

Elina Lassila

**SOCIAL MEDIA MARKETING OF NATURAL COSMETIC COMPANIES IN THE
UK AND IN FINLAND**

Four case companies

SOCIAL MEDIA MARKETING OF NATURAL COSMETIC COMPANIES IN THE UK AND IN FINLAND

Four case companies

Elina Lassila
Bachelor's thesis
Autumn 2018
Business Administration
Oulu University of Applied Sciences

ABSTRACT

Oulu University of Applied Sciences
Degree Programme in Business Administration

Author: Elina Lassila

Title of thesis: Social media marketing of natural cosmetic companies in the UK and in Finland

Supervisor: Taina Vuorela

Term and year when the thesis was submitted: Autumn 2018 Number of pages: 65+6

The purpose of the thesis is to investigate the successful marketing methods of natural cosmetic companies in the UK and in Finland. Moreover, the thesis investigates the role of berries in the social media marketing and in the products of the case companies. The case companies that were chosen to be investigated in the thesis are LUSH, The Body Shop, Dr. Hauschka, and Benecos.

Research part of the thesis includes triangulation since both qualitative and quantitative methods are implemented on the analysis of the effective social media marketing of the case companies and the role of berries in the marketing and in the products. An analysis was carried out by gathering data from the social media accounts of the case companies and analyzing it with IBM SPSS statistical software to investigate correlations between the variables. Effective social media marketing in this thesis means that the number of followers is growing, and the audience engages with the posts the company makes on social media. Furthermore, an email survey was conducted to the case companies to investigate opinions of the case companies on the research questions. The data on social media marketing was analyzed with the benchmarking method. The role of berries in the social media marketing was analyzed by going through the posts of the case companies on social media and looking for berries in the picture or in the description of the post. The role of berries in the products was examined by looking through the ingredient listings of the products on the case companies' websites.

According to the results, natural cosmetic companies need to be active on social media and make people engage for the social media marketing to be successful. Posts about sustainability, ethical issues and new product releases make followers engage the most. Berries are not used in marketing and the utilization of berries in the products is not significant. According to the results of the survey, berries were not seen as anything special. There were no significant differences between the social media marketing methods in the UK and in Finland. The social media marketing was different within each brand. Although the companies in the UK were more active on social media. On average, they made more posts monthly and used more social media marketing channels. The thesis suggests the companies to localize their social media marketing and follow the current trends in the local market to make the marketing more successful.

Keywords:

Case study, benchmarking, social media marketing, natural cosmetics, berries.

TABLE OF CONTENT

1	INTRODUCTION	6
1.1	Background of the thesis	7
1.2	Objectives of the thesis	7
1.3	Research methods.....	8
1.4	Structure of the thesis.....	8
2	NATURAL COSMETICS	10
2.1	The definition of natural cosmetics	10
2.2	Natural cosmetics as an industry	11
2.2.1	The natural cosmetics industry in the UK.....	13
2.2.2	The natural cosmetics industry in Finland	14
3	CASE COMPANIES	16
3.1	LUSH.....	16
3.2	The Body Shop	16
3.3	Dr. Hauschka	17
3.4	Benecos	17
4	DIGITAL MARKETING AND SOCIAL MEDIA.....	18
4.1	Definition of digital marketing	18
4.2	Definition of social media	19
4.3	Measuring digital marketing	20
4.4	Benefits of digital and social media marketing	21
5	RESEARCH METHODS	22
5.1	Data collection	22
5.1.1	Case study	23
5.1.2	Survey	24
5.1.3	SPSS.....	25
5.2	Benchmarking.....	25
5.2.1	The benefits of benchmarking.....	27
6	ANALYSIS AND RESULTS	28
6.1	Growth of followers.....	28
6.2	Number of posts.....	32
6.3	Picture vs. video.....	35

6.4	Engagement.....	36
6.5	Results of SPSS analysis.....	42
6.6	The role of berries in the marketing	44
6.7	The role of berries in the products	48
6.8	Results of the survey	54
6.9	Results of the benchmarking analysis	55
7	CONCLUSIONS	56
8	DISCUSSION.....	59
	REFERENCES.....	61
	APPENDIX.....	66

1 INTRODUCTION

Conscious consumerism has become a trend in recent years due to increased awareness on ethical issues. The access to information, e.g. documentaries and videos, are an important part of raising awareness among consumers and changing their attitudes. Consumers are pushing companies to make more ethical choices in their production and make their businesses more transparent. Conscious consumers want to make purchase decisions that have a positive impact on the world. Younger generations, millennials and Generation-Z are the driving factor in the wellbeing sector since they have embraced ethical values. Beauty has become serious and brands are using their products for doing good. Brands are fighting against global issues, e.g. air pollution, with environmentally friendly formulation of products and packaging. (Soil Association Certification 2018, 6-7, 10-18.)

With the development of technology and the web, digital marketing has become the most dominant form of marketing. The number of internet users is growing constantly, and it was at 3.4 billion users in 2015, which is almost half of the population in the world. Not only has the number of internet users grown, but also the number of hours spent online. People are online more often and longer. (Ryan 2016, 12-14.) Social media is nowadays one of the most important elements in digital business (Bowden 2016, 1). Due to the nature of people, they like to socialize and build relationships, offline and online. Social media can affect human behavior, whether it is a social change or a purchase decision. Social media users demand transparency from companies and companies can utilize social media as a platform to promote their narratives resulting in social change and/or return on investment. (Mahoney, Meghan & Tang Tang 2017, 1-2.)

The case companies chosen for this thesis label themselves as naturally inspired companies or as natural cosmetic companies. Naturally inspired products may contain ingredients that should not be used in organic cosmetic products or they include methods in the product-making that do not meet the requirements of different natural cosmetic labels. Natural cosmetic companies typically have a label to prove the use of natural and organic ingredients in the products, that they are free from GM (genetic manipulation) ingredients, the products do not contain vulnerable plants and they are not tested on animals. The distinction between naturally inspired and natural cosmetic products is often hard to make since there is no unified legislation regarding what makes a product organic. (Hufton 2017). Due to the state of the use of the terms, the natural cosmetic companies-term is

used to describe the case companies, although some of the companies identify themselves as naturally inspired companies.

The topic of the thesis was chosen due to the interest of the researcher in both natural cosmetics industry and social media marketing. It is important to investigate the effective methods of social media marketing of natural cosmetic companies to be able to raise awareness better and make people more interested in sustainable matters.

1.1 Background of the thesis

The thesis is commissioned by the Natural Wax of Arctic Berries as Our Treasure Project, which is a cooperation of Nordic universities. Partners in the project are University of Oulu, Luleå Technical University, NIBIO – Norwegian Institute of Bioeconomy Research and Oulu University of Applied Sciences. The project merges knowledge throughout different fields to identify the different possibilities of berry wax in business. The whole value chain of berries is studied to explore a larger variety of possibilities for the use of the wax. During the WAX project different nature-friendly methods to extract wax from the surface of the berries are developed and business opportunities around the berry wax are explored.

1.2 Objectives of the thesis

The thesis analyzes social media marketing activities of four natural cosmetic companies that operate both in the UK and in Finland. Furthermore, it examines the role of berries in the products and in the social media marketing. The thesis does not investigate how to increase sales through social media activities instead, the aim is to find out how to increase interaction with consumers, how to make them react and how the company can better spread their communication on social media. The purpose of the thesis is to answer to the following research questions:

1. What are the most effective social media marketing methods of natural cosmetic companies in the UK and in Finland? How do they differ between the two countries in the case companies?
2. What is the role of berries in the social media marketing of the case companies?
3. What is the role of berries in the products?

The effective social media marketing in the thesis means that the number of followers grows, and the social media marketing activities make followers engage since followers find the content of the posts interesting. The classification of berries is occasionally difficult, e.g. in standard language strawberries and raspberries are called berries but in botany they are not classified as berries. In this thesis all that in standard language is known as a berry, is classified as a berry.

1.3 Research methods

The following companies were chosen to be analyzed in the thesis: LUSH, The Body Shop, Dr. Hauschka, and Benecos. The companies were chosen since they operate both in the Finnish and British markets, and they have social media marketing activities that can be analyzed.

Triangulation was used in this thesis since both qualitative and quantitative research methods were implemented in the research part of the thesis. Qualitative methods included a case study and a survey directed to the natural cosmetic companies. The survey consisted of eight questions on digital/social media marketing and on the role of berries in the marketing and in the products. The survey was sent to the case companies via email. Quantitative analysis of the social media accounts of the natural cosmetic companies included an investigation on the number of followers, the number of posts, the engagement, and the utilization of berries in the social media marketing. The data on case companies' social media marketing activities was analyzed with SPSS to study the correlation between different variables.

The role of berries in the products was examined by going through the products of the company on their websites and investigating the ingredient listings. The products were put into categories according to the selection the company offers. The total number of the products was given alongside the number of products with berries in each product category. Furthermore, the used berries by the company were listed in the table. The results of the analysis and interviews were compared with the benchmarking method.

1.4 Structure of the thesis

The thesis starts with analyzing natural cosmetics industry and comparing it to the mainstream cosmetics market. After defining the global situation of natural cosmetics, the industry in the UK

and in Finland are discussed separately. In the third chapter, the four case companies are introduced. Basic information on the companies is given, including turnovers and product information. In the fourth chapter, a definition for digital marketing and social media marketing is given. The chapter discusses social media marketing more in-depth, e.g. how social media marketing can be measured and what are the benefits of social media marketing for the company. In the fifth chapter, the research methods that are being used to collect and analyze data for the thesis are introduced. The research and analysis methods include a case study, an analysis, a survey and benchmarking. The sixth chapter includes the conclusion of the research: results of the benchmarking analysis and the results of the survey of the chosen four case companies. In the seventh chapter the conclusion for the thesis is given and the eighth chapter includes a discussion.

2 NATURAL COSMETICS

In this chapter the definition for natural cosmetics is given. Furthermore, natural cosmetics as an industry is discussed and compared to the mainstream cosmetics industry. The natural cosmetic industry is presented on a global level and further examined as industries in the UK and in Finland.

2.1 The definition of natural cosmetics

There are no regulated unified terms for natural and organic under the Cosmetics Regulation, however, claims of companies cannot be misleading and they must be substantiated. Different certification bodies have developed standards for natural or organic cosmetics, although the law does not explicitly back up these standards. The standards of different certification bodies may bare differences. However, the aim of the standards is to have a high amount of organic or natural ingredients in the products. Standards restrict the use of synthetic ingredients and chemical processes, which are being used in cosmetic products. (Ctpa, Natural and organic claims.)

The purpose of these certifiable definitions is to avoid “greenwashing” and “nature-inspired products”, and to make customers feel reassured (ISO 16128 AND NATURAL AND ORGANIC COSMETIC: AN END OR ADDITION TO LABEL CONFUSION?). Greenwashing started in the 1980s and has expanded in recent years due to the growing ethical demands of the consumers. It is making false or/and overblown claims of environment friendliness or sustainability by the companies to gain more sales. “Greenwashing” has made consumers more skeptical about the environmental claims companies make. (Dahl, 2010.) Green marketing is often used to promote natural or organic cosmetics. It is marketing products for consumers by promoting on the environmental factors. Consumers acknowledge the advantages when companies make their businesses greener and more sustainable. According to Hemantha (2012) consumers perceive green branding very positively. Thus, the consumers favor green products. (Aakanksha & Garima 2018.)

Natural Product Association (founded in the United States of America) developed the Natural Standard and Certification for Personal Care Products to protect consumers and to support their wellbeing. NPA Natural Standard consists of guidelines that give information whether a product can be considered “natural”. The guidelines of the NPA Natural Standard cover the following aspects:

sustainability, safety, responsibility and natural ingredients. Sustainability: A natural product should have environmentally friendly packaging and biodegradable ingredients. Safety: A natural product should not use ingredients that may bare a health risk on humans. Responsibility: animal testing is prohibited in the process of making the product. Natural ingredients: the ingredients of natural cosmetic products should mostly consist of natural ingredients and be manufactured in the way that the ingredient purity is maintained. (NPA. Links Natural Seal Certification -> NPA Natural Standard for Personal Care Products.)

Other certifications and standards for natural or organic products are COSMOS, COSMEBIO, Ecocert Greenlife, NATRUE, Soil Association, and BDIH. NATRUE, COSMOS, COSMEBIO, ICEA and Ecoert Greenlife have standards for both natural and organic cosmetics. Soil Association has only organic standard and BDIH natural. Products must consist of 95% of organic ingredients to be certified as organic. The standards for natural cosmetics differ from each other more than the standards for organic cosmetics, e.g. COSMOS natural certification requires a product to consist of 100% natural ingredients whereas for Ecocert Greenlife the minimum amount of natural ingredients in a product is 95%. (Daybell, 2014.) Products marked with BDIH-label have raw natural ingredients in them, e.g. fats, waxes, essential oils and herbal extracts. The materials are derived from controlled biological wild collection or from biological cultivation. (Certified Natural Cosmetics.)

2.2 Natural cosmetics as an industry

The organic and natural cosmetic market is estimated to grow faster than the “normal” cosmetic market. However, its market share is relatively low, it is approximately 8% of the total volume of the industries. According to McDougall (2012) the biggest markets are Asia (60% of the market share), Europe (20% of the market share), Brazil (with 18% of the market share) and the United States (15% of the market share). (Kinnunen, Manninen & Peltola 2014, 42.)

