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CREATING REGIONAL SOCIAL MEDIA PRESENCE IN B2B COMPANY.
CASE COMPANY: EWALS CARGO CARE.

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ABSTRACT

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It might be a common misconception that social media presence is an important tool only for the consumer-centric businesses. This paper aims to disapprove that stigma, by backing up the fact that for the companies operating between each other, social networking sites bring as much value. The objective of this thesis is to propose a plan for creating social media presence, in a form of a content calendar, by discovering what is the most relevant social networking channel for a B2B company's branch in the Nordics region. It also aims to suggest possibilities of utilizing social media presence to optimize hiring process.

This study consists of theoretical part, displaying the knowledge gained through familiarization with the existing empirical material on the subject. It helps finding out what is the most commonly used social media channel for attracting talent and generating lead for the B2B operating companies.

The mixed quantitative and qualitative survey is carried out, interviewing the target audience, who are professionals with a solid amount of experience in the transportation and logistics field, whose feedback will be helpful when creating a content calendar for the case company.

Along with these objectives, the paper discusses what is the most optimal option of corporate accounts' hierarchy and architecture, then proposing the above-mentioned content calendar template according to the client-company's needs.

Keywords: B2B, marketing, recruitment, social media, social networking sites, lead generation, content calendar.

CONTENT

GLOSSARY

B2B: Business-to-business. A form of commercial transactions carried between businesses, rather than between companies and consumers (Kumar & Raheja 2012).

CRM: Customer Relations Management process of development and maintenance of long-term, mutually beneficial relationships with strategically significant customers (Buttle 2001, 52-55).

Emoji: Emoji is a small digital picture or pictorial symbol that represents a thing, feeling, concept, etc. (Dictionary.com 2018, cited 12.11.2018).

IT: Information Technology is computer software and hardware solutions that provide support of management, operations, and strategists in organizations (Thong & Yap 1995).

ROI: Return on Investment is an indicator that shows to which extent the amount of investment into a particular action returns as profit or loss (Zamfir et al. 2016, 80).

SM: Social Media is websites which allow profile creation and visibility of relationships between users (Boyd & Ellison 2008).

SME: Small and Medium Enterprises are the companies with less than 300 employees (Ayyagari et al. 2003, 4).

SNS: Social Networking Sites web-based services that allow individuals to construct a public or semi-public profile within a bounded system, articulate a list of other users with whom they share a connection, and view and traverse their list of connections and those made by others within the system (Boyd & Ellison 2007).

VR: Virtual Reality is electronic simulations of environments experienced via head mounted eye goggles and wired clothing enabling the end user to interact in realistic three-dimensional situations (Coates 1992).

1   INTRODUCTION

Social media has, undoubtedly, introduced changes in the content sharing, networking and marketing industries not only for business-to-consumer relationships, but also among the businesses operating with each other. Because of its speed to reach the audience, flexibility and ease of application, it is widely contributing to business marketing strategies. Drastic raise in the number of social media users, now stepping over a mark of 3 billion worldwide (Chaffey 2018, cited 27.11.2018) and the amount of information generated and publicized among users, it turns the platform from informative to influential. Thus, there is a possibility of creating a certain perception of a product or a service with social media. The use of this data of behavioral patterns and influential tendencies allows marketing experts to estimate future trends, predict consumer behavior and apply the knowledge to their marketing campaigns. (Leskovec et al. 2008, 2.)

1.1   Case company

The case company, Ewals Cargo Care, originating in the Netherlands, was founded in the beginning of 20th century by Alfons Ewals, and its field of expertise is logistics, freight forwarding, cargo management and logistics products development. After over a hundred years, it has 37 locations within 18 European countries and more than 2300 people on-board. Their product and service line includes a product portfolio, which assists in managing the delivery process from loading at supplier and unloading at the customer, Multimodal Network, the Mega Huckepack XLS trailer, Jumbo Road Train XLS. Last two have incorporated the XLS system, which increases load volume by 30% and boosts safety. The Multimodal Network combines different transport means as shipments by road, rail and short-sea to offer speed delivery for their customers. The Mega Huckepack XLS, created in collaboration with the European automobile industry, is shown on figure 1. (EwalsCargoCare 2018, cited 20.10.2018)

FIGURE 1. Mega Huckepack XLS (EwalsCargoCare 2018, cited 10.10.2018)

1.2 Objectives and goals

The objective of the thesis is to find out how Ewals Cargo Care (ECC) can create their social media presence for a Nordic region. Despite belonging to one enterprise, each regional branch of ECC is allowed to take actions and operate independently to a certain extend. Therefore, the Finnish department located in Turku decided to create their own social networking account oriented to the Nordic audience in order to solve region-specific issues and create a more niche, targeted marketing campaign. The projects given by the company was to propose the most efficient social networking site for not only generating lead and increasing sales, but also gaining visibility among experienced professionals in their field of expertise and draft a content calendar accordingly.

1.3 Specifications

Marketing strategies and communications, depending on the business needs, product specifications and target customer, are traditionally divided into B2C and B2B, which stand for business to consumer and business to business accordingly (Yodiz 2016, cited 10.10.2018). Concerning social media (SM), it is a broad term, which includes many different types of internet-

based applications, such as: video, audio, media sharing, social networking, consumer review forums, blogs, art and event sharing sites and other kind or user-generated content exchange (Dlaza & Chinyamurindi 2017, 1–2).

It is essential to designate, in the case of this paper, social media term excludes for example blogs, narrowing it down to the social networking sites (SNS) (Landers et al. 2016, 3), those are a special type of a complex term- social media that allows to create user profiles, connect between each other and explore content, created by the users (Boyd, Ellison 2008). According to the client company's preferences and business specifications, only social networking sites with a concentration on B2B marketing will be covered.

