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DEVELOPMENT OF SOCIAL MEDIA MARKETING PROPOSAL FOR ROKAS OY

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Abstract

The main aim of this thesis work is to contribute to the commissioning company operations by developing a content marketing proposal for specification of customers' profiles and content in social media attracting them; determination of the best suited social media for reaching company's target customers and suggestions on these social media's implementation by the commissioning company.

For this thesis work, after considering the commissioning company and the research objectives, were conducted the following research questions:
- What kind of customer profiles warehousing and logistics customers represent?
- What type of content attracts new customers in the warehousing and logistics sector?
- What are social media channels the warehousing and logistics customers are actively utilizing?

The carried-out research used qualitative approaches: interview and observation in order to collect primary information about company's currents and potential customers; types of the most popular social media used in the warehousing and logistics sector; types of the most attractive content for the warehousing and logistics customers. The secondary information was collected through the literature, online articles, online books and different online sources.

The theoretical concepts of this thesis work consist of social media marketing and content marketing key definitions such as interactivity and paid visibility in social media; social media channels; target audience and customer profiles; purchase process; types of content.

Through the research work all gathered information through qualitative methods was analyzed; company's current and potential customers as well as the most used social media and most attractive types of content were determined. Based on the received results customer profiles were created and proposal for the content and action plans was developed for the time period of 3-months in order to have an ability to tack the achieved results. For the further progress it was suggested for the commissioning company to continue monitoring the activity in competitiors' social media, track the attractiveness of the content.

CONTENTS

1 INTRODUCTION

These days social media are an integral part of our everyday lives. We check our feed in social media apps every day; we get the news through social media, and we buy and sell things through social media. This tendency also refers to all businesses of any size. Some of them succeed in social medial marketing, and some fail, but there is one thing that is clear: at this time social media cannot be disregarded (Butow et al. 2020, 1).

Social media is a powerful tool for any business. Instead of various advertising campaigns that can create outstanding billboards, attract customers and increase company sales, for a big sum of money with no possibility to measure, how many people have seen this advertisement and how many of them then decided to buy company's product or service, social media channels allow businesses to create their profiles, share the content and information about their products or services as well as monitor the performance and get the reports for the social media platform free of charge (Butow et al. 2020, 2-3).

Social media marketing is a highly cost-efficient source of promoting businesses compared to other ways. Moreover, with the use of social media, it is possible for a business to reach an enormous number of potential customers, much more compared to the basic advertisements (Butow et al. 2020, 3-4).

The concept of social media marketing involves using such social media channels as Facebook, LinkedIn, Instagram, YouTube, Pinterest, TikTok and others. There are numerous amount of various social media platforms aimed at promoting the enterprise and attracting new customers, but it is crucial to decide on the tools needed in the social media marketing for your business; otherwise, with the use of the numerous existing tools there are high chances that you won't be able to deal with everything and business will collapse (Butow et al. 2020, 3-4).

However, not only the choice of the right tools is the crucial point to reaching the success. Customer profiling is also highly important. According to West (2022)

determining the right company's customers will allow business to avoid wasting resources and time, increase operational costs, and enhance company profitability.

Butow et al. (2020) state: "If, as a business, you can insert yourself into the process of connecting with, talking to, and learning from other people, and help to fulfill that need, you'll be on your way toward a successful strategy". To succeed in the social media, it is important for company to build strong relations with its followers and customers. It is needed to create the message and share the values to gain the customer's trust, which will lead to the purchase later (Butow et al. 2020, 4-5).

The objective of this thesis work is to facilitate the commissioning company in determining its customers' profiles as well as the content in social media channels, which attract them; define which social media channels are the best suited for reaching the commissioning party's target customers and then create a development plan on how to apply chosen social media channels for company's purposes.

The research that was carried out during the work on this thesis aimed at assisting the commissioning party in determining the potential customers, evaluating the content of their interest and figuring out the most common social media channels, which are used by them. The purpose of the thesis work is to develop the social media marketing proposal for the commissioning party – Rokas Oy in order to attract new customers in warehousing and logistics B2B-sector.

The research questions definition is an essential part of the thesis work. It is important for the steps' determination of the research process's elaboration. While considering the commissioning company and the research objectives, the main 3 questions, that were disclosed in this research were conducted and outlined. They were:

- What kind of customer profiles warehousing and logistics customers represent?
- What type of content attracts new customers in the warehousing and logistics sector?
- What are social media channels the warehousing and logistics customers are actively utilizing?

Thesis research work was conducted for the commissioning party – the recently established Finnish company Rokas Oy operating in the logistics and warehousing B2B sector. The commissioning company provides such services as chartering and forwarding goods in the Finnish market. Since Rokas Oy is a young company, it needs to establish strong relations with existing customers and attract new ones to be able to compete in the Finnish market. The company also plans to develop new products in the future to collaborate with other businesses to provide its services.

There were a few limitations in carried out research. The first one is about the narrowly focused specification of the commissioning company's customer segments in the logistics and warehousing B-to-B sector. For the commissioning company – Rokas Oy, B2B segment is medium-sized enterprises demanding various types of warehouse services.

The second limitation was the use of concrete professional social media channel – LinkedIn as the company focuses on the B-to-B segment and LinkedIn is a social network developed for establishing and developing business connections. Development proposal included besides LinkedIn also such social media channels as Facebook and Instagram because they remain the most popular social media channels not only among private users but among companies for promotion of their business operations and services.

This thesis work aims to provide the commission company with the development proposal for thier social media channels aimed at attracting more customers and expanding company's operations. Social media marketing and content marketing concepts, which are demonstrated in this thesis work, provide anyone, who is reading this thesis work with the knowledge of the basics.