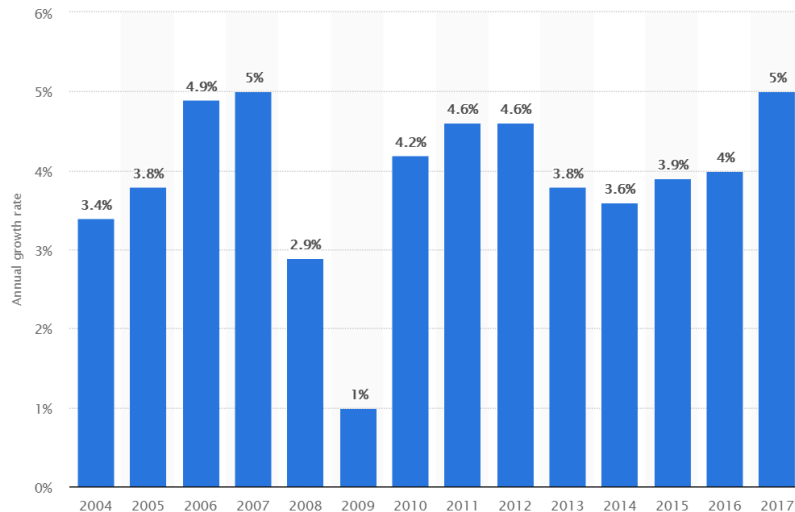


FIGURE 1. Annual growth of the global cosmetics market from 2004 to 2017. (Statista, 2018.)

The global cosmetics market has been growing in recent years, as can be seen in the figure above. In 2017 the market grew by 5% compared to the previous year. The value of global cosmetic market was estimated to be at \$532.43 billion (€469,27 billion) in 2017 and is going to reach \$805.61 billion (€710.04 billion) by 2023 (Global Cosmetics Products Market Expected to Reach USD 805.61 billion by 2023 – Industry Size & Share Analysis, 2018).

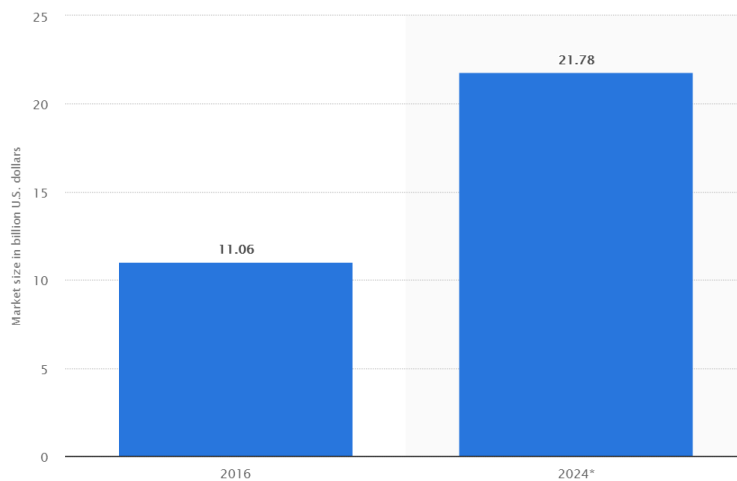


FIGURE 2. Forecasted market size of the natural and organic beauty industry in 2016 and 2024 (in billion U.S. dollars). (Statista, 2018.)

The natural and organic beauty market size was estimated to be at \$11,06 billion (€9,75 billion) in 2016. The market size of the industry is expected to reach \$21,78 billion (€19.20 billion) by the end of 2024. This means a growth of \$10,72 billion (€9,45 billion) between 2016 and 2024 and a growth

of \$1,34 billion (€1,18 billion) each year. In comparison, an estimation made by Soil Association states that the global organic and natural cosmetic industry is going to reach £34b (€39,06 billion) by 2019 (Soil Association Certification 2018, 5).

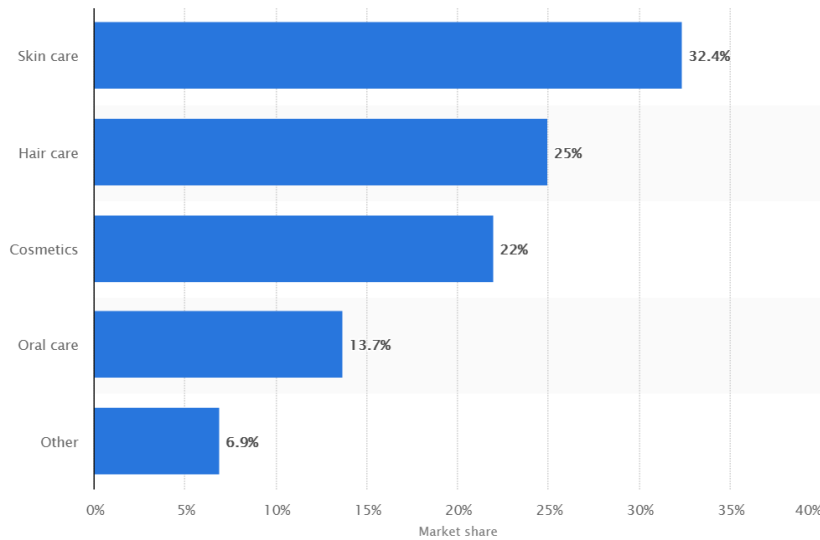


FIGURE 3. Distribution of the global natural and organic beauty products market as of 2017, by product. (Statista, 2018.)

Skin care holds the biggest market share of the global natural and organic beauty products with 32,4%. The second largest category is hair care with 25%. In the third place is cosmetics with 22%. According to figures from Kline, 75% of the natural beauty industry consists of “naturally inspired” products (Soil Association Certification 2018, 18).

2.2.1 The natural cosmetics industry in the UK

According to The Ethical Consumer (2017), 23% of consumers in the UK avoid purchasing certain cosmetic goods due to ethical reasons. In 2017 the COSMOS standard became compulsory for multiple certification associations. Currently, in the UK, there are over 5,000 products with COSMOS certification, of which 75% are organic. 10,000 ingredients are estimated to be approved for use by COSMOS at the beginning of 2018. (Organic Beauty and Wellbeing Market 2018, 3).

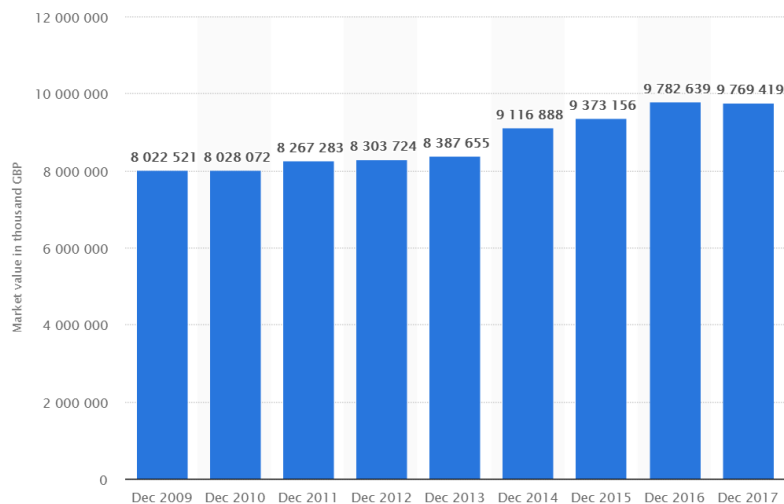


FIGURE 4. Market value of cosmetics in Great Britain from 2009 to 2017 (in 1,000 GBP). (Statista, 2018.)

In 2017 the market value of cosmetics in the UK was roughly £9,77 billion (€11,22 billion), slightly dropping from the previous year. In 2017 the sales of certified natural and organic products in the UK was £75,8m (€87,07m)(Soil Association Certification 2018, 4).

According to the report “The UK Market for Natural & Organic Personal Care Products 2017”, prices for natural and organic care products are rising due to the depreciation of Sterling. Moreover, the uncertain economic and political atmosphere is slowing market growth rates. The report states that approximately a third of all natural and organic cosmetics are certified, however, the use of certifications is rising. The most popular certification in the UK is the Soil Association / COSMOS certification. (United Kingdom Market for Natural & Organic Personal Care Products 2017- Research and Markets, 2017.)

2.2.2 The natural cosmetics industry in Finland

The worth of the cosmetic market in Finland was €420 million in 2013. According to Teknokemian yhdistys ry (2014) haircare hold the biggest market share with 32% in Finland, in a second place was skincare with 26% and on third place hygiene products with 22%. (Kinnunen, Manninen & Peltola 2014, 41.) The sales of cosmetics and hygiene products were €346 million in 2016 in Finland. It went down by one percent from last year. (Teknokemian yhdistys ry, Teknokemian markkinat 2017.) In 2018 the sales of cosmetics amount to €133m and the market is expected to grow annually by 1.5% (CAGR 2018-2021) (Statista. Cosmetics, Finland).

Figures given by Pro Luonnonkosmetiikka (2014) states that the total worth of domestic organic cosmetics in Finland in 2012 was €7,3 million, which is 1,6% of the total worth of cosmetics. The figure consists of only Finnish organic and natural cosmetic producers in and does not consider foreign producers. (Kinnunen, Manninen, & Peltola 2014, 42.) The sales of natural cosmetic products of 24 (companies who participated in the survey conducted by Pro Luonnonkosmetiikka) natural cosmetic sellers were €15,3m in 2017 and it grew by 13,4% compared to the previous year. (Luonnonkosmetiikka-ala kasvaa vahvana, 2018). In the wellbeing and cosmetics industry there are 75 companies in Finland, of which half operate in the cosmetics sector. The amount of imported natural and organic product lines have increased, whereas domestic product lines not that much. (Ministry of Economic Affairs and Employment 2018, 13.)

3 CASE COMPANIES

In the third chapter the case companies are introduced. The case companies are LUSH, The Body Shop, Dr. Hauschka and Benecos. Basic information about the case companies is given, e.g. turn-overs and product ranges.

3.1 LUSH

LUSH is a beauty retailer that operates worldwide. The company sells cosmetics for body, hair, bath, and skin care, which are handmade. Out of LUSH products, 100% are vegetarian, and 80% are completely vegan and have never been tested on animals. The strategy of the company has changed and now LUSH concentrates on personalized shopping experience in existing stores instead of opening new ones. LUSH appeals to millennials and to generation Z because the company talks about the environment and social issues that are important for young people. (Loeb, 2017.) In 2017 the brand turnover of LUSH was £995m (€1 142,98m), up from £729m (€837,42m) from 2016. LUSH has now 932 outlets, of which 458 are located worldwide. (Morris, 2018.)

The story of LUSH dates to 1970, when Mark Constantine and Liz Weir met at a beauty salon in Poole, England. Some years later they started making their own products from fresh and natural ingredients. In 1980 Constantine met with Anita Roddick, who had just established The Body Shop, and he offered some of his products to Roddick. The Body Shop became their supplier and some years later The Body Shop bought their formula. The purchase of the formula prevented Constantine and Weir to open another retail shop, so they decided to establish a mail-order company Cosmetics-To-Go. In 1995 Constantine and Weir started making cosmetics from fresh vegetables and fruits with two other persons. Through a competition arranged for customers Cosmetics-To-Go became LUSH. In 1996 the first international shop was opened in Vancouver and from there the company has grown rapidly. (LUSH, Our Fresh Handmade Story.)

3.2 The Body Shop

The Body Shop was established in Brighton, England 1976 by Anita Roddick. She started doing her own products with an idea to do some good through business. (The Body Shop, Our Story.)

The British company sells naturally inspired cosmetics, e.g. makeup, hair and body care. The firm uses ethically sourced ingredients, and the products are 100% vegetarian and not tested on animals. (The Body Shop, Our Story.) The Body Shop has 3,000 outlets in 66 countries (Butler, 2017). In 2016 the sales of The Body Shop were total of €920,8m. Sales went down compared €976,2m in 2015. In 2006 the company was bought by L'Oréal for £652m (€748,97m) and arguably The Body shop was an insignificant brand among L'Oréal's huge portfolio, which includes brands such as Lancôme, Garnier, and Ralph Lauren. (Hope, 2017.) In February 2017 L'Oréal decided to put The Body Shop for sale due to the declining sales (Butler, 2017). In September the company was sold to Brazilian company Natura Cosmetics for €1bn (Dyer, 2017).

3.3 Dr. Hauschka

Dr. Hauschka established Wala Heilmittel GmbH in Ludwigsburg in 1935, and he started making natural preparations. Rudolf Hauschka wanted to broaden the product range to include skincare, and it finally happened in 1967 when the first products were launched. In 1999 the company launched a makeup line, that was made using natural ingredients, and in 2009 the company launched medical care product line. (Dr. Hauschka, Where Science and Spirit Meet.) In 2014 the company generated sales of €129m (Friday, 2015). In 2015 the company's turnover was around €130 million (Presseinformation Dr. Hauschka sagt "Danke", 2016). Dr.Hauschka's cosmetics are certified with NATRUE standard, which means the products must consist of minimum 70% organic ingredients. The company uses organic or biodynamic farming to produce quality raw materials. (Dr. Hauschka, Natural organic cosmetics.)

3.4 Benecos

Benecos was founded in 2011 in Germany. Financial Times compiled a list with Statista of 1000 European companies that had the fastest growth, and Benecos (Cosmondial) was on the 367th place. The natural cosmetic company's revenue grew by 318% between 2012 and 2015 and the revenue in 2015 was €4,892m. (Stabe, Rininsland & Bernard, 2017.) Benecos product range consists of natural, organic and cruelty-free cosmetics, of which 70% are vegan. The cosmetic range is BDIH certified. The produced products are for instance foundations, powders, nail polishes, brushes, lipsticks, and mascaras. (Benecos. Links Why Benecos?.)