1.4   Thesis structure

This paper has chaptered structure comprising five of them, where the introductory chapter gives an overview of the company, the project offered by them, information on how the study was carried out as well as the working methodology and its limitations.

Second chapter, the literature review, makes the theoretical framework of the study and is based on analysis of empirical knowledge gained through familiarization with existing researches, statistics, articles, books and theses. The role of social media channels for business-to-business companies, their use in recruitment and lead generation and review of the most optimal channels takes place.

In the chapter three, a semi-structured benchmark analysis of how competitors execute their regional social media accounts separation from their global accounts takes place. It is followed by the mix of qualitative and quantitative research questions, specifying the selection of participants, who fall into the target group. The results are also presented.

Next chapter, four, introduces content calendar template and the hierarchical architecture of the company accounts accompanied by discussion and conclusion chapter. The list of references, appendices and abbreviations is located in the end.

2 LITERATURE REVIEW

There is a vast variety of literature about social media and its role in B2B companies, however, since the digital world is evolving extremely fast, the challenge was to find the most relevant sources. Therefore, for statistical samples only the articles published no earlier than 2010 were taken into consideration when writing this paper, whereas for terms and axioms, there was no publishing time limitation. Many bibliography components were found from the academic databases and online libraries, such as: Theseus, Google Scholar, Ebscohost and Leevi.

2.1 Social media and B2B

Business-to-business social media marketing term implies a set of digital marketing tools merged together with an existing marketing approach in order to optimize workflow. Kipp Bodnar writes that these actions can decrease expenses, increase lead volume, and provide a clear and measurable return on investment (ROI) (Bodnar, Cohen 2011). Peter Walters supports the statement saying digital tools allow B2B companies to reduce their spending by increasing the efficiency of communications (Walters 2007, 37).

While the social media tools are ever-present in current consumer marketing, they have been used by business-to-business marketers only to a certain extent. Despite experts strongly suggesting B2B firms to adopt mainstream social networking platforms, most commonly presented examples are for consumer-centric brands. (Brennan, Croft 2012, 2.)

The web is compelling modern enterprises to become more inventive, connective and interactive. Undoubtedly, over the recent decade, the influence of online channels on the traditional marketing has risen in the B2B sector. Preceding studies have shown that numerous of different objectives can be attained with the digital environment for those enterprises. Digital tools come in handy for creating brand awareness and present product-related material. For a fact, sales expansion is one of the things digital marketers aim for and it can be gained through assisting the progress of the transaction process for existing clients and increasing traffic to the company website from the new clients, thus creating sales leads. (Järvinen et al. 2012, 102-114.)

Social media marketing enables enterprises to engage with customers in the web, where they naturally tend to spend time, by observing what holds their attention and relate it with the

business, consequently making the next round of client experience and keep their conversations (Evans 2010).

Researchers from Elsevier Inc. say that salesperson is able to quickly react and communicate with the client base via social media, hence bringing positive customer experience (Agnihotri et al. 2016, 6-7). For that matter, social media use is not pushed-selling, but rather a discrete marketing through relationship and brand development (Brennan, Croft, 2012, 19).

In the research done investigating SMEs (small and medium enterprises) in B2B sector, the authors report 44% of the respondents contemplating investing more into SNSs and nearly the same number thinks positively of incorporating these digital tools in the upcoming year.

The main reason for such tendencies is that organizations have difficulties recognizing usefulness of applying such practices and ease of use seems not to significantly impact the decision-making process. Additionally, for larger enterprises, the risk of creating unfavorable attitude towards the brand, lack of knowledge leading to inefficient resource allocation, lack of support and fear of legal issues serve as barriers for social media adoption. Setting the exact, yet reachable goals, documenting the strategy and communicating regularly are the main aspect for successful content marketing, with 61% of the most effective marketing professionals hosting their meetings either on daily or weekly basis. (Pulizzi 2015, cited 12.10.2018.)

Overall, majority of studies conclude that there will be a future increase in the number of B2B companies investing in and involving with social media. Otherwise, there is a high chance of prospects and competitors directly or indirectly pressuring them to start using these digital tools. (Siamagka et al. 2015, 88-89.)

2.2 Social media for lead generation

A lead is a transitional stage between a visitor and a customer, it is a person who has shown interest in a company. Generating lead signifies a marketing process of capturing one's attention to a product or service and converting them into someone who indicates interest to the given business or brand (Kolowich 2018, cited 12.11.2018).

According to Bodnar and Cohen (2011), the first step to creating lead is building audience reach. Having a community that receives created content, which is valuable for business in case of being obtained by leads and website visitors, is extremely important. Regardless of the channel

used, the tactical carrying out of the task of lead generation falls under the below presented content discovery framework shown on the figure 2.
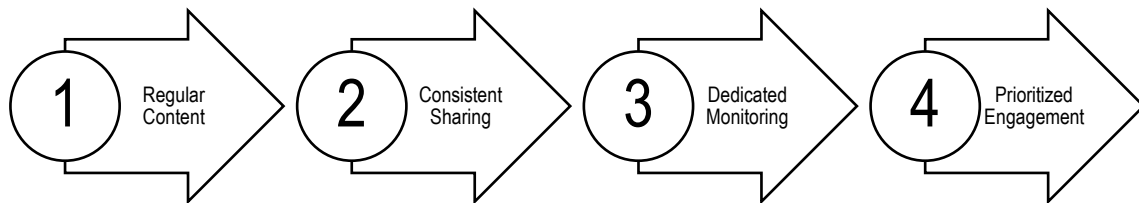
FIGURE 2. Content discovery framework (Bodnar, Cohen 2011)

There are four steps in the process:

Step 1. Following a calendar, which contains drafted ideas of regularly created content in a certain timeframe (e.g. weekly, monthly) within the used social channels.

