalmar and doing a research, benchmarking for social media gave the author an amazing time of exploration. First and foremost, conducting a bachelor thesis brings about the chance of connecting to academic studies. In spite of majoring in marketing, carrying out a proper research is not what familiar to the author. Throughout the process, the author has realised the gap between theory and practicality. A set of skills include doing qualitative research, networking, time-management was significantly enhanced.

On the one hand, doing a commissioning thesis is indeed hard, as the researcher has to balance between the company and the scope of studies. Communications with a large corporation and handling with significant workload are also challenging. Being flexible and mentally strong is very important during the process as the author has to cope with the situation and stick to the goals quickly. It is tough to start researching and maintain such a long project.

On the other hand, based on a number of studies and reports as well as practices, the author comprehended the uniqueness and complexity of B2B markets, especially in the heavy machines industry. The author confidence was increased In the author's viewpoint, B2B social media marketing is a growing phenomenon, which encompasses a vast amount of knowledge and information from different fields. The topic was narrowed down to LinkedIn and Twitter, which saved time, albeit might be lack of integration with overall social media marketing strategy. The benchmarking could have been complete with SWOT analysis of Kalmar, which is likely to be useful for content development. Due to the difference of the audience capacity of each company, the accuracy of comparison might be affected. Moreover, had the author stood a chance to interview and done research with commissioning company's customers, the results would have been more thorough and well-rounded.

More remarkably, during the journey, the case company gave the author valuable support and information. It was an incredible opportunity to talk and discuss with marketing managers from a big corporation. The researcher has managed to learn how to collaborate, negotiate and practice networking. A lot of confidence has been gained from the research. Additionally, overcoming the obstacles throughout this journey has helped the author step out of her comfort zones and understand that it is extremely important to start taking initiatives. All in all, this thesis work has been an invaluable experience to grow up, develop marketing expertise and a great encouragement to author's future career.

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Appendices:

Questions used in the interviews

1. What is your name?
2. What is your current position in Kalmar Global?
3. Social Media duties
 - a. Are you working with Social Media (SM)?
 - b. If yes: what kind of SM related job/tasks do you have?
4. How is Kalmar currently present in Social Media?
5. How are Kalmar's direct competitors present in Social Media?
6. How would you develop Kalmar's Social Media presence/ to improve Social Media presence?
7. Could you give examples/describe Kalmar's best-performing posts on Social Media?