4 DIGITAL MARKETING AND SOCIAL MEDIA

In the fourth chapter definitions for digital marketing and social media are given. Furthermore, different methods to measure digital marketing are introduced and the benefits of digital marketing for the company is discussed.

4.1 Definition of digital marketing

Digital marketing is about people, just like “traditional” marketing. It is about connecting with people and building network, which lead to sales. Though understanding digital marketing requires understanding the digital platforms through which the marketing is done, it is about recognizing how people use these platforms. (Ryan 2017, 12-13.) Digital marketing is online marketing, which include web sites, e-mail marketing, online videos, online ads and promotions, social media marketing, and mobile marketing (Kotler & Armstrong 2016, 539-540). Other forms of digital marketing are content marketing and native marketing (Ryan 2017, 205).

A website is an important marketing tool for a company. In an everchanging world of digital marketing, a website is an aspect the company can have complete control over. (Ryan 2017, 38.) Due to people spending more and more time online, companies are moving their marketing activities online. Most common online advertising forms are search-related ads and display ads, which can be seen anywhere on a website on the Internet. Though new forms of digital marketing have arisen, e-mail marketing is still an essential tool in digital marketing. (Kotler & Armstrong 2016, 541.) With e-mail marketing, the return of investment is one of the highest among digital marketing tools and it allows to be in contact with the consumer on a personal level. Video marketing has become a backbone in digital marketing, since it builds quality branding and interaction with people. (Ryan 2017, 153, 268.) Social media is a tool for companies to build brand awareness by creating tailored brand content. Social media marketing is happening in real-time and it is personal. (Kotler & Armstrong 2016, 545.) Mobile marketing composes of different activities that take place on mobile devices and allow companies to engage with consumers in a relevant manner. Marketing online is about creating content and content is with what marketers engage with consumers. With content marketing the opinions and perceptions of consumers can be influenced. (Ryan 2017, 178, 205.)

4.2 Definition of social media

Social media combines of two words: “social” and “media”. “Social” means being social and “media” because the internet is used as the platform. Social media is a platform used to communicate with people and it gives wider access than the conventional communicational ways we use. Social media has two aspects: brand awareness and networking. They cross over since networking increases brand awareness, but they are two different aspects. (Coles 2014, 5.)

Moreover, social media is seen as an umbrella term for internet-based platforms that give the users a possibility to interact with each other online. This interaction includes images, videos, audio, and the generation of new content. This new content is making recommendations, sharing content, reviewing products and services through digital channels. Social media is unpredictable and fast changing, and one piece of information can reach a huge audience in just seconds. Social media cannot be controlled by marketers, making it scary for some companies. Marketing is about understanding people and communicating with them. What better way is there to do that than social media? (Ryan 2017, 121, 123.)

There are different forms of social media websites and the categorization is based on personal interaction. However, many social media websites bare characteristics of multiple forms. The general forms of social media websites are social media submission sites, forums and discussion sites, media-sharing sites, reviews and rating sites, social network sites, blogs, podcasts, microblogging and wikis. Social media submission sites (e.g. Pinterest) allow users to share content and tag it, whereas in social and discussion sites (e.g. Kialo and Google Groups) people discuss with each other in different topic groups. Media-sharing sites (e.g. YouTube and Instagram) are increasingly popular. People can share their content, upload and discuss with others on these sites, which makes it appealing to many. Reviews and rating sites (e.g. Yelp) allow consumers to rate companies, and their good and services. Social networks sites (e.g. Facebook and Instagram) are popular and they are mainly used for networking. People can connect with each other all around the world and share content in real-time. Blogs allow anyone from individuals to huge corporates to be a publisher. Nowadays, blogs are an important marketing tool for companies to personalize their businesses. In contrast to traditional blogging, microblogging is about writing short messages to the audience. A well-known form of a microblogging platform is Twitter. Podcasts are media files (digital audio and video) that are shared on the web. (Ryan 2016, 124-134.)

Social media marketing has four different stages. The first one is setting goals, which means establishing objectives that may include aspects like business, customer service, products, communication and marketing. The goals must be attainable, measurable, smart, and specific. The second stage is channels. A company must identify the channels that are useful for the business and help achieve the set objectives. The third stage in social media marketing is implementation, which means that objectives for every social media platform are identified and different marketing methods are planned to suit these goals. The last stage is analysis. Appropriate analysis tools and methods must be implemented to track the progress of marketing activities. With analysis, successful and poor activities can be identified, which should result in the optimization of the activities and in improvement. (Dodson 2016, 158, 188, 228.)

4.3 Measuring digital marketing

Out of all marketing mediums, digital marketing is the easiest one to measure, but it does not work without any flaws (Ryan 2014, 69). Measuring marketing is not easy since some of the outcomes of marketing are hard to measure, e.g. increased brand awareness, customer loyalty, and strengthened brand image. Marketing measures are implemented to measure effectiveness and efficiency of marketing activities. Furthermore, measuring social media value is difficult. Following numbers, e.g. likes and tweets, on social media does not always correlate with business or marketing success. (Kotler & Keller 2016, 137, 139.)

With the analysis of digital marketing, a marketer evaluates what is working and what is not. This helps in the optimization of marketing activities. There are four stages in the analytics process: goals, setup, monitor, and analysis & iteration. First, objectives must be set for the online platform and analytical tools chosen to measure these goals. The second step is to set up accounts, e.g. Google Analytics and Facebook Business, to each platform accordingly. Third stage is monitoring, which means analyzing marketing activities and investigating statistics, e.g. traffic sources. The last step is analysis, in which in-depth analysis is made and an investigation whether the objectives are reached. (Dodson 2016, 288-289.) KPIs (key performance indicators) must be set for the marketing and business. KPIs measure performance and give meaning to data. Effective KPIs help measure business objectives, are based on valid data and are easy to understand. KPIs are e.g. bounce rate, page views, conversion rate, or CPC (cost per conversion). A company chooses the relevant KPIs to correctly measure their performance. (Ryan 2014, 84-87.)

4.4 Benefits of digital and social media marketing

If done right, social media can grow businesses fast and massively. The main thing is to engage with customers and listen to what they have to say and do this step repeatedly. There are many beneficial aspects for the company than just faster and easier engagement with the consumers. Social media provides a vast audience, it is an additional communication tool, the company receives fast feedback and it is a good tool to build brand awareness. (Coles 2014, 7-5.) With social media the company gains more customers, by listening to feedback they can create better products, which all results in happier consumers (Ryan & Jones 2009, 155).

Engagement with customers means getting consumers interested in the products or services of the company, listening to their feedback and fixing the issues based on their reviews, and ultimately fulfilling their needs and desires. Listening does not mean calling the customers and interviewing them, but it is talking and listening with people on social media platforms where the customers of the company are. By building network, it gives insight to different places and industries and gives an opportunity to ask for help. The bigger the network, the better the resources are. Every company has their own “cheerleaders”, this means that the people who are fans of the company or their products. By rewarding these “cheerleaders” they show more of the company online and the company gains more awareness. (Cole 2014, 7-8.)

According to Josh Bernoff there are four benefits of social media marketing: short-time financial benefits, short-term overall digital benefits, long-term brand lift, and long-term risk avoidance. Short-time financial benefits are decreased costs or increased revenue. Short-term overall digital benefits include marketing activities, e.g. online videos and blogs, that improve search performance. Social media may improve how people see the brand and result in positive brand performance over time. Social media helps with avoiding risks since the company can monitor the comments of consumers on their social media and address the arisen issues quickly. (Kotler & Keller 2016, 139.)

5 RESEARCH METHODS

In the fifth chapter triangulation and the qualitative and quantitative research methods are introduced. The data collection includes a case study, an analysis and a survey. Another research method used in the thesis is benchmarking. After describing the different forms of data collection, the definition of benchmarking is given. Furthermore, the benefits of benchmarking are discussed.

5.1 Triangulation

According to Denzin (1978) triangulation is about using different methodologies to study the same phenomenon. Triangulation offers a different alternative to validation. Carney (1990) states that triangulation requires consistent cross-checking on theories, methods, data, explanation and informants. The most used type of triangulation is the use of numerous methods in analysis. The purpose of using triangulation is to add validity and reliability and erase or decrease biases of the study. According to Greene et al. (1989) using triangulation increases the study's comprehensiveness and helps to understand the phenomenon that is being examined better. (Karsten & Karen 2009, 125-126.)

5.2 Data collection

The data is collected between the months of April and August 2018, data representing the social media marketing activities the companies made between the months. The data is collected from all the companies between the same timeline. The timeline was chosen in order to gather enough data to be analyzed. The same data (number of posts, growth of followers, engagement, berries in the marketing and in the products) are collected from all the case companies in the UK and in Finland. Though the case companies operating in the UK and in Finland are the same, they are treated as individual companies in the thesis.

The data was collected using a case study method, analyzing the social media platforms of the case companies and conducting a survey to the case companies. The case study was executed by observing the activities on the social media accounts of the case companies and by investigating the role of berries in the products and in the marketing. The gathered data was put into tables in

the sixth, results, chapter. Moreover, the data of social media marketing activities is being examined with SPSS to investigate the correlation between the variables (number of posts, growing of followers, engagement). Another method of collecting data was an email survey conducted to interview the case companies. The purpose of the survey was to get answers to the research questions from the companies' point of view.

5.2.1 Case study

According to Yin (2014) a case study means empirical examination that studies a phenomenon in real-life context and in-depth, specifically when the phenomenon cannot be differentiated from the context (Yin 2014, 16). In case study research (CSR) the data of the phenomenon is collected in its context, where the phenomenon is happening in real-world, e.g. in a company or in a university (Farquhar 2012, 6). The collected data in case study research aims to predict, understand, describe and control the studied phenomenon (Woodside 2017, 1-2).

A case that is examined can be an individual, group (e.g. office or class), institution (e.g. factory or university), or a community (e.g. a profession or an industry). Multiple cases can be studied in one research, e.g. different professions. The choice of which case or cases are being studied depends on the research questions, what is it that needs to be solved. Case study aims to gather a ranging variety of evidence since data from one source is not likely to be valid and enough on its own. A case study is reckoned to use multiple sources of evidence. Using multiple methods to collect data is known as multi-method approach, triangulation. In this approach case study is the main method of collecting data and other methods are called sub-methods e.g. work samples, interviews, document and record analysis, and observations. (Gilham 2000, 1-2, 12-13.) Other sources on how to collect data in case study research are participant-observation, direct observation and physical artifacts (Yin 2014, 103). Triangulation is used to validate the findings in multi-method approach studies. If different sources of evidence provide similar findings, they can slightly cross-validate one another (Farquhar 2012, 80.)

Yin (2014) introduces four different strategies on how to analyze the data in a case study. The strategies are relying on theoretical propositions, working your data from the "ground up", developing a case description and examining plausible rival explanations. Relying on theoretical propositions means that the theoretical proposition that led to the research, guides in the analytic process

of the case study. The second strategy, working your data from the “ground up”, is about playing with the data without any previous proposition. With developing a case description, the evidence is put into a framework. The last strategy, examining plausible rival explanations, typically works together with the previous analytic strategies. In this strategy, the plausible rival hypotheses are tested. (Yin 2014, 136-140.)

5.2.2 Survey

Creating a survey is a process that includes determining the objectives of the survey, creating a sample frame, developing a strategy to collect the data and finally, deciding how to analyze the data. When collecting the data, there is interaction with the respondents' forms. This interaction can be divided into three different categories, which are contact, response and follow-up. (Schonlau, Fricker & Elliott 2002, 5,7.)

Construction of the questionnaire is one of the critical points of creating a survey. It is important to ask the right questions that provide reliable and valid information. Fail to do this leads to unreliable data. The researcher must evaluate each question made, will the recipients understand the questions and are they able to answer to these questions. After determining the questions, the order for the questions need to be decided and the final step is to evaluate the questionnaire. There are two types of questions, an open-end question and a close-end question. The questions produce different data and they should be complementary to each other rather than substitutes. Open-end questions are used when the conductor does not know the answers and want to get information on certain variables. In comparison to open-questions, the closed-end questions are easier to answer since the choices are given, and they are easier to analyze. A good survey should incorporate an introduction, sometimes in the form of a cover letter to make recipients involved in the research. (Peterson 2000, 13, 30, 31, 38, 103.)

The purpose of the survey was to get answers to the research questions from a company's point of view. Furthermore, the data from the interview and the data from the analysis are compared. The questions on the survey were built around the research questions of the thesis. The questions on the survey involve the importance of digital and social media marketing, the role of berries in the products and in social media marketing, the emphasis on digital marketing, the most important digital and social media platforms and finally, the future trends. A Likert scale was used in the

survey to measure the importance of some of the aspects, e.g. the role of digital marketing and berries. Moreover, some of the questions were open questions, since the purpose was for the company to tell and describe their thoughts. Open-end and closed-end questions were used to complement each other. The survey was conducted as an attachment sent via email due to long distances between the conductor and the recipients. A cover letter was made to complement the survey and tell about the purpose of the survey for the case companies to make the companies more involved in the research and possibly, want to make them take part in the survey.

5.2.3 SPSS

After collecting the data from the social media platforms of the case companies, it is analyzed. Numerical data, e.g. the number of posts and the growth of followers, is analyzed with IBM SPSS statistical software to study the correlation between two variables. More specifically, the method to study the variables is to use Pearson's correlation.

With correlational research methods, prediction of variables, multiple relationships and bivariate relationships are explored. In multiple correlation more than two variables are studied and in bivariate relationships two variables are examined (Martin & Bridgmon 2012, 66.) Correlational analysis gives a mathematical value - it measures how strong the relation is between variables. Numerical value -1 means there is a negative inverse relation between variables, the number being 0 means there is no correlation and +1 represents a positive correlation. (Gaur & Gaur 2009, 99-100.)