Step 2. Distributing lead generating content across all adopted social media platforms, while shaping and customizing it for the tendencies and wants of the given community.

Step 3. Gathering and analyzing feedback by the whole marketing team can assist in correct and better social media lead generation strategy.

Step 4. Due to the constriction of financial and human resources in the organizations, prioritizing engagement by the effect of the commenter's feedback, its impact and importance on profit generation, while incorporating common sense into customer relations management practices. Where CRM is about the development and maintenance of long-term, mutually beneficial relationships with strategically significant customers (Buttle 2001, 52-55).

2.3 Social media for recruitment

Social media is a useful tool in recruitment, which allows not only to reduce costs comparing to traditional hiring methods, but has an advantage of applying key words, thus narrowing down the candidates by desired criteria as: location, experience level and specialty, for direct communication (Armstrong, Taylor 2014). Large number of social media users, whose profiles include information of their place of residence, age and interests (Boyd, Ellison 2008) give employers a possibility to save time and money, which are the main factors on SNS resonance in the recruitment sector (Calvasina 2014). Statistics show 73% of companies successfully

recruiting talent via social networking sites (Parker 2014, cited 19.11.2018). Another research, made by Society for Human Resource Management (SHRM 2016, cited 10.11.2018) shows, 84% of companies are already using Social Networking Sites in recruitment as per 2015, which is 28% increase in 4 years. SHRM also found that reaching out to passive candidates, those who are not actively looking for work but may be interested in a new position (Boehle 2000, 66-74), remains to be the most important reason for social media utilization in recruitment process, 82%, followed by the company brand recognition increase, 77%. A study carried out for a thesis paper by Maureen Sills from Metropolia UAS in 2014 has concluded that despite the e-recruitment process going through all the hiring stages of traditional one, the application cycle is shortened with the use of social media. He states that employers are given the opportunity to get faster and easier responses from potential hires, which cuts down application and recruitment processes as well as administrational matters. (Sills 2014, 40.)

However, there are some issues involved with the use of SM for recruiting purposes that need to be addressed, these are ethical and legal concerns. With the growing number of recruiters using SNSs to get more information about the applicants, increases the amount of applications declined by the employers due to the questionable or controversial content of SM profiles of the potential candidates without them knowing about it. As Jennifer Grasz in her research for CareerBuilder reviles, it was the case for more than half of the recruiters in 2014 (Grasz 2014). How reliable and legitimate is the information, provided by the candidates is another matter that needs consideration. There is a sufficient amount of proof to advocate that even though extemporaneous assumptions of someone's personality might be relevant, if they are made by one person, there is also a very high possibility of inaccuracy (Connelly & Ones, 2010). Therefore, current guidance for SM recruitment is rather unreliable. (Landers et al. 2016.)

2.4 The most optimal channel

There is a great variety of channels existing nowadays, each one of them has its advantages and limitations. In order to save time, money and effort, prior to engaging in social media, it is crucial for B2B companies to assess what tools are most relevant and efficient for them depending on the type of business and its goals (Macarthy 2014, 5-15).

According to the study conducted in 2016 by the Content Marketing Institute, a company uses 6 social media channels on average, top four platforms most widely used by B2B content marketers

are LinkedIn, Twitter, Facebook having 94%, 87%, 84% respectively, and YouTube (74%) (CMI 2016).

In 2012 Ross Brennan wrote that the primary social media considered to be useful for B2B marketing are LinkedIn, Facebook, Twitter and blogging, over four years top three channels have remained the same, with blogging being replaced by Youtube. Whereas, another survey conducted in 2018 by Michael Stelzner states that top four platforms used B2B marketers are Facebook (91%), LinkedIn (79%), Twitter (70%), Instagram (57%) (Stelzner 2018, 18). Despite, the candidate pool being twice bigger in Facebook than combined Twitter and LinkedIn, the vast majority of HR professionals give preference to LinkedIn (SHRM 2016, cited 10.11.2018).

2016 survey by AudienceProject claims that across the Nordic countries, top two social media used are Facebook, with three out of four using it and 72 % using YouTube, these are followed by Instagram, which is used by 39 % and LinkedIn 27%. Whereas WhatsApp and Snapchat are used by more than 25% as per the given year. Generally, these channels are shrinking the gap with the two most popular ones in term of user reach. Among age groups there is a noticeable difference in social media preferences. The youth shifted from Facebook to Instagram and Snapchat, when people aged 26-45 are active users of LinkedIn. The only social media used by a larger share of the middle aged and older age groups is LinkedIn. (AudienceProject. 2016, 3-6)

Previous thesis works related to creating and developing social media presence for B2b companies: "Developing social media presence for B2B clients. Case: Kalmar" by Linh Hoang, "Using social media in b2b marketing – case: miracle Finland" by Anna Pohjonen, "Developing a social media communication plan: a case study of the Quicker Steps project" by Nazari Ahdia seem to favor either Facebook and LinkedIn or Twitter and LinkedIn, however papers related to recruitment, such as "The Impact of Social Networking Sites on HRM Practices: The Case of LinkedIn in Finland" by Suvi Jeskanen have a common ground, LinkedIn and Facebook. (Pohjonen 2016, 2-10, Hoang 2017, 13-16, Jeskanen 2018, 12-14, Ahdia 2012, 18-19)

Undeniably, Facebook dominates by the number of users in the social landscape. However, since the company offers services to other businesses, their audience is rather professional. Besides lead generation, ECC wants to optimize their hiring process and attract experienced talent, and for meeting the objectives of the project offered by the client organization, LinkedIn was chosen as the most optimal channel for the case.