The second chapter of this thesis ensures the main concepts about social media marketing, revealing the topic with a description of interactivity and paid visibility in social media alongside with definition of various social media channels, including Facebook, LinkedIn and Instagram.

The third chapter of this thesis ensures the main concepts of content marketing with a description of key definitions as well as provides with the determination of target audience and customer profiles, including customer's purchase behaviour. This chapter also illustrates different types of content through a content marketing matrix.

During the work on this thesis qualitative research methods were used. According to the Oflazoglu (2017), quantitative research methods include surveys, questionnaires, feedback collection. Quantitative research methods are aimed at researching and collecting information about current and potential customers through statistical tools (Oflazoglu 2017).

Qualitative research methods aim at collecting and evaluating information, which is non-numerical, for example video, photo, and text, to get the understanding of certain opinions, ideas, experiments. Qualitative research methods include interviews, focus groups, and observations (Bhandari 2022).

As the qualitative research methods for this thesis work two ways of data collection were chosen: interview with the commissioning party and observation method. Through the interview with the representative of Rokas Oy it was aimed to collect information about company's services, current customers, goals, main competitors, desired customers and availability of existed social media channels in order to create customers' profiles, chose social media channels and determine goals for proposal development.

Through the observation method it was planned to collect the data about the content, which is used by different companies with the similar focus in business operations – competitor companies, to track what kind of content their customers prefer more (through likes and comments in social media channels), what type of content can attract more potential consumers and create a content plan for the commissioning company.

2 SOCIAL MEDIA MARKETING

For the first theoretical part of this thesis work was decided to reveal aspects of social media marketing as it is the main topic of this research work. In this chapter were disclosed such aspects as interactivity and paid visibility in social media as well as types of social media channels. It was decided on focus on interactivity in social media as social media nowadays, according to DeNardis (2014), is distinguished by its affordance to produce the content, and easiness for its users to choose and share it among others, therefore, company has to understand the importance of interactive content to stand out from the competitors and gain the audience's attention. Paid visibility aspect was chosen to discover the additional tools that will help to promote the company's interactive content among social media channels and get the attention of potential customers. The aspect of social media channels was chosen to explore the most demanded channels of social media nowadays and decide which channels will be used for the proposal for the commissioning company in future.

2.1 Interactivity in social media

Over the past years social media has developed significantly. It all started with simply sharing the photos between users and developed into massive chain of channels with various type of content and possibilities to do in social media (Kelsey 2017, 4). Such global social media channels such as Facebook and Instagram have become an integrate part of not only the regular user's life, but also businesses' lives (Ariel & Avidar 2015, 19).

Currently, majority of the businesses own their own social media channels in Facebook or Instagram, and most of the times in both of these social media as they are mutually synchronized (Ariel & Avidar 2015, 19). Nowadays it's important to stand out from the competitors and be on the top of suggestions in the searching engines: higher in search rankings = more clicks. The better way to achieve that is to post on social media high quality content (Kelsey 2017, 4).

According to Team (2019) high quality content means interactive content, such type of content, which allows user, whereas it is a private person or a company, to attract the audience and create a dialog with it. As for the term interactivity itself, there is no concrete definition about it. For example, Walther et al. (2005) mentioned that Interactivity, as a loose term is alive and well on the Internet and is a dynamic. Rafaeli & Ariel (2007) agreed that most-known concepts of interactivity consisted of control, high speed, involvement, orientation and responsiveness. These factors also relate to the term of interactive content, so it will be discussed further (Team, 2019).

Interactive content demands from the audience activity rather than just simply scrolling the feed and watching videos and photos (Kelsey, 2017, 4). Interactive content is usually user-focused, fast, connected and allows to businesses to stand out from their competitors by creating exceptional value for business profile's followers (Team 2019).

In addition, interactive content in social media provides businesses with possibility to get the additional source of collecting data through small questionnaires available on social media platforms in order to improve the company's marketing operations by collecting, for instance information about followers' preferences as current and potential customers (Team 2019).

2.2 Paid visibility in social media

Nowadays there are billions of people in social media channels. According to the statistics in May 2020 there were 2 061 000 Finnish users on Instagram and in January 2021 there were 3 573 000 Finnish users on Facebook (Napoleon 2022).

Businesses' profiles in social media can have numerous followers, but still their posts can be lost in constantly renewing feed due to the newest algorithms of social media channels (Team 2019). In order to outstand among numerous posts and videos in social media that users see in the feed every day, be on the top of the feed, get attention and interest, attract new customers as well as appear in the feed

as recommended, companies use paid promotion tools or advertisement tools, which can be also called paid visibility (Cooper 2021).

Cooper (2021) state: "paid posts are the best way for brands to target new audiences on social media and convert them to customers". While implementing paid visibility tools, companies pay money in order to get their services, products promoted among targeted customers; increase brand awareness; increase amount of sales (Cooper 2021).

Different social media channels have different approaches and payment structures for the promotion tools. For example, according to Butow et al. (2020), there are different types of payment of Facebook. One way is to pay for the number of ads that company can demonstrate: the bigger amount of adds, the bigger payment will be. Another way, is to pay for the number of clicks. In this way company pays only for the actual number of clicks, that were done on particular advertisement (Weintraub 2011, 35-37). When establishing the advertisement, the user can choose the desired amount to spend on ad's promotion. In any case, the bigger the targeted audience is, the bigger payment will be (Weintraub 2011, 35-37).

However, it is important to note that in order to make the paid visibility work properly, the posted content in the company's profile has to be of high quality, otherwise, all promotion tools will not bring the desired outcomes and will appear only the waste of money (Cooper 2021).

2.3   Social media channels

During