5.3 Benchmarking

Benchmarking is about comparing companies' performance, identifying changes and gaps in the process of management. It consists of two aspects: benchmarker and benchmarkee. Benchmarker is the company or organization that carries out a benchmarking analysis, whereas the benchmarkee is the organization that is the target of the benchmarking analysis. (Kozak 2003, 2.) Traditionally, benchmarking in the business world is seen as a managerial tool, which identifies and applies best practices resulting in improved performance. Performance of best-in-industry organizations, their processes and products are compared externally. (Bogetoft 2012, 1.) There are many classifications for benchmarking, but the common main categories are functional, competitive and

internal benchmarking. The benchmarking literature has two branches, external and internal benchmarking. (Kozak 2003, 10.)

It is appropriate to know what other companies are doing since it can provide solutions to specific problems. Direct copying and general inferences without understanding the methods or applications do not provide the best benchmarking result. Benchmarking is popular, but it contains risks, e.g. being subjective and quick copying. Benchmarking is learning from others and it puts the gathered data through a learning experience into a framework. Benchmarking analysis discovers the specific methods that are the cause of high performance, understands how these methods work and how they can be achieved and adapted. It enhances the performance of the company. Moreover, benchmarking should not be confused with benchmarks. (Kozak 2003, 2,8.) Benchmarking is the “how” and benchmarks the “what” of the whole process (Benchmarking. Links Articles ->The what and how of Benchmarking).

The first step in benchmarking is to choose a process, service, or product to benchmark and acknowledge the correct key performance metrics. Next step is to identify the companies that are being compared in the analysis and collect data on their practices and performance. After gathering the data, it is analyzed to identify the strategic advantages and the relative cost position of the organization. This should result in different opportunities for development and to increase learning in the organization by simplifying experience sharing or delivering new ideas. Key performance indicators (KPIs) are the base of a traditional benchmarking. KPIs are figures that measure the organization’s performance and reflect the aim of the company. (Bogetoft 2012, 2.)

Benchmarking should not be a one-time case and without the right tools, it is not an easy process to execute. It should not be limited only to the organizations in the own field, since diversification can be found in other alike industries. (Benchmarking. Links Articles ->The what and how of Benchmarking.) There are four ways to set benchmarking. First one is to preserve the current level of performance. The second is to set the point against an internally wanted degree of performance, whereas the third one is to set the point against an industry degree of performance. The last one is to set the point against a performance of a distinct peer group’s level. (Mard, Dunne, Osborne & Rigby 2004, 118.)

5.3.1 The benefits of benchmarking

Benchmarking helps companies to identify their strengths and weaknesses and what level of performance can be achieved by investigating others. It helps with companies' competitive advantage since it encourages constant improvement to preserve top performance. Benchmarking is time-efficient and cost-efficient way of forming new ideas from which the best methods can be adapted. It helps an organization to meet the needs of a customer better, whether it is a need for better quality, price or service, since the analysis aids at establishing new goals and standards. (Kozak 2003, 2.)

With benchmarking, companies can make an objective overview on their business. It helps with perceiving personnel productivity, making setting appropriate goals for employees easier. Moreover, it helps with assessing performance in finance. (Benchmarking. Links Articles -> Benchmarking: 5 reasons why your business should do it.) Companies who do benchmarking analysis have improved business performance. They have increased market share, positive cash flow, lower product costs, better return on assets and have a higher productivity growth. The organizations who execute benchmarking practice have improved operational performance, e.g. faster processing of orders and faster equipment. (Benchmarking. 2015. Links Articles -> The Benefits of Benchmarking.)

Benchmarking does not offer only benefits for the companies. Things preventing a successful benchmarking analysis are time constraints, poor planning, lack of management commitment, competitive barriers and short-term expectations. (Kozak 2003, 3,5.)

6 ANALYSIS AND RESULTS

In this part, the results of the analysis of the social media marketing of the case companies are presented in tables. The analysis includes investigation on the growth of followers, the number of posts published each month, the effectiveness of a post with a picture versus with a video and engagement. Moreover, the analysis includes the investigation of the role of berries both in the products and in the social media marketing of the case companies.

6.1 Growth of followers

The growth of followers is presented in the tables below. The number of followers was taken every month from April to August 2018 on every social media account of the case companies. The same companies in the UK and in Finland are put into the same tables and compared.

TABLE 1. The growth of followers of LUSH.

		April	May	June	July	August
LUSH UK	Facebook	396 523 likes	397 187	405 810	407 334	408 196
		373 557 followers	374 402	383 755	358 401	386 308
	Instagram	449 000	435 000	454 000	459 000	466 000
	YouTube	165 180	165 978	166 503	167 594	168 110
	Twitter	198 000	199 000	203 000	199 000	199 000
	Pinterest	30 841	31 046	31 000	32 000	32 000
	Google +	39 715	39 584	39 554	39 542	39 447
Vine	5 733	5 733				
LUSH Finland	Facebook	8 802 likes	8 971	9 096	9 247	9 397
		8 703 followers	8 872	8 994	9 145	9 297
	Instagram	8 359	8 490	8 552	8 860	9 029
YouTube	32	31	33	36	39	

LUSH UK utilizes Facebook, Instagram, YouTube, Twitter, Pinterest, Google+, and Vine platforms in their social media marketing. On Instagram LUSH UK has the biggest number of followers with 466 000 followers and the second biggest social media platform is Facebook with 386 308 followers. The third biggest platform is Twitter with 199 00 followers. The fastest growing medium has

been Instagram with 17 000 new followers between April and August. The second is Facebook with 12 751 new followers. Only on Pinterest the number of followers has decreased with 268 followers.

LUSH Finland uses Facebook, Instagram, and YouTube. For LUSH Finland the biggest social media platform is Facebook with 9 297 followers and the second biggest is Instagram with 9 029 followers. The followers grew by 670 followers between April and August making it the fastest growing platform for LUSH Finland. Facebook grew by 594 followers between the same timeline. YouTube grew only by 7 followers.

Since the numbers of followers of LUSH UK and LUSH Finland have grown each month on most platforms, the social media marketing activities the companies make are effective. The table above shows that LUSH UK stopped using Vine and the followers on Google+ has decreased. These platforms are not likely to be useful for the company's marketing and they are not used by consumers. Moreover, the table shows that the most important social media marketing platforms by the number of followers, are Facebook and Instagram. For LUSH UK another important marketing platform is Twitter, but Twitter is not utilized by the Finnish company.

TABLE 2. The growth of followers of The Body Shop.

		April	May	June	July	August
The Body Shop UK	Facebook	7 737 871 likes 7 737 161 followers	7 811 410 7 811 311	7 935 004 7 934 907	8 020 418 8 020 321	8 063 814 8 063 719
	Instagram	1,2m	1,3m	1,3m	1,4m	1,4m
	YouTube	30 382	30 626	30 995	31 271	32 593
	Twitter	152 000	152 000	153 000	151 000	151 000
The Body Shop Finland	Instagram #the-bodyshopsuomi	714 posts	709	708	712	713

Facebook, Instagram, YouTube, and Twitter are social media platforms that The Body Shop uses in their social media marketing. The Body Shop has common Facebook and Instagram pages for different countries. On Facebook the company has 8 063 719 followers and on Instagram 1,4m followers making Instagram the biggest platform and Facebook the second biggest. The third biggest social media is Twitter with 151 000 followers. The followers have increased on every social

media platform, except on Twitter. The number has decreased by 1 000 between April and August. Facebook grew by 326 558 followers and Instagram by 200 000 followers, making Facebook the fastest growing platform.

The Body Shop Finland does not have any social media platforms of its own. The “common” Facebook site has a Finnish version, but all the versions of different countries are combined as one, hence the large number of followers on Facebook. Finnish people tag The Body Shop Finland on Instagram to their pictures. In August the number of tagged posts was 713.

The investigation on the The Body Shop’s social media platforms and the growth of followers show that The Body Shop is not localizing its marketing, e.g. has not opened a Finnish Instagram page. The two most important social media marketing platforms by the number of followers are Facebook and Instagram. The number of followers has grown on Facebook, on Instagram and on YouTube, this means that the company most likely makes effective posts on social media.

TABLE 3. The growth of followers of Dr. Hauschka.

		April	May	June	July	August
Dr. Hauschka UK	Facebook	13 243 likes	13 253	13 279	13 308	13 320
		12 795 followers	12 812	12 845	12 874	12 884
	Instagram	6 669	6 811	6 986	7 420	8 048
	YouTube	19	20	25	25	28
	Twitter	7 540	7 536	7 537	7 437	7 430
	Pinterest	50	49	50	51	52
Dr. Hauschka Finland	Facebook	2 990 likes	2 986	2 983	2 976	2 974
		2 894 followers	2 892	2 887	2 882	2 880
	Pinterest	388	-	-	-	-
	“Common”					

Dr. Hauschka UK utilizes Facebook, Instagram, YouTube, Twitter, and Pinterest. Facebook has the biggest number of followers, 12 884. Instagram is the second biggest one with 8 048 followers. Twitter has the third biggest number of followers, 7 430. Between April and August Instagram has had the biggest growth with 1 379 new followers. For Facebook the number for new followers is 125. Twitter has been the only platform that has seen a decrease in the number of followers. The number fell by 110.

In April Dr. Hauschka Finland used both Facebook and Pinterest as social media marketing tools, but after April the Pinterest account was deleted. On Facebook the company has 2 880 followers and between April and May, the number of followers decreased by 94 followers.

The investigation on the growth of followers of Dr. Hauschka shows that Facebook and Instagram are the most important social media platforms when comparing the number of followers on the companies' platforms. Dr. Hauschka Finland has only a Facebook account and it suggests that the company is not heavily invested in social media marketing, the company is not putting effort and time into social media marketing. The number of followers of Dr. Hauschka UK on Twitter has seen a decrease, it could state that the marketing on this platform is not interesting for the consumers or that the use of Twitter has seen a decline.

TABLE 4. The growth of followers of Benecos.

		April	May	June	July	August
Benecos UK	Facebook	9 731 likes	9 742	9 741	9 850	9 882
		9 581 followers	9 595	9 591	9 700	9 732
	Instagram	1 415	1 434	1 463	1 467	1 518
	Twitter	2 836	2 822	2 814	2 805	2 757
Benecos Finland	Facebook	119 likes	123	125	128	129
		121 followers	125	128	131	132
	Instagram	388	422	437	470	480

Facebook, Instagram, and Twitter are social media tools Benecos UK uses. Facebook has distinctly the biggest number of followers 9 732 and it grew by 151 followers between April and August. Twitter is the second largest platform with 2 757 followers, but the number decreased by 79 followers between the timeline. The number of followers on Instagram grew by 113 and it stands now at 1 518 followers.

Benecos Finland uses Facebook and Instagram. On Instagram the company has 480 followers, which makes it the biggest social media platform for the company. The number of followers on Instagram grew by 92 between April and August. In the same timeline, Facebook grew by 11 followers and the total number of followers stands at 132.

The data on the table above shows that the most important social media marketing channels are Facebook and Instagram. The followers on these platforms are growing for both companies. There is a slight decrease in the number of followers on Twitter account of Dr. Hauschka UK, this means that the Twitter is not as popular anymore or the marketing there is not interesting to followers.

6.2 Number of posts

The number of posts was investigated by counting the posts made by the company each month. The results were put into the tables below. As in chapter above, the case companies in the UK and in Finland were investigated separately.

TABLE 5. The number of posts of LUSH.

		April	May	June	July	August	Total amount
LUSH UK	Facebook	64	57	47	60	64	292
	Instagram	21	16	21	23	28	109
	YouTube	9	9	11	20	10	59
	Twitter	67	88	51	69	59	334
	Pinterest	0	0	0	0	0	0
	Google +	0	0	0	0	0	0
	Vine	0	0	0	0	0	0
LUSH FINLAND	Facebook	29	25	19	14	32	119
	Instagram	35	27	29	25	28	144
	YouTube	4	1	0	0	0	5

LUSH UK was the most active on Twitter, with around 60 to 80 posts per month and the total number of posts on Twitter being 334 between the months of April and August. The second most active social media platform was Facebook with posts ranging from 50 to 60 per month and the total number of posts being 292. LUSH UK had stopped using Pinterest, Google+ and Vine, but still had links to these social media accounts on their website.

LUSH Finland was the most active on Instagram, the number of posts being around 30 per month and the total number of posts being 144. The second most active platform was Facebook with posts

ranging from 20 to 30 per month and the total number of posts being 144. LUSH Finland was not active on YouTube and the latest video was from May.

The data on the number of posts made by LUSH UK and LUSH Finland shows the companies are heavily investing on social media (they make a great amount of posts each month). For LUSH UK important social media marketing channels are Facebook, Instagram and Twitter and for LUSH Finland the channels are Facebook and Instagram. LUSH UK is more active on social media than LUSH Finland. On average, LUSH UK made most posts on Facebook and on Twitter, whereas LUSH Finland made most posts on Instagram. This means that for LUSH UK the most important social media platforms are Facebook and Twitter, whereas for LUSH Finland it is Instagram.

TABLE 6. The number of posts of The Body Shop.

		April	May	June	July	August	Total amount
The Body Shop UK	Facebook	-	-	-	-	-	-
	Instagram	112	130	110	120	120	592
	YouTube	0	1	1	0	1	3
	Twitter	99	104	55	43	38	339
The Body Shop Finland	Facebook	22	31	17	15	26	111

Since The Body Shop has a common Facebook page and based on location shows each country's Facebook page to the surfer, The UK version of The Body Shop's page was not accessible making gathering data impossible. Since the data on Facebook is missing, the most active social media platform was Instagram, with posts ranging from 110 to 130 per month and the total number of posts being 592. The second most active platform was Twitter with posts being between 40 and 100 each month.