2.5 LinkedIn

LinkedIn is a business network for professionals for branding, marketing and networking with more than 562 million users as of 2018 (LinkedIn 2018, cited 27.11.2018). It can be done through personal profiles and company pages. Personal profiles are managed by an individual and allow to discover business opportunities and make connections from the first person prospective. The company page can be created by a company's representative and used for creating brand awareness, introduce products and services and open positions. In 2013 LinkedIn introduced the possibility of creating Showcase pages, which is initially a child page for showcasing company's products and services. This feature can be used to share specific updates and insights for the niche audience or to represent a business unit. (Macarthy 2014, 103-120).

Another possibility of parent page - child page relationship is Affiliated Company Page option. This feature allows to link subsidiary companies or separate working units under the acquired brand. (LinkedIn Help 2018, cited 20.11.2018)

On the figure 3 below shows how different business units and company products can be tied to the main corporate account in case of KMPG, the global accounting and advisory company. Under the showcase pages tab, they have service-specific pages, where the company shares insights and guidance in sectors as International Financial Reporting Standards (IFRS), customer relations, legal issues, taxes and energy. Whereas in the affiliated companies they have listed country or region-specific accounts.
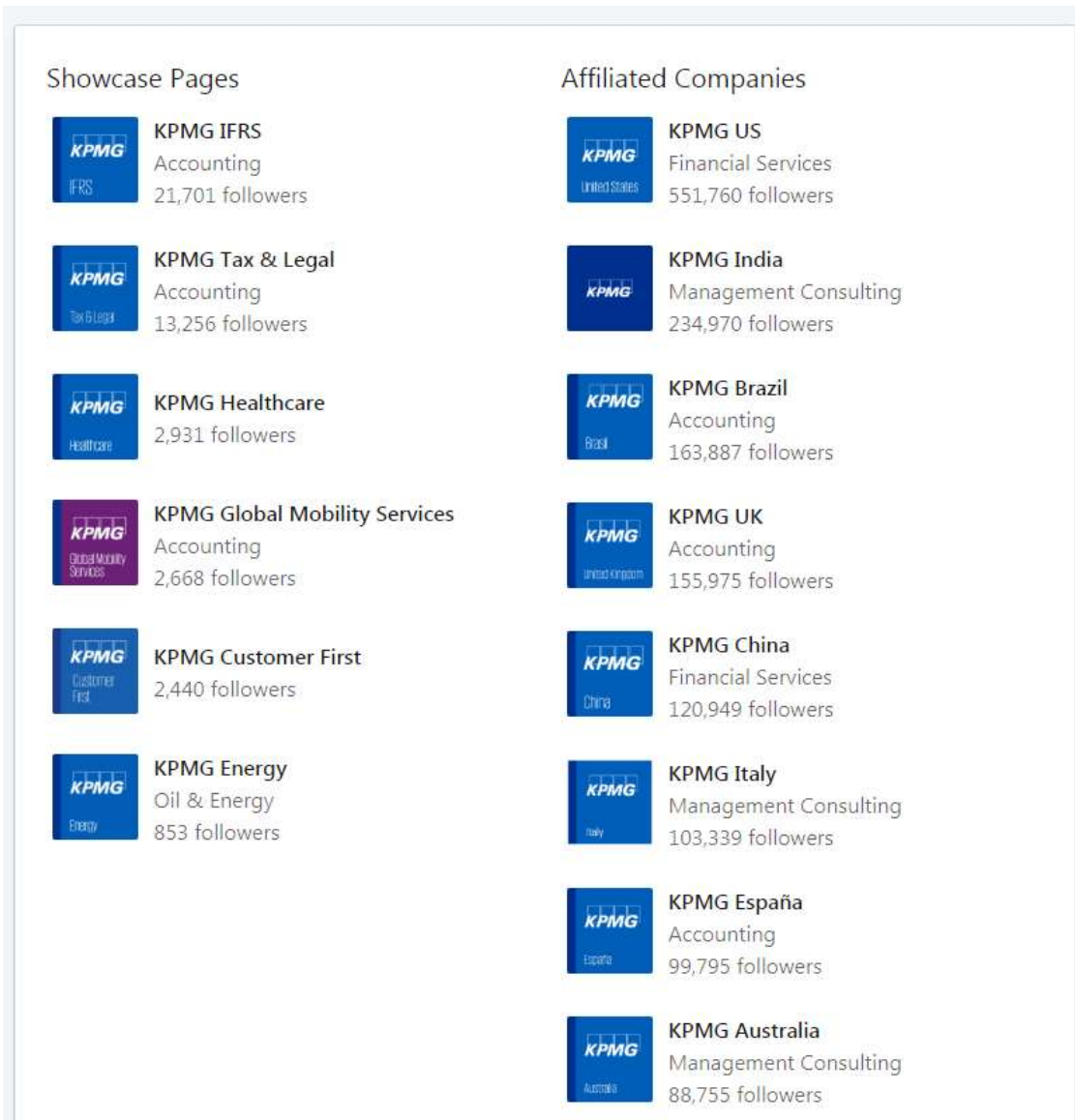
Showcase Pages