The Body Shop Finland has only a Facebook page and the number of posts per month varied between 15 and 31. The Body Shop has different Instagram pages, but not any for Nordic countries.

For the Body Shop UK, the most important social media marketing channels are Instagram and Twitter, but since there was no access to the company's Facebook account, it is not clear how

important this social media platform is for the company. The Body Shop UK was active on social media – this means that the company made many posts on Instagram and Twitter. The Body Shop was more active on social media than the Body Shop Finland, since the company made lot more posts each month.

TABLE 7. The number of posts of Dr. Hauschka UK.

		April	May	June	July	August	Total amount
Dr. Hauschka UK	Facebook	32	36	30	31	32	161
	Instagram	18	20	21	20	22	101
	YouTube	0	1	4	0	6	11
	Twitter	34	33	28	28	26	149
Dr. Hauschka Finland	Facebook	4	4	10	2	3	23
	Instagram	12	10	14	5	6	47

Between the months of April and August Dr. Hauschka UK was the most active on Facebook, the number of posts being around 30 each month. The second most active platform was Twitter with the number of posts being between 28 and 34. Instagram was the third most active and it had around 20 posts each month. The post rhythm on YouTube was inconsistent since during April and July the company did not post any videos and in August the company posted six videos.

Dr. Hauschka Finland utilizes only Facebook and Instagram. On Facebook the posting rhythm varied quite much, e.g. in June the company posted 10 times and in July only twice. Instagram was the most used by the company and the number of posts ranged between 5 and 12 each month.

The investigation on Dr. Hauchka's social media posts shows that the most important social media marketing channels are Facebook and Instagram. Dr. Hauschka made more posts on Instagram than on Facebook suggesting that Instagram is more important for the company. For Dr. Hauschka UK Facebook was more important than Instagram when looking at how much the company posted on these platforms each month.

TABLE 8. The number of posts of Benecos.

		April	May	June	July	August	Total amount
Benecos UK	Facebook	20	26	27	18	24	115
	Instagram	16	17	14	16	18	81
	Twitter	21	17	33	10	22	103
Benecos Finland	Facebook	3	3	5	4	2	17
	Instagram	3	2	3	2	2	12

Benecos UK was the most active on Facebook, the number of posts being around 20 each month. The company was the second most active on Twitter, the posts ranging drastically between 10 and 33. The third most active platform was Instagram with posts being around 15 each month.

Benecos Finland utilizes Facebook and Instagram, Facebook being slightly more active with the number of posts ranging between 5 and 3 per month. The number of posts on Instagram was 3 or 2 each month.

The table above shows that Benecos Finland is not invested/active on social media, the company makes under 5 posts each month on social media platforms (Facebook and Instagram). Benecos UK does more posts on social media than Benecos Finland and the company makes the most posts on Facebook and on Twitter, this means that these two platforms are the most important platforms for the company.

6.3 Picture vs. video

The effect of posts with a picture or a video were compared by looking at the likes, shares and comments on the posts. On this research part, the Facebook accounts of the companies were investigated. On Instagram the number of likes on the videos was not visible, hence why the Instagram posts with videos were not investigated on this part.

On average, videos posted on Facebook did not get considerably more likes, shares nor comments than posts with pictures. Videos posted by The Body Shop Finland, LUSH Finland, Dr. Hauschka Finland and Dr. Hauschka UK received-on average the same amount of reactions, shares and likes

than regular posts. An exception to this was LUSH UK, since videos posted on Facebook by this company gained more likes, comments and shares than posts with pictures. A makeup related post with a photo received 133 reactions, 28 comments and 6 shares, whereas a makeup related video gained 239 reactions, 40 comments and 28 shares. It is uncertain did the posts with video reach more people than posts with pictures, since these figures are visible on the analytical accounts of the companies.

On average, LUSH UK had posted more videos than other companies between the months of April and August, the number of posted videos being a total of 87. LUSH UK had posted videos 12 times between the timeline and The Body Shop Finland 16 times. Benecos Finland and Benecos UK had not posted any videos during the timeline. Dr. Hauschka UK had posted videos 14 times and Dr. Hauschka Finland 3 times.

6.4 Engagement

Engagement in this thesis represents the interaction between the followers and the company on social media. Audience engagement includes factors e.g. likes, comments and reactions that are made by the followers. Audience engagement suggests which kind of content the followers find interesting. If the audience engagement is high on a post published by the company, it is interesting to the followers. In engagement made by the company, how and how much the company interacts with followers is examined. This includes how much the company reacts to and answers to the comments made by the followers.

The analysis of engagement was made by investigating the Facebook posts of the case companies published between the months of April and August. Facebook was chosen since it was the easiest social media platform to investigate both audience engagement and the company's engagement. For audience engagement, the likes, shares and comments were analyzed. The numbers were put into the tables below. The Body Shop UK is not listed on the tables since their Facebook page is not visible due to regional reasons. The engagement made by the company is discussed briefly after audience engagement.

The total number of likes, shares and comments made by the consumers of the case companies are given in the tables below. The total numbers were divided with the number of posts published by the company to get the average number for each section.

TABLE 9. Audience engagement of LUSH.

		April	May	June	July	August
LUSH UK	Likes/reactions	Total: 4 020 Avg: 64	Total: 3 923 Avg: 69	Total: 24 627 Avg: 524	Total: 3807 Avg: 65	Total: 5249 Avg: 82
	Shares	Total: 515 Avg: 8	Total: 346 Avg: 6	Total: 5708 Avg: 121	Total: 383 Avg: 7	Total: 555 Avg: 9
	Comments	Total: 305 Avg: 5	Total: 2 039 Avg: 36	Total: 18 912 Avg: 402	Total: 342 Avg: 6	Total: 807 Avg: 13
	Total	4 840	6 308	49 247	4 532	6 611
LUSH Finland	Likes/reactions	Total: 1 533 Avg: 53 29	Total: 655 Avg: 27	Total: 763 18 Avg: 42	Total: 1 143 Avg: 82	Total: 1 727 Avg: 54
	Shares	Total: 45 Avg: 2	Total: 5 Avg: 0,2	Total: 22 Avg: 1	Total: 24 Avg: 2	Total: 39 Avg: 34
	Comments	Total: 1 088 Avg: 38	Total: 50 Avg: 2	Total: 10 Avg: 0,6	Total: 144 Avg: 10	Total: 293 Avg: 9
	Total	2 666	710	795	1 311	2 059

Out of all the companies, the audience of LUSH UK was the most interactive on Facebook. The likes varied between 4 020 and 24 627 thousand between April and August. The shares were between 555 and 5708, and the comments were from 305 to 2 309. In the month of June, the audience of LUSH UK was the most interactive with the company.

LUSH Finland received 655 likes up to 1,533 likes per month. The shares were from 5 to 45 and the comments varied between 10 and 1,088. The months when the audience interacted the most, were April and August.

The audience of LUSH UK engaged the most on social media. This suggests that LUSH UK makes posts on Facebook that are effective, and the followers find it interesting. Furthermore, the audience of LUSH Finland engaged on social media, although not as much as the audience of LUSH UK.

TABLE 10. Audience engagement of The Body Shop Finland.

	April	May	June	July	August
Likes/reactions	Total: 528 Avg: 24	Total: 703 Avg: 18	Total: 378 Avg: 22	Total: 232 Avg: 16	Total: 600 Avg: 24
Shares	Total: 61 Avg: 3	Total: 62 Avg: 2	Total: 13 Avg: 0,8	Total: 31 Avg: 2	Total: 109 Avg: 4
Comments	Total: 12 Avg: 0,5	Total: 18 Avg: 0,5	Total: 4 Avg: 0,2	Total: 2 Avg: 0,1	Total: 14 Avg: 0,6
Total	601	783	395	265	723

Likes that the Body Shop received on Facebook were between 232 and 600 per month. The shares varied between 13 and 109, and the comments from 4 to 18. The most successful month for the company, in regard to audience engagement, was May.

The audience of The Body Shop Finland was not engaging that much on Facebook, when comparing to the audience of LUSH Finland. The audience might not find the content of the posts interesting.

TABLE 11. Audience engagement of Dr. Hauschka UK.

		April	May	June	July	August
Dr. Hauschka UK	Likes/reactions	Total: 297 Avg: 9	Total: 336 Avg: 10	Total: 185 Avg: 6	Total: 219 Avg: 8	Total: 319 Avg: 9
	Shares	Total: 49 Avg: 2	Total: 58 Avg: 2	Total: 16 Avg: 0,5	Total: 27 Avg: 1(0,96)	Total: 56 Avg: 2
	Comments	Total: 12 Avg: 0,4	Total: 14 Avg: 0,4	Total: 3 Avg: 0,1	Total: 6 Avg: 0,2	Total: 14 Avg: 0,4
	Total	358	408	204	252	389
Dr. Hauschka Finland	Likes/reactions	Total: 56 Avg: 14	Total: 40 Avg: 10	Total: 132 Avg: 13	Total: 40 Avg: 20	Total: 14 Avg: 14
	Shares	0	0	0	0	0
	Comments	0	Total: 3 Avg: 1 (0,75)	Total: 44 Avg: 4	0	0
	Total	56	43	176	40	14

Dr. Hauschka UK received likes from 185 up to 336 per month. The shares ranged between 16 and 58, whereas the comments were from 3 to 14 each month. In May, the company received most likes, shares and comments.

Dr. Hauschka Finland received likes from 14 to 132 per month. The followers of Dr. Hauschka did not share the posts made by the company. In May and July, the audience commented on the posts. In May the number of comments was 3 and in July 44. During other months, the audience did not make comments on the posts.

Both the audience of Dr. Hauschka UK and Dr. Hauschka Finland was not engaging much on the companies' Facebook platforms. On an average, the audience of Dr. Hauschka Finland liked the posts more, but the audience of Dr. Hauschka UK commented and shared the posts more. This suggests that the social media marketing activities of these companies were not that effective.

TABLE 12. Audience engagement of Benecos UK.

		April	May	June	July	August
Benecos UK	Likes/reactions	Total: 362 Avg: 20	Total: 661 Avg: 28	Total: 921 Avg: 34	Total: 620 Avg: 34	Total: 1 326 Avg: 58
	Shares	Total: 39 Avg: 2	Total: 322 Avg: 13	Total: 569 Avg: 21	Total: 466 Avg: 26	Total: 1 053 Avg: 46
	Comments	Total: 40 Avg: 2	Total: 409 Avg: 17	Total: 829 Avg: 31	Total: 512 Avg: 28	Total: 1 219 Avg: 53
	Total	441	1 392	2 319	1 598	3 598
Benecos Finland	Likes/reactions	Total: 14 Avg: 5	Total: 10 Avg: 3	Total: 18 Avg: 4	Total: 20 Avg: 13	Total: 12 Avg: 12
	Shares	Total: 0 Avg: 0	Total: 0 Avg: 0	Total: 2 Avg: 0,4	Total: 1 Avg: 0,1	0
	Comments	0	0	0	0	0
	Total	14	10	20	21	12

Benecos UK held around two competitions each month, which resulted in high numbers of likes, shares and comments. The likes on the posts without competitions were under 10 or little bit over. The number of likes per month ranged between 362 and 1 326. The shares were between 39 and 1 053 and comments were from 40 to 1 219. In August the company received most likes, shares and comments.

Benecos Finland received 14 to 20 likes per month. Only in June and July, followers shared the posts made by the company. In June the number of shares was 2 and in July 1. The audience of Benecos Finland did not make any comments between the months of April and August.

As stated above, the high numbers of engagement on Benecos UK's Facebook account are due to two competitions held each month. The average numbers do not show the real situation of engagement made by the audience since without the competitions the numbers would be lower. Although the competitions show that they are a good way to make the audience engage. The audience of Benecos Finland was not engaging with the company on posts that were not about competitions on Facebook. This suggests that the posts the company made were not effective.

LUSH UK was engaging the most with consumers. The company answered to the comments of consumers and liked their comments on Facebook. LUSH Finland answered some of the comments of the followers and liked some of the comments. The Body Shop commented to some of the remarks on the posts. Benecos UK, Benecos Finland, Dr. Hauschka Finland were not engaging much with consumers on social media. Dr. Hauschka UK liked some of the comments of the consumers.



FIGURE 5. Facebook post made by LUSH Finland.

Posts that received a higher level of engagement from the audience, where about ethical issues. In this post above, LUSH Finland told that they have not made new components since 2013, the reason being the recycling of the components that are being brought back to the shops by consumers. The posts about ethical issues and how the products are sustainable or how they solve problems in society, made consumers engage more. The most successful posts The Body Shop Finland made between the time of the investigation, were about animal rights. The posts with most audience engagement of LUSH UK were about police spying on an activist group in the 90s.



FIGURE 6. Facebook post made by LUSH UK.

Other posts that received a higher level of audience engagement were posts about new product releases. In this post above, LUSH UK announced to release a new body scrub. The posts got more likes, comments and shares than most of the other posts made by the company.

6.5 Results of SPSS analysis

With SPSS the correlation between the growth of followers, number of posts and audience engagement was investigated. Data between the months of April and August was put into the system and then analyzed. The data included the numbers that were taken from the Facebook accounts of the companies.

The analysis of LUSH UK (see TABLE 21 in APPENDIX 3) revealed that there is a positive correlation between two variables: the number of posts and the growth of followers. There is no positive correlation between audience engagement and growth of followers and between audience engagement and the number of posts. This means that audience engagement does not affect the growth

of followers and the number of posts. The SPSS analysis of LUSH Finland (see TABLE 22 in APPENDIX 3), shows there is a strong positive correlation between the audience engagement and the number of followers. It means that the audience engagement highly influences the number of followers and contrarily. The analysis showed there is another strong positive correlation between the variables number of posts and the growth of followers. There is no correlation between the audience engagement and the number of posts.

With The Body Shop Finland (see TABLE 23 in APPENDIX 3), there is a positive correlation between the audience engagement and the growth of followers. Another positive correlation is between the number of posts and the growth of followers. Data regarding the growth of followers was taken from The Body Shop's common site since the number of followers in Finland was not visible. The correlations regarding the growth of followers might be untrue due to the different data on the growth of followers.

In the SPSS analysis of Dr. Hauschka UK (see TABLE 24 in APPENDIX 3), there is a positive correlation between the number of posts and the growth of followers. There is a slightly stronger positive correlation between the growth of followers and audience engagement. There is no correlation between the audience engagement and the number of posts. With Dr. Hauschka Finland (see TABLE 25 in APPENDIX 3), there is a positive correlation between the number of posts and the growth of followers. There is a slightly stronger positive correlation between the variables, audience engagement and growth of followers. There is no correlation between the audience engagement and the number of posts.

The SPSS analysis of Benecos UK (see TABLE 26 in APPENDIX 3) presents a positive correlation between the number of posts and the growth of followers. There is no significant correlation between other variables. SPSS analysis of Benecos Finland (see TABLE 27 in APPENDIX 3), reveals an extremely positive correlation between the number of posts and the growth of followers. Moreover, there is a positive correlation between the audience engagement and the growth of followers. The number of posts and the audience engagement did not have a correlation.

The statistical analysis has shown that there is a strong positive correlation between the number of posts and the growth of followers. This indicates that by being active on social media and posting actively, the company gains more followers. Another positive correlation was between audience

engagement and the growth of followers. The more audience engages with the company on social media, the more followers a company gains and vice versa.

6.6 The role of berries in the marketing

The role of berries in the social media marketing was investigated by looking through the company’s posts on each social media platform between the months of April and August. There were two aspects on how the role of berries in the marketing of the case companies was investigated. First by looking at the photo or video if they had berries in them and second if the description of the post had mentioned berries.

TABLE 13. The role of berries in the social media marketing of LUSH.

	Social media platform	Number of posts with berries	Featured berries
LUSH UK	Facebook	0	-
	Instagram	0	-
	Youtube	0	-
	Twitter	0	-
LUSH Finland	Facebook	0	-
	Instagram	2	Raspberry
	Youtube		

LUSH UK did not use berries in their marketing, which can be seen from the table above. The posts that featured berries, remained at zero throughout all the social media accounts of the company. LUSH Finland had posted 144 times on Instagram between the months of April and August and two of the posts featured a berry. The featured berry on Instagram was a raspberry. On Facebook the company did not publish posts that had berries in them.

The table shows that berries in social media marketing were not utilized. Berries were not seen as an important part of effective social media marketing by LUSH.

TABLE 14. The role of berries in the social media marketing of The Body Shop UK.

	Social media platform	Number of posts with berries	Featured berries
The Body Shop UK	Facebook	-	-
	Instagram	39	Blueberry, red berries, strawberry, camu camu berry, raspberry
	Youtube	0	-
	Twitter	8	Strawberry, raspberry
The Body Shop Finland	Facebook	3	Strawberry, raspberry

On Instagram the Body Shop UK had posted 592 times and 39 of them featured berries. On Twitter the total amount of posts was 339 and 8 of them presented berries. The berries that were utilized in the social media by the company were blueberry, red berries, strawberry, camu camu berry and raspberry. On Facebook The Body Shop Finland utilized berries in posts three times. The featured berries were strawberry and raspberry.

The Body Shop UK utilized berries in their social media marketing. The company saw the benefits of using berries in their marketing. The Body Shop Finland made three posts with berries, the number of posts with berries being low. The company did not see berries as an effective marketing method.

TABLE 15. The role of berries in the social media marketing of Dr. Hauschka UK.

	Social media platform	Number of posts with berries	Featured berries
Dr. Hauschka UK	Facebook	1	Raspberry, acerola berry
	Instagram	0	-
	Youtube	0	-
	Twitter	0	-
Dr. Hauschka Finland	Facebook	0	-
	Instagram	0	-
	YouTube	0	-

Out of 161 Facebook posts made by Dr. Hauschka UK, one post featured berries and the berries were raspberry and acerola berry. Berries were not found in other social media posts of Dr.

Hauschka UK. Dr. Hauschka Finland did not utilize berries in their social media marketing since there were no references to berries neither in the pictures nor in the videos. Furthermore, mentions of berries were not found in the descriptions of the posts.

Dr. Hauschka UK had made one post with berries and Dr. Hauschka Finland had not made any. The berries were not significant for the companies to use in social media marketing.

TABLE 16. The role of berries in the social media marketing of Benecos UK.

	Social media platform	Number of posts with berries	Featured berries
Benecos UK	Facebook	1	Raspberry
	Instagram	2	Raspberry, blackcurrant
	Twitter	4	Raspberry, blackcurrant
Benecos Finland	Facebook	1	Strawberry
	Instagram	0	-

Benecos UK used berries in their social media marketing, the featured berries being raspberry and blackcurrant. On Facebook Benecos UK had a total of 115 posts between April and August, and one post featured a berry. On Instagram the total amount of posts was 81, out of which two had berries in them. Benecos UK had posted on Twitter 103 times and 4 out of them included berries. Benecos Finland had posted 17 times on Facebook between the investigation time, and one post featured a berry, the berry being a strawberry. On Instagram, berries in the marketing were not used.

Benecos UK had made 7 posts with berries in total and Benecos Finland had made one post on Facebook with berries. The table shows that the use of berries as an effective social media marketing method for Benecos Finland was not significant and for Benecos UK the berries were slightly significant.

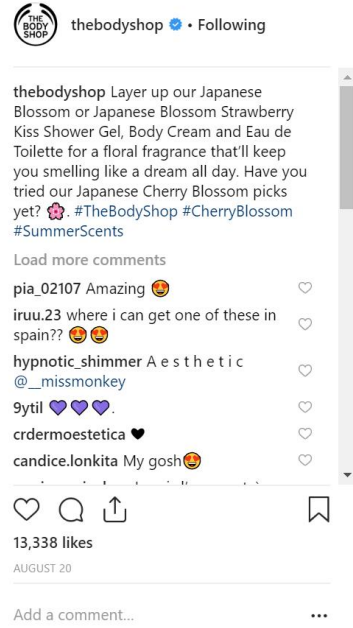


FIGURE 7. Instagram Post by The Body Shop.

There were two ways on how the berries were used in social media marketing. The most popular way was to use berries in the picture as a visual addition (see figure above). The most popular berries used this way were a strawberry and a raspberry. Most commonly the berries that were used as a visual addition, were found in the products as an ingredient.



FIGURE 8. Instagram Post by LUSH Finland.

The second way on how the berries were used in social media marketing was to mention the berry/berries in the description of the posts (see figure above). The berries were mentioned as an ingredient in the description. On most cases the berries were not used as a selling point, e.g. what beneficial factors the berries have, but as a mentioning that the product contained the specific berry.

6.7 The role of berries in the products

The role of berries in the products was investigated by looking through ingredient listings of the products on the website of each case company. Both Finnish and UK websites were used in the inspection. A common factor for the case companies was that the UK ones had a larger product range. Only cosmetic products were taken into the investigation and byproducts, e.g. brushes, containers, and bags were left out. Different colors of products, e.g. lipstick shades, were listed as individual products since the ingredient listing varied between the different colors even though they were the same product. Products were put individually into categories based on the categorization the company had made on their website and on the selection the company offered. Even though raspberries and strawberries are not berries in the botanical sense, they are commonly called as berries, thus they were treated as berries in the thesis.

TABLE 17. The role of berries in the products of LUSH.

Product category	Products with berries	Used berry ingredients	Number of products in the category
Bath products (bombs, foams, oils)	4	Blackcurrant absolute, juniper berry oil, pimento berry oil	81
Shower gels	3	Goji berry juice, blueberries	19
Lotions and butters	0	-	33
Scrubs and foot soak	0	-	13
Masks and shaving creams (face, hands, feet)	2	Juniper berry infusion, fresh blueberries	23
Soaps and massage bars	3	Elderberries, dried currant, dried cranberry, pimento berry oil	41
Body powder, sun lotions and deodorants	0	-	14
Face skincare (cleansers and toners)	1	Juniper berry wax	19
Base makeup (foundation, blush, highlighter, primer, powder)	0	-	50
Eye makeup (eyeshadow, eyeliner, mascara, eyebrow products)	0	-	31
Lip products	0	-	26
Mouth products (powder, tabs, mouthwash)	1	Strawberry extract	9
Hair products (shampoo, conditioner, hair masks, styling products, hair colors)	3 (one with strawberries)	Juniper berry extract, blackcurrant absolute, juniper berry oil, fresh strawberries	59
Perfumes, body sprays	1	Blackcurrant absolute	52
Total	14	Blackcurrant absolute, juniper berry oil, juniper berry extract, juniper berry wax, juniper berry infusion, dried currant, dried cranberry, elderberries, pimento berry oil, goji berry juice	471

Out of 471 products made by LUSH, 14 of them contained berries. Approximately 3% of the whole product range had berries in them. Berries were found in bath, hair, mouth products and in perfumes, soaps, massage bars, masks, and shower gels. The used berries were blackcurrant, juniper berry, cranberry, elderberry, goji berry, and currant.

The analysis on the role of berries in the products of LUSH shows that the use of berries as ingredients was not significant since 14 out of 471 contained berries. The range of berries that LUSH used in their products was quite vast. The berry LUSH used most was juniper berry and the company used an arctic berry, cranberry, in soaps.

TABLE 18. The roles of berries in the products of The Body Shop.

Product category	Products with berries	Used berry ingredients	Number of products in the category
Face skincare (cleansers, toners, serums, mist and masks)	3	Strawberry juice, blueberry fruit extract, raspberry fruit extract, camu camu berry fruit extract	50
Face moisturizing products	2	Raspberry, camu camu berry fruit extract	35
Eye products	0	-	10
Shaving products	0	-	3
Lips (butters and palms)	3	Strawberry seed oil, raspberry fruit extract, strawberry extract	13
Body moisturizing products (butters, lotions, yogurts, oils and massage oils)	5	Strawberry juice, strawberry seed oil, strawberry extract, camu camu berry fruit extract	55
Shower gels and scrubs (body, face, feet)	5	Juniper fruit oil, strawberry seed oil, Strawberry juice, camu camu berry fruit extract	54
Bath products	1	Strawberry seed oil	12
Soaps, hand wash, cleanse gels and deodorants	3	Strawberry Juice, strawberry extract	34
Hand and feet moisturizing products	2	Strawberry seed oil, strawberry juice	19
Hair products	2	Strawberry juice	12
Makeup (bronzers, lip products, eye-shadow, powders, foundations, concealers, setting spray, blush, mascara, eyeliner, brow products)	3	Blueberry seed oil, raspberry seed oil, strawberry extract	63
Fragrances	3	Strawberry extract, black currant bud extract	49
Total	32	Black currant and black currant bud extract, Strawberry extract, Raspberry seed oil, Blueberry seed oil, strawberry juice, strawberry seed oil, camu camu berry extract	409

Some of the products of The Body Shop on the website did not have an ingredient list, especially in the fragrances. Out of 409 products 32 contained berries, this means that approximately 8% of the product range contained berries. Berries were found in almost every category, except for eye and shaving products. The berries used were blackcurrant, strawberry, raspberry, blueberry and camu camu berry.

By looking at the numbers of products that contained berries, the use of berries in the products of The Body Shop was not significant. Of all the berries the Body Shop used, strawberry was used the most. An arctic berry, blueberry, was found in makeup.

TABLE 19. The roles of berries in the products of Dr. Hauschka.

Product category	Products with berries	Used berry ingredients	Number of products in the category
Face skincare (cleansers, toners, tints, steam bath, treatments and serums, masks)	0	-	20
Face moisturization (lotions, oils)	1	Raspberry seed oil	9
Eye skincare (balsams, lotions)	0	-	4
Makeup (concealer, eyeliner, eye-shadow, lipstick, lipliner, powder, foundation, blush, bronzer, mascara, lip gloss)	0	-	94
Lip balms	0	-	3
Shower gels and bath oils	0	-	10
Hair products (conditioner, hair oil)	0	-	3
Body lotions, oils, body powders, after sun	0	-	14
Hand and foot care	0	-	7
Deodorants	0	-	2
Toothpaste and mouth water	0	-	3
Total	1	Raspberry seed oil	169

Out of 169 products of Dr. Hauschka, only one contained berry and the product was a face moisturizing product. The berry ingredient was raspberry. Approximately 0,7% of the product contains berries. One product (face lotion) did not have an ingredient list on the website.

Out of 169 products of Dr. Hauschka, only one contained berry. The use of berry in the products of Dr. Hauschka was not significant.

TABLE 20. The role of berries in the products of Benecos.