KPMG IFRS
Accounting
21,701 followers

KPMG Tax & Legal
Accounting
13,256 followers

KPMG Healthcare
2,931 followers

KPMG Global Mobility Services
Accounting
2,668 followers

KPMG Customer First
2,440 followers

KPMG Energy
Oil & Energy
853 followers

Affiliated Companies

KPMG US
Financial Services
551,760 followers

KPMG India
Management Consulting
234,970 followers

KPMG Brazil
Accounting
163,887 followers

KPMG UK
Accounting
155,975 followers

KPMG China
Financial Services
120,949 followers

KPMG Italy
Management Consulting
103,339 followers

KPMG España
Accounting
99,795 followers

KPMG Australia
Management Consulting
88,755 followers

FIGURE 3. KPMG global LinkedIn page (LinkedIn, cited 28.11.2018)

For recruiting purposes, LinkedIn suggests creating a Career Page, which is a brand enhancing tool for attracting talent via representing corporate life and culture under Jobs and Life tabs. The main idea of this solution is sharing content created by the employees, their experience and giving the company insights for potential candidates. (LinkedIn Talent Solutions 2018, cited 20.11.2018)

3 RESEARCH FINDINGS

This chapter is dedicated to collect data about ECC branches and competition activities on social media in a semi-structured pattern, as well as carrying a mixed qualitative and quantitative survey in a form of multi-choice and open-end questions. However, it is important to note that after a teleconference with the Solution Architect, Product & Industry Development Manager, it was discovered that the only region-specific LinkedIn account X did not meet the company requirements concerting the usage of company official logo and did not agree upon posted content with the headquarters. It was decided to exclude the above-mentioned social media account X from the research work.

3.1 Competitors

The competitor companies were suggested by the client company and are listed in the table 1. After monitoring their LinkedIn corporate accounts, it was found that the persistence of their posting schedule varies between several daily updates to as little as two posts a week.

TABLE 1. Competitor companies' information

Company	Specialty	Employees	Origin	Posting schedule
A.P. Moller – Maersk	Transport and logistics	88000	Denmark	Daily
LKW Walter	Combined transport	1757	Austria	2-3 posts/week
DB Schenker	Logistics	95000	Germany	2-8 posts/week
DHL Freight	Freight transport	13000	Germany	2 posts/week

It is worth mentioning, Macarthy advices to set the goal of one or two posts a day and keep them periodical and value-driven. To bring value for the potential and current audience, posts could contain information about trends and needs in the industry, challenges and advices how to solve them. (Macarthy 2010, 120)

Based on the observations of the LinkedIn corporate accounts of the competitor companies, seems that the most common topics of the competitors posts cover company awards and achievement topics, service and product updates. They also pay attention to present their sustainability optimization strategies, footprint and CO_2 reduction. DB Schenker introduces incorporation of virtual reality (VR) technologies and facial recognition into their workflow. Some of their latest posts include participation in pride events, helping pupils with transporting their belongings for a school trip and their impressions of the experience. DHL Freight also post about modern technology, such as the use of drones in their delivery process. Business and revenue growth, promotion of the digital booking system, are in the list of the topics covered by A.P. Moller – Maersk's LinkedIn account.

The ways above mentioned companies carry their SM presence architecture differs between them. As of the end of 2018, A.P. Moller – Maersk, DB Schenker and LKW Walter manage only their global accounts and limit posts exposure in languages different than English, to the country of language origins. Whereas DHL Freight, has a few region-specific accounts. Concerning the tone of voice, they use to deliver their message across all the accounts, it is not necessarily extremely formal, as they use humor, wordplay and emojis.

3.2   Survey structure & audience

The purpose of the survey was to get a glance on opinions of the target audience on company's marketing, CRM and engagement campaigns. The questions were discussed and agreed upon with the supervising person of the case company. Invitations to the survey consisting of a set of quantitative multi-answer and open-end questions, were sent out by InMail, which is a mailing service provided by LinkedIn Recruiter Lite. The search tool, offered by the premium subscription, was used to narrow down the number of participants of the research. However, this subscription type limited the amount of possible sent InMail to 35 e-letters, which put some restrains to the research, but was considered as enough sample amount for the case. The target audience included supply chain managers, transport managers within Nordic countries (Norway, Denmark,

Finland, Sweden) with three or more years of expertise in the logistics, transportation and supply chain industries. The respondents were notified about the topic of the survey by a short introduction of the thesis purpose and were informed about the fact that their answers will remain anonymous and will only be used for the content of the thesis work. Software used to gather, and process data was Google Forms. For the open question analysis, the respondents are labeled as R1, R2 and R3 respectively.

3.3   Results analysis

Despite the limited number of participants, response rate was as high as 17,14%. All 6 respondents are employed as for the time answering the questionnaire. They pointed out that in case of wanting to change a workplace, social networks would be their leading option. Use of search engines as Duunitori, and friends and colleagues' recommendations in equal rate are their second choice. Interesting to note, that no one of the respondents chose traditional "in person" approach as an option, which can be seen on the figure 4 down below.
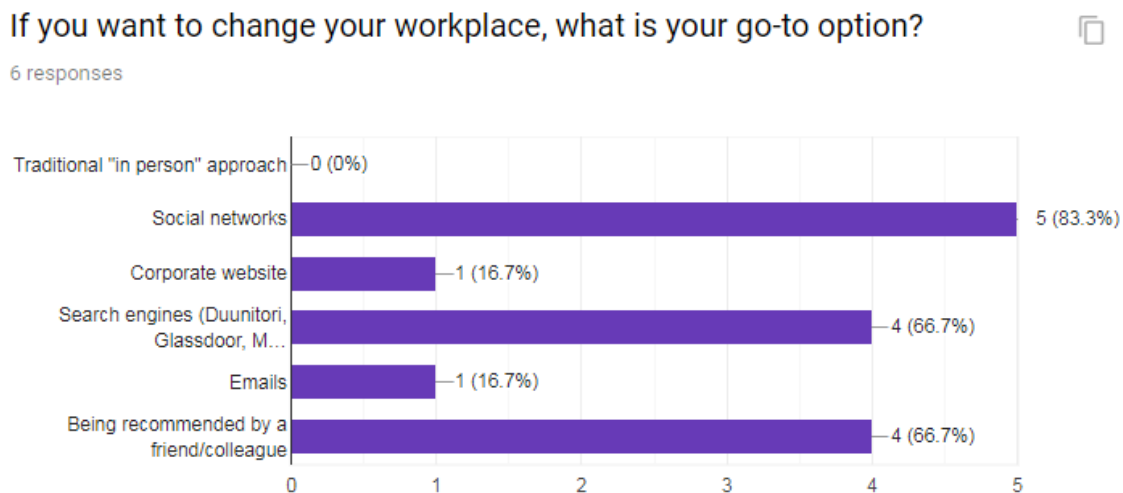

FIGURE 4. Preferred approach to change of workplace

Only one of the respondents has never been contacted by recruiters, however, for all of those who were, the channel was LinkedIn. As for the employee image (how company treats its workers), it is either important or extremely important to all the participants and they checked using word of mouth to find out about it (figure 5).

Which sources would you use to find out about it?
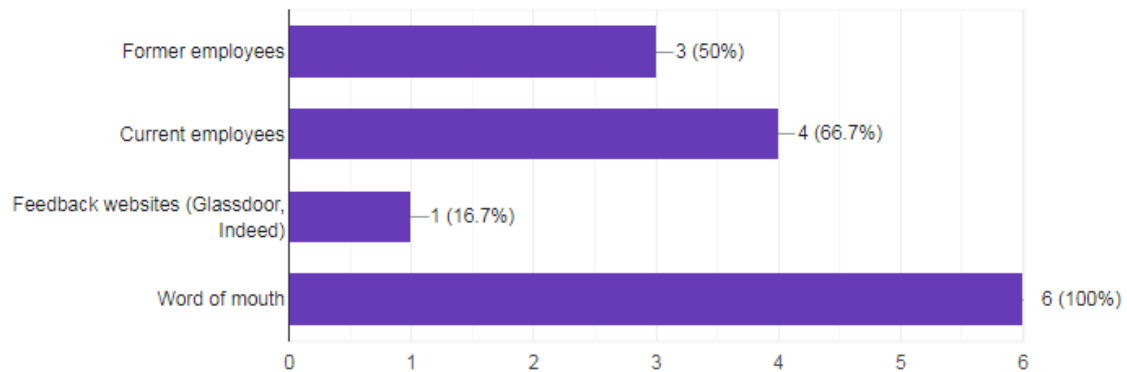
6 responses

FIGURE 5. Source to observe employee image.

Audience's opinion split in half of whether they agree or are neutral regarding the importance of company's presence on social media.

Figure 6 below, displays what type of content interests respondents the most, top three being company projects, open positions and technology trends.
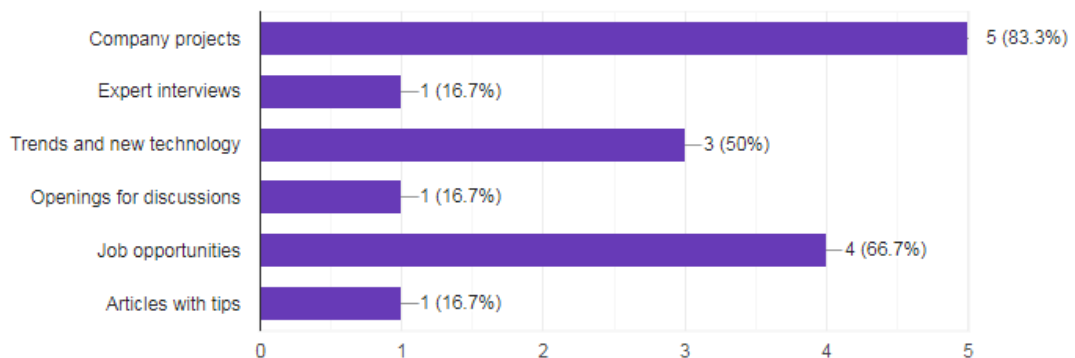
What type of content would interest you?

6 responses

FIGURE 6. Type of content respondents are interested in.

Five of six respondents checked short and informative posts as the best communication approach for their preference. Participants were also asked to rate importance of the listed activities of the company (personal development opportunity, career growth, rewards, safety, employee relations and benefits), the results can be observed from the table 2.

TABLE 2. Company offerings rated by importance

Personal development	Career growth	Rewards/motivation	Safety	Employee relations	Benefits
Important	Very important	Important	Very important	Extremely important	Somewhat important
Extremely important	Very important	Very important	Very important	Extremely important	Very important
Very important	Very important	Very important	Important	Very important	Very important
Very important	Very important	Important	Somewhat important	Somewhat important	Somewhat important
Extremely important	Extremely important	Very important	Extremely important	Extremely important	Very important
Important	Important	Very important	Important	Important	Very important

Lastly, participants were asked what a company "deal breaker" was for them, R1 shared it was a bad environment profile, overstepping laws and ethics was the biggest concern for R2, and R3 answered the following: "micromanagement - feeling of someone leaning over shoulder to check what I'm doing. Feeling not being trusted to work independently; there's nothing like having someone else's nose in your work to kill creativity".

4   EXECUTION PLAN

Since the company already has a corporate LinkedIn account, there should be a clear hierarchy of affiliated companies and showcase pages dependence from the global account as well as clarification of the guidelines and limitations for the content calendar.