Product category	Products with berries	Used berry ingredients	Number of products in the category
Base makeup (foundation, powder, concealer, bronzer, blush)	0	-	27
Eye makeup (brow products, eyeliner, eyeshadow and mascara)	0	-	36
Lips (lip balm, lip gloss, lip liner and lipstick)	3	Elderberry fruit extract, raspberry seed oil, blackcurrant seed oil	35
Nail polish and remover	0	-	21
Lotions (body and hands)	5	Elderberry fruit extract	5
Cleansers and toothpaste	0	-	2
Hair products (Shampoo and conditioner)	4	Elderberry fruit extract	4
Deodorants and toothpaste	2	Elderberry fruit extract	3
Fragrance	0	-	1
Shower gels and scrubs	6	Elderberry fruit extract	6
Total	20	Elderberry fruit extract, raspberry seed oil and blackcurrant seed oil	140

Benecos had 140 products out of which 20 contained berries, this means that approximately 14% of the products had berries in them. The berries were found in shower gels and scrubs, deodorants and toothpaste, lotions, and lip and hair products. In makeup the berries used were found in lip balms. The berries used in the products were elderberry, raspberry, and blackcurrant.

The use of berry in the products for Benecos was slightly significant since 14% of the products contained berries. The company did not use any arctic berries and the berry that was most used was elderberry.

6.8 Results of the survey

The survey was sent by email to eight parties, to the four case companies in the UK and in Finland. The survey was answered by two companies. According to the results of the survey, digital marketing and social media marketing are very crucial for the companies. It is crucial since the customers are online and they follow different influencers on social media. Moreover, because of the form of the business (webshop), it is crucial to do digital marketing. Social media marketing was crucial for the companies since many customers follow bloggers on social media platforms, e.g. on Facebook and on Instagram, and visibility makes people trust the effectiveness of the products better. Furthermore, social media marketing is a cost-efficient way to do marketing.

The questions on berries caused confusion and according to the answers, they were just like any other ingredient, nothing special. Although, it was mentioned that berries bring more value to the products. One company stated that they do not make their products in their own country and they are imported from somewhere else. Berries were not at all important for a company's digital marketing. The main digital marketing channels for companies were cosmetic/beauty blogs and vlogs, website and social media platforms, the platforms being Facebook and Instagram. The most important social media marketing channels were Facebook and Instagram, since it is easy to reach people on these platforms and an existing follower base is already achieved.

Based on the results, the emphasis on digital marketing was on visual content and on informative messages, e.g. on ethical subjects. On different social media platforms, the emphasis was different. The future trends for digital marketing of natural cosmetic companies were short stories on social media, livestreaming, creating content in the form of a video, creating user generated content and doing partnerships with vloggers.

6.9 Results of the benchmarking analysis

The analysis of the social media accounts of the case companies showed there are only slight differences in the social media marketing in the UK and in Finland. The differences varied mostly between brands and not between the two countries. The similarities in social media marketing within brands were seen in the use of same pictures, what kind of content was published and how invested the brands were in social media marketing, this means how much time and effort they put into social media marketing. The differences between the two countries were seen on how many times the companies made posts each month and how many marketing channels the companies used. The companies in the UK, on average, made more posts and used more social media marketing channels than the Finnish companies. They were more invested in social media since they put more effort and time into it.

LUSH had the most successful social media marketing both in the UK and in Finland. LUSH UK was active on social media, the company made great amount of posts and was engaging with followers. The company liked the comments of the followers and was answering to the questions. LUSH Finland was engaging the most with consumers on social media out of the case companies in Finland. LUSH posts visual pictures and posts about ethical issues, issues that are not always related to their business, e.g. LUSH UK posted about police spying on an activist group to raise awareness. With its marketing, LUSH conveys it is a company that cares about ethical issues in today's world. In conclusion, LUSH's social media marketing was the most successful since out of all the case companies LUSH had the highest level of audience engagement and the growth of followers was one of the highest.

7 CONCLUSIONS

The study set to find answers to the following questions:

1. What are the most effective social media marketing methods of natural cosmetic companies in the UK and in Finland? How do they differ between the two countries in the case companies?
2. What is the role of berries in the social media marketing of the case companies?
3. What is the role of berries in the products?

The effective social media marketing methods of natural cosmetic companies were investigated by analyzing the data on social media marketing activities of the case companies with SPSS statistical software. SPSS analysis showed that there is a positive correlation between the number of posts published each month and the growth of followers. This means that when a company posts more, they will most likely get more followers. Furthermore, the analysis showed another positive correlation between audience engagement and growth of followers. When audience engages more with the social media posts of the company, the more followers will the company gain.

When studying effective social media marketing methods, the posts of the case companies on social media were examined to investigate what kind of content made the audience engage the most. The posts that gained most audience engagement were product releases and informative messages about sustainability or ethical issues and how the products of the companies are doing good for the environment, e.g. one successful post was about how the products of the company are sustainable. Based on the comparison of the posts with pictures and with videos, it showed that there is no significant difference between the two. A post with a video does not necessarily gain more audience engagement.

Benchmarking analysis to examine the differences in social media marketing between the two countries showed there were no significant differences on how the social media marketing differed, although there were some slight differences. The companies in the UK used Twitter in social media marketing, but this platform was not used in the marketing of Finnish companies. When comparing the same companies in the UK and in Finland, it was clear that the companies in the UK were more invested in social media, they invested time and effort. They made more posts monthly and used more social media channels to use for marketing purposes. The companies in the UK have

acknowledged the importance of social media marketing better and the importance of this marketing is slowly realized by Finnish companies.

Investigation on the role of berries in the marketing showed that berries as a marketing method was not utilized by the case companies. When the berries were used in the social media marketing, they were put to the picture of the posts to make it visually appealing or the berry was mentioned as an ingredient of a product in the description of the post. Some of the companies (LUSH UK and Dr. Hauschka Finland) did not utilize berries in their social media marketing. The rest of the companies had a few posts with berries. The berries that were used in the marketing were blueberry, red berries, strawberry, camu camu berry, raspberry, and acerola berry.

The analysis on the role of berries in the products showed that there is no significant use of berries in the products of the case companies. Only a fraction of the products contained berries. LUSH had 471 products in total and 14 of them contained berries. Approximately 3% of the whole product range had berries in them. Out of 409 products of The Body Shop, 32 contained berries, this means that approximately 8% of the product range contained berries. Some of the products of The Body Shop on the website did not have an ingredient list. Dr. Hauschka had 169 products and 1 of them contained a berry, this means that approximately 0,7% of the products contained berries. Benecos had 20 products that contained berries and the company had 140 products in total, this means that 14% of the products contained berries. Only for Benecos UK the use of berries in the products had a slight significance. The berries that were used in the products were black currant, strawberry, raspberry, blueberry, camu camu berry, elderberry, juniper berry, cranberry, elderberry, pimento berry, and goji berry. As conclusion berries were not important for the companies and the potential of berries was not recognized.

The surveys of the case companies showed that digital marketing and social media marketing are crucial. The companies need to be where the customers are, and the customers are online, especially the younger ones. According to the companies, social media marketing was a cost-effective way for them to do marketing, visibility makes people trust the effectiveness of the products more and beauty influencers have an impact on the natural cosmetic market. Cosmetic/beauty blogs and vlogs, website and social media platforms (Facebook and Instagram) were the main digital marketing channels. The berries were not seen as anything special, they were just like any other ingredient. According to the survey, the emphasis on the digital marketing was on visual content and informative messages. Companies predicted that future trends in the digital marketing field are

short stories on social media, livestreaming, creating user generated content, doing partnerships with vloggers, and creating content in the form of a video.

8 DISCUSSION

All the four case companies were originally established abroad, in England and in Germany. Due to this, it might be that the berries have no significant meaning for the companies if the berries are not popular in these countries. Berries and Nordic ingredients seem to be a trend in Nordic countries, consumers believe in the effectiveness of these ingredients. This is an opportunity for the companies, especially for natural cosmetic companies to utilize, both in their marketing and in their products. One company stated in the survey that they do not make their own products in Finland and they are imported somewhere else. If this is the case with all the case companies in Finland, utilizing berries in the products is not likely to be possible. Companies could follow the trends more carefully and use it in their marketing and localize it to make it better for the target audience.

In the field of natural cosmetics, it is important to be transparent. Social media is a good platform for the companies to deliver their messages. Most people that use natural cosmetics are conscious consumers and want to do good with their purchase decisions and want to use nature friendly products that are better for their bodies than the products full of chemicals. For the companies to make their messages on social media successful, it needs to make people engage. In the field of natural cosmetics, informative messages make people engage. The thesis showed that companies need to be active on social media in order to raise the number of followers.

The cosmetics market is highly influenced by beauty influencers (beauty bloggers and vloggers). Some years back the main channel for beauty influencers was a blog, in recent years beauty vlogs have become increasingly popular. Some international beauty vloggers have millions of subscribers on YouTube and popular Finnish beauty vloggers have thousands of subscribers. In America, one of the main channels to market a beauty product is to send pr-packages and do partnerships with beauty vloggers.

In Finland this marketing method is not as used as in America. The number of beauty vloggers and bloggers in Finland is rising and companies should acknowledge the opportunity to utilize this marketing method more. The number of cosmetic products is vast, and people tend to read reviews before buying a cosmetic product. Working with influencers, a company will gain more visibility and good reviews given by the influencer raises the trust of a consumer toward the specific product.

Influencer marketing in the cosmetic industry could be studied more, e.g. it could be a topic of a thesis.

On the qualitative research part of the thesis four different natural cosmetic companies and naturally inspired companies were studied. In the natural cosmetic industry there are many more companies than four. The amount of data in the quantitative part of the thesis might not be vast enough to get reliable results. Although using triangulation -as used in this thesis- increases reliability and validity. The analysis on effective social media marketing methods showed that posts about sustainability and how companies participate in sustainable development were the most successful and the results of the survey suggested that the emphasis on social media marketing should be on informative posts. The results of the survey complemented the results of the analysis for the most parts. The results are tentative and require a greater amount of data to be analyzed in further research. The results of the thesis are suggestive, and they can not necessarily be generalized.

REFERENCES

Aakanksha, S. & Garima, M. 2018. The attitude and purchasing of female consumers towards green marketing related to cosmetics industry. *Journal of Science and Technology Policy Management*. <https://www-emeraldinsight-com.ezp.oamk.fi:2047/doi/pdfplus/10.1108/JSTPM-11-2017-0063>. Accessed 20.12.2018

Benchmarking, data&research. Benchmarking: 5 reasons why your business should do it. <https://www.benchmarking.com.au/single-post/2016/04/06/Benchmarking-5-reasons-why-your-business-should-do-it>. Accessed: 3.9.2018.

Benchmarking, data&research. The Benefits of Benchmarking. <https://www.benchmarking.com.au/single-post/2015/11/05/The-Benefits-of-Benchmarking>. Accessed: 3.9.2018.

Benchmarking, data&research. The what and how of Benchmarking. <https://www.benchmarking.com.au/single-post/2016/02/25/The-what-and-how-of-Benchmarking>. Accessed: 3.9.2018

Benecos. Why Benecos? <http://www.benecos.uk/index.php/benecos/benecos-philosophy>. Accessed: 19.04.2018.

Bogetoft, P. 2012. *Performance Benchmarking: Measuring and Managing Performance*. Springer: London.

Bowden, S. R. 2016. *The Definitive Guide to Social Media Marketing: Create a Steady and Engaging Brand*. BookRix: Munich.

Butler, S. 2017. L'Oréal to sell Body Shop to Brazil's Natura in €1bn deal. <https://www.theguardian.com/business/2017/jun/09/loreal-body-shop-natura-aesop>. Accessed: 18.04.2018.

Coles, L. 2014. *Marketing With Social Media: 10 Easy Steps to Success for Business*. John Wiley & Sons Australia Ltd: Singapore.

Ctpa. 2018. Natural and organic claims. <http://www.ctpa.org.uk/content.aspx?pageid=431>. Accessed: 3.8.2018.

Dahl, R. 2010. Green Washing, Do You Know What You're Buying? <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2898878/>. Accessed: 3.8.2018.

Daybell, J. 2014. Certification of Natural & Organic Cosmetics – Where is it going? <https://oatcosmetics.com/certification-of-natural-organic-cosmetics/>. Accessed: 3.8.2018.

Dodson, I. 2016. The Digital Marketing Playbook: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns. John Wiley & Sons, Inc: New Jersey.

Dr. Hauschka. About Us. https://www.dr.hauschka.com/en_GB/about-us/wala-heilmittel-gmbh-in-brief. Accessed: 19.04.2018.

Dr.Hauschka. Natural Organic Cosmetics. https://www.dr.hauschka.com/en_GB/knowledge-base/natural-organic-cosmetics/. Accessed: 3.8.2018.

Dyer, R. 2017. L'Oréal completes sale of The Body Shop to Brazil's largest cosmetics firm Natura. <http://www.proactiveinvestors.co.uk/companies/news/183665/loral-completes-sale-of-the-body-shop-to-brazil-s-largest-cosmetics-firm-natura-183665.html>. Accessed: 19.04.2018

Farquhar, J.D. 2012. Case Study Research for Business. SAGE Publications Ltd: Croydon.

Freitag, L. 2015. Deutsche Naturkosmetik für Hollywood. <https://www.wiwo.de/unternehmen/handel/dr-hauschka-deutsche-naturkosmetik-fuer-hollywood/11998822.html>. Accessed: 19.04.2018.

Gaur, A. & Gaur, S. 2009. Statistical Methods for Practice and Research: A Guide to Data Analysis Using SPSS. SAGE Publications Ltd: New Delhi.

Global Cosmetics Products Market Expected to Reach USD 805.61 billion by 2023 – Industry Size & Share Analysis, 2018.v<https://www.reuters.com/brandfeatures/venture-capital/article?id=30351>. Accessed: 4.8.2018.