4.1   Hierarchy

Global company pages tend to have more followers; however, the engagement rate is observed to be higher on the local pages. According to statistics, Nokia's Facebook page with the focus on audience in Germany has twice the rate of engagement than the global page, which are 0.71% and 0.37% accordingly (SocialBakers 2010, cited 21.11.2018). Even though keeping brand consistency on different local pages requires more time and effort, many enterprises such as Starbucks, Nike and McDonald's have numerous of local pages, which allow them to adjust the content according to the cultural and national specifications, and given country needs and challenges. Therefore, the following hierarchy of the LinkedIn pages was suggested (Figure 7).
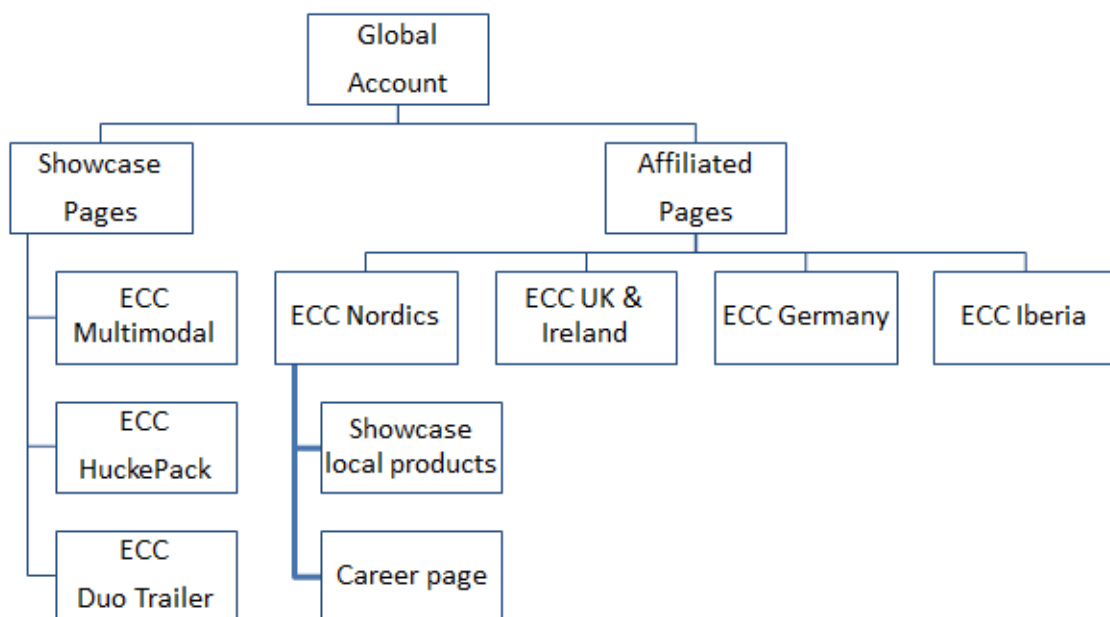

Figure 7. LinkedIn architecture proposal

On the corporate page posts covering corporate and product news, information about events, innovations, partnerships and cooperation as well as employer branding content will be shared. Local pages include the same topics, but from the regional perspective, additionally sharing corporate content with provided link to the source or a company website.

4.2   Content Calendar

A "content calendar" or an "editorial calendar" is a single source document that helps to keep track and manage the content marketing strategy execution. Generally, it serves as a tool for helping the marketing team to plan, optimize and reuse content among internal business units. (Moutsos 2018, cited 3.12.2018.) Their form can vary from a spreadsheet to the content life cycle maps, but still answering the following questions:

- What is the aim? Setting a clear goal which needs to be achieved with the posts.
- Who is the audience? Determining for whom are the posts written for, the end-readers are prospects, potential candidates or business partners.
- Who is responsible? Assigning the person or a team, who creates content.
- How is it unique? Making the posts stand out and be different from the competitors.

Depending on the company's strategies and goals, calendar may contain information about the author, posting date and time, on which channel it will be posted, target audience and the language of the post. (Harris 2017, cited 1.12.2018)

After carrying out a few progress-checking teleconferences with the Marketing and Communications representative of the company, the following agenda was drawn. First, there is a need of deciding if the content calendar will be cloud- or server-based. Second, admins and editors of the pages need to be assigned. In the hierarchy, there is a main admin, who must approve the content, before it gets posted. The main administrator also creates and updates global content calendar, makes guidelines, and creates a shared folder with graphic material. Responsibilities of that person also include deciding whether the content is more suitable for the global page and/or should be re-posted from one to another. County managers tasks are to agree upon which products are going to be represented as the showcase pages and assign goals for the upcoming posts.

The calendar is a server-based shared Excel spreadsheet with editing rights given to the certain people responsible for creating and managing the posts. It contains information about the date

and time updates are posted, this applies onto both organic and paid content. Target audience and aim of the posts, assigned by the office manager, are also represented in the calendar. Next column has information about the language or languages the posts will be written in, followed by the post content itself and the links to the external sources and digital material. Names of the people who write and edit are in the following columns as well as the person who approves or makes notes on what to change, as shown on the table 3. And the final column contains information on the status of the post: planning, scheduled or published states.

TABLE 3. Content calendar template example

A	B	C	D	E	F	G
Week day	**Date**	**Time**	**Topic**	**Target audience**	**Goal of the post**	**Language**
Mon - Sun	*Date of posting*	*Time of posting*	*Short description*	*Short description to who we target*		*Language of the post*
Tuesday	02.01.2019	15:00	Launching Ewals Cargo Cares Nordic LI page	Everyone	Gain attention	En + Fi+ Sv

G	H	I	J	K	L	M
Language	**Post**	**Content type**	**Responsible**	**Edits**	**Approval**	**Status**
Language of the post	*Post as it will be posted*	*Image, link, text, video*	*Who writes, monitors and responds*	*What to change*	*Who proof read*	*Planning / Scheduled / Published*
En + Fi+ Sv	Text of the post	Link to the images/videos	Written by	Changes to be made	Approved by	Planning

5   DISCUSSION AND CONCLUSION

Current tech-savvy environment requires companies to create personalized approach to the end audience on social networking sites. Common misconception is that social media presence is a valuable marketing tool for the customer-oriented companies, but as studies show, for the businesses operating among each other, it brings at least as much value as the traditional communication and marketing channels.

There is no conclusive prediction on which social networking site will bring the most value to the firm, neither there is an indisputable statement whether local presence on social media is more advantageous for the brand than one global presence. It, undoubtedly, varies between case to case and in matter of this paper's set objectives, it was concluded that local LinkedIn presence for the case company in the Nordics region could help optimize hiring process, attract attention from both subcontractors and talent, and strengthen company and employer brand.

During the process of writing this paper, multiple teleconferences with the representatives of the company were carried in order to discuss how to execute the creation of the regional presence, while keeping the consistent cooperation and brand image continuous within all the offices. The office in Turku was the first location to create the local social media presence, hence it put a certain amount of responsibility to pave the way for future development of other regions. By the nature of the enterprise structure, freedom of actions to all the branches is given with certain guidelines and regulations.

The client company wanted to find out which channel will be the most suitable for their needs, those being increased exposure for both potential clients and employee candidates. The empirical research and a survey results led to the conclusion that LinkedIn would be the option to start with. It is a widely used social networking site among marketing professionals and despite the fact having fewer active users than Facebook, its members are rather professional and business-minded. The accounts architecture on LinkedIn decided to be the following: the global company account already exists, the new local account will be created and linked to the main page as the affiliated company. The products and services, which company offers will have their own account as necessary and are tied to the global page as showcase pages. All the above-mentioned accounts have one common admin, and it is a relations representative.

In order to find out what are the topics of interest of the target audience, a survey was carried. However, the number of participants was limited to 35, due to the specifications set by the subscription type of the private LinkedIn account used to search and reach out to the audience. Nevertheless, the survey response rate was high and was still able to give a glance on what the participants were interested in, and together with the research discovering what topics competitors covered in their posts, it contributed to the content calendar creation. There was a discussion with the IT service manager on whether the editorial calendar should be cloud-based or server-based, and it was concluded that the server option would be more secure and reliable.

The local page was scheduled to be launched in the beginning of 2019 and the recent changes in the administrational structure of the client company made it even more important to focus on the attracting talent in the beginning. Social media is a powerful tool and when dealing with the company image, it is important to be aware of the content posted, for that reason the drafts of the posts are entered to the content calendar for approval and alterations by the marketing and relations representative, situated in the headquarters before the due date.

To summarize the work done, this thesis paper met the set objectives, relying on knowledge gained in the process of writing it, however it only gave a first-step suggestion for the client-company's social media presence, which in future can be broadened further on other digital platforms if needed. It can be concluded, that social media has great effect on the enterprises, bringing them an efficient marketing and recruiting platform, saving time, resources and broadening their reach. With all those advantages, comes a great responsibility of not violating the privacy of the candidates, applying for the job positions and spreading message of corporate sustainability and responsibility.

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Survey questions

Thesis survey

Your answers will remain anonymous and only be used for the content of the thesis work.

*Required

What is your occupation? *

○ Employed

○ Unemployed

○ Employed, but open for new opportunities

○ Prefer not to answer

What devices do you use the most? *

☐ PC

☐ Laptop

☐ Mobile phone

☐ Tablet

☐ Other:

If you want to change your workplace, what is your go-to option? *

☐ Traditional "in person" approach

☐ Social networks

☐ Corporate website

☐ Search engines (Duunitori, Glassdoor, Mol)

☐ Emails

☐ Being recommended by a friend/colleague

☐ Other:

Have recruiters contacted you via Social Networks? *

○ Yes

○ No

○ Other:

If yes, what channel was it? (e.g. Facebook, LinkedIn, Twitter, Instagram)

Your answer

How important employer image is for you? (How company treats its workers) *

	1	2	3	4	5	
Not important at all	○	○	○	○	○	Extremely important

Which sources would you use to find out about it? *

☐ Former employees

☐ Current employees

☐ Feedback websites (Glassdoor, Indeed)

☐ Word of mouth

☐ Other:

When considering a company, their Social Media presence is important for you.

○ Strongly agree

○ Agree

○ Neutral

○ Disagree

○ Strongly disagree

What type of communication would attract you to the company? *

- [ ] Short and informative posts
- [ ] Infographical content
- [ ] Audio & Video material
- [ ] Other: _____

What type of content would interest you? *

- [ ] Company projects
- [ ] Expert interviews
- [ ] Trends and new technology
- [ ] Openings for discussions
- [ ] Job opportunities
- [ ] Articles with tips
- [ ] Other: _____

Rate listed activities from most important to least important *

	Extremely important	Very important	Important	Somewhat important	Not important at all
Personal development	○	○	○	○	○
Career growth	○	○	○	○	○
Rewards/motivation	○	○	○	○	○
Safety	○	○	○	○	○
Employee relations	○	○	○	○	○
Benefits	○	○	○	○	○

What is a company "deal breaker" for you?

Your answer

What business accounts do you follow on Social Media?

Your answer