Gillham, B. 2000. Case Study Research Methods. Bloomsbury Publishing PLC.

Hope, K. 2017. The Body Shop: What went wrong? <http://www.bbc.co.uk/news/business-38905530>. Accessed: 18.04.2018.

Hufton, C. 2017. Organic Vs Naturally Inspired Beauty: How to Tell the Difference? <https://graziadaily.co.uk/beauty-hair/hair/organic-vs-naturally-inspired-beauty-tell-difference/>. Accessed 11.11.2018

ISO 16128 AND NATURAL AND ORGANIC COSMETIC: AN END OR ADDITION TO LABEL CONFUSION? <http://www.natrue.org/press/article/article/iso-16128-and-natural-and-organic-cosmetic-an-end-or-addition-to-label-confusion/>. Accessed: 3.8.2018.

Karten, J. & Karen, J. Using triangulation to validate themes in qualitative themes. *Qualitative Research in Organizations and Management: An International Journal*. <https://www-emeraldinsight-com.ezp.oamk.fi:2047/doi/pdfplus/10.1108/17465640910978391>. Accessed: 20.12.2018

Kinnunen, J., Manninen, O. & Peltola, R. 2014. Natural produces in wellbeing and cosmetic industry. <https://helda.helsinki.fi/bitstream/handle/10138/229352/Raportteja130.pdf?sequence=1>. Accessed: 16.9.2018.

Kontrollierte naturkosmetik. Certified Natural Cosmetics. https://www.kontrollierte-naturkosmetik.de/e/natural_cosmetics.htm. Accessed: 3.8.2018.

Kotler, P. & Armstrong, G. 2016. *Principles of Marketing*. 16th ed. Pearson Education Limited: United States of America.

Kotler, P. & Keller, L. K. 2016. *Marketing Management*. Pearson Education Limited: United States of America.

Kozak, M. 2004. *Destination Benchmarking: Concepts, Practices and Operations*. CABI Publishing: the UK.

Loeb, W. 2017. Lush Beauty: Taking The Industry By Storm Thanks To Young Love. <https://www.forbes.com/sites/walterloeb/2017/04/07/lush-beauty-taking-the-industry-by-storm-thanks-to-young-love/#605c8fe111c5>. Accessed: 18.04.2018.

Lush. Our Fresh Handmade Story. https://www.lushusa.com/on/demandware.store/Sites-Lush-Site/en_US/AboutUs-OurFreshHandmadeStory. Accessed: 18.04.2018.

Mahoney, L. Meghan, and Tang Tang. 2017. *Strategic Social Media: From Marketing to Social Change*. John Wiley & Sons, Incorporated: New Delhi.

Martin, W. & Bridgmon, K. 2012. *Quantitative and Statistical Research Methods: From Hypotheses to Results*. John Wiley & Sons, Incorporated: United States of America.

Ministry of Economic Affairs and Employment. 2018. Natural products as business – report on the natural products sector. http://julkaisut.valtioneuvosto.fi/bitstream/handle/10024/160687/Luonnontuoteala_2018.pdf?sequence=1&isAllowed=y. Accessed: 4.8.2018.

Morris, J. 2018. LUSH MADE UP AFTER POSTING RECORD RESULTS. <https://www.insidermedia.com/insider/southwest/Lush-hails-record-turnover>. Accessed: 18.04.2018.

NPA. NPA Natural Standard for Personal Care Products. <http://www.npainfo.org/NPA/NaturalSealCertification/NPANaturalStandardforPersonalCareProducts.aspx>. Accessed 3.8.2018.

- Peterson, A. Robert. 2000. Constructing Effective Questionnaires. <http://methods.sagepub.com.ezproxy.jyu.fi/Book/constructing-effective-questionnaires>. Accessed: 23.9.2018
- Presseinformation Dr. Hauschka sagt "Danke". 2015. <https://www.presseportal.de/pm/71131/3505366>. Accessed: 19.04.2018
- Pro Luonnonkosmetiikka ry. 2018. Luonnonkosmetiikka-ala kasvaa vahvana. <http://www.luonnonkosmetiikka.fi/luonnonkosmetiikka-ala-kasvaa-vahvana/>. Accessed: 4.8.2018.
- Ryan, D. 2017. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation. Kogan Page Limited: Great Britain.
- Schonlau, M., Fricker, D., & Elliott, Marc. 2002. Conducting Research Surveys via E-mail and the Web. https://www-jstor-org.ezproxy.jyu.fi/stable/10.7249/mr1480rc.10?refreqid=excelsior%3Ae54037f14cb5ea5bd2b9d43db231182a&seq=9#metadata_info_tab_contents . Accessed: 23.9.2018.
- Stabe, M., Rininsland, A. & Bernard, S. 2017. The FT 1000: The complete list of Europe's fastest-growing companies. Available: <https://ig.ft.com/ft-1000/>. Accessed: 19.04.2018.
- Statista. Cosmetics, Finland. <https://www.statista.com/outlook/70010000/135/cosmetics/finland#market-revenue>. Accessed: 4.8.2018.
- Soil Association. Organic Beauty and Wellbeing Market in 2018. <https://www.soilassociation.org/certification/market-research-and-data/beautymarket/>. Accessed 19.04.2018
- Teknokemian yhdistys ry. Teknokemian markkinat 2017. http://www.teknokemia.fi/fin/teknokemian_yhdistys/tilastotietoa/kotimaan_myyntitilastot/. Accessed: 4.8.2018.
- The Body Shop. About Us. <https://www.thebodyshop.com/en-gb/about-us>. Accessed: 18.04.2018.
- United Kingdom Market for Natural & Organic Personal Care Products 2017- Research and Markets. 2017. <https://www.businesswire.com/news/home/20171006005523/en/United-Kingdom-Market-Natural-Organic-Personal-Care>. Accessed. 16.8.2018.
- Woodside, A. G. 2017. Case Study Research: Core Skills in Using 15 Genres (Vol. Second edition). Emerald Group Publishing Limited: Bingley, England.
- Yin, R.K. 2014. Case Study Research: Design and Methods. SAGE Publications Ltd: United States of America.

FIGURE 1. Statista. 2018. Annual growth of the global cosmetics market from 2004 to 2017. <https://www.statista.com/statistics/297070/growth-rate-of-the-global-cosmetics-market/>. Accessed: 4.8.2018.

FIGURE 2. Statista. 2018. Forecasted market size of the natural and organic beauty industry in 2016 and 2024 (in billion U.S dollars). <https://www.statista.com/statistics/750779/natural-organic-beauty-market-worldwide/>. Accessed: 4.8.2018.

FIGURE 3. Statista. 2018. Distribution of the global natural and organic beauty products market as of 2017, by product. <https://www.statista.com/statistics/802431/natural-organic-beauty-market-share-global-by-product/>. Accessed: 4.8.2018.

FIGURE 4. Statista. 2018. Market value of cosmetics in Great Britain from 2009 to 2017 (in 1,000 GBP). <https://www.statista.com/statistics/289762/market-value-of-cosmetics-in-great-britain/>. Accessed: 4.8.2018.

FIGURE 5. Facebook post made by LUSH Finland. https://www.facebook.com/lushfinland/?ref=br_rs. Accessed: 6.10.2018

FIGURE 6. Facebook post made by LUSH UK. <https://www.facebook.com/lush/>. Accessed: 6.10.2018

FIGURE 7. Instagram post by The Body Shop Finland. <https://www.instagram.com/thebodyshop/?hl=fi>. Accessed: 6.10.2018

FIGURE 8. Instagram post by LUSH Finland. <https://www.instagram.com/lushfinland/?hl=fi>. Accessed: 6.10.2018

Digital Marketing Questionnaire for Natural Cosmetic Companies

1. How important is digital marketing for the company on a scale from 0-5? Why is it important/not important?

Not at all important	Slightly important	Fairly important	Important	Very important	Crucial
0	1	2	3	4	5

2. How important a part is social media in the company's digital marketing on a scale from 0-5? Why is it important/not important?

Not at all important	Slightly important	Fairly important	Important	Very important	Crucial
0	1	2	3	4	5

3. How important is the use of berries in the products on a scale from 0-5? Why is it important/not important?

Not at all important	Slightly important	Fairly important	Important	Very important	Crucial
0	1	2	3	4	5

Cover letter

Dear Marketing Manager

The purpose of the survey is to identify the effective methods to market natural cosmetics in social media. Moreover, the role of berries in products and in marketing is analyzed with the survey. The survey is aimed at natural cosmetic companies that operate in the UK and in Finland. Taking part in the research may improve business potentiality for the companies. The results of the project provide valuable information on the effective methods of social media marketing of natural cosmetics. The reporting of the survey will be done anonymously, and individuals reports will not be able to single out in the thesis report. The BA thesis report will be sent to companies that participate in the survey.

The project is commissioned by Natural Wax of Arctic Berries as Our Treasure-project, which is a cooperation of Nordic universities. Partners in the project are University of Oulu, Luleå Technical University, NIBIO – Norwegian Institute of Bioeconomy Research and Oulu University of Applied Sciences. The project merges knowledge throughout different fields to identify the different possibilities of a berry wax in business. The whole value chain of berries is studied to explore larger variety of possibilities for the use of the wax. During the WAX-project different nature friendly methods to extract wax from the surface of the berries are developed and business opportunities around the berry wax are evolved.

The research is done by a business student from Oulu University of Applied Sciences and the results of the survey are analyzed in the thesis: The Social Media Marketing of Natural Cosmetic Companies in the UK and in Finland. The supervisor for the thesis is Doctor Taina Vuorela, Principle Lecture in Oulu University of Applied Sciences. The survey is conducted via email or phone.

Thank you for your time in advance!

Kind regards,
Elina Lassila
k6lael00@students.oamk.fi
+358409139814
More information:

Principle Lecture Taina Vuorela
taina.vuorela@oamk.fi
+358509179974

Natural Wax of Arctic Berries as Our Treasure:
<http://www.oamk.fi/fi/tutkimus-ja-kehitys/hankkeet/wax/>
<https://www.facebook.com/waxresearchproject/>
https://twitter.com/WAX_research

TABLE 21. SPSS analysis of LUSH UK.

		Correlations		
		Engagement	Posts	Followers
Engagement	Pearson Correlation	1	-,908*	,465
	Sig. (2-tailed)		,033	,430
	N	5	5	5
Posts	Pearson Correlation	-,908*	1	-,228
	Sig. (2-tailed)	,033		,712
	N	5	5	5
Followers	Pearson Correlation	,465	-,228	1
	Sig. (2-tailed)	,430	,712	
	N	5	5	5

*. Correlation is significant at the 0.05 level (2-tailed).

TABLE 22. SPSS analysis of LUSH Finland.

		Correlations		
		Engagement	Posts	Followers
Engagement	Pearson Correlation	1	,606	-,132
	Sig. (2-tailed)		,279	,833
	N	5	5	5
Posts	Pearson Correlation	,606	1	-,097
	Sig. (2-tailed)	,279		,877
	N	5	5	5
Followers	Pearson Correlation	-,132	-,097	1
	Sig. (2-tailed)	,833	,877	
	N	5	5	5

TABLE 23. SPSS analysis of The Body Shop Finland.

		Correlations		
		Engagement	Posts	Followers
Engagement	Pearson Correlation	1	,970**	-,336

	Sig. (2-tailed)		,006	,580
	N	5	5	5
Posts	Pearson Correlation	,970**	1	-,326
	Sig. (2-tailed)	,006		,593
	N	5	5	5
Followers	Pearson Correlation	-,336	-,326	1
	Sig. (2-tailed)	,580	,593	
	N	5	5	5

** . Correlation is significant at the 0.01 level (2-tailed).

TABLE 24. SPSS analysis of Dr. Hauschka UK.

		Correlations		
		Engagement	Posts	Followers
Engagement	Pearson Correlation	1	,739	-,295
	Sig. (2-tailed)		,153	,630
	N	5	5	5
Posts	Pearson Correlation	,739	1	-,374
	Sig. (2-tailed)	,153		,535
	N	5	5	5
Followers	Pearson Correlation	-,295	-,374	1
	Sig. (2-tailed)	,630	,535	
	N	5	5	5

TABLE 25. SPSS analysis of Dr. Hauschka Finland.

		Correlations		
		Engagement	Posts	Followers
Engagement	Pearson Correlation	1	,962**	,200
	Sig. (2-tailed)		,009	,747
	N	5	5	5
Posts	Pearson Correlation	,962**	1	,223
	Sig. (2-tailed)	,009		,718
	N	5	5	5
Followers	Pearson Correlation	,200	,223	1
	Sig. (2-tailed)	,747	,718	
	N	5	5	5

** . Correlation is significant at the 0.01 level (2-tailed).

TABLE 26. SPSS analysis of Benecos UK.

		Correlations		
		Engagement	Posts	Followers
Engagement	Pearson Correlation	1	,425	,681
	Sig. (2-tailed)		,476	,205
	N	5	5	5
Posts	Pearson Correlation	,425	1	-,331
	Sig. (2-tailed)	,476		,587
	N	5	5	5
Followers	Pearson Correlation	,681	-,331	1
	Sig. (2-tailed)	,205	,587	
	N	5	5	5

TABLE 27. SPSS analysis of Benecos Finland.

		Correlations		
		Engagement	Posts	Followers
Engagement	Pearson Correlation	1	,818	,332
	Sig. (2-tailed)		,091	,585
	N	5	5	5
Posts	Pearson Correlation	,818	1	,010
	Sig. (2-tailed)	,091		,988
	N	5	5	5
Followers	Pearson Correlation	,332	,010	1
	Sig. (2-tailed)	,585	,988	
	N	5	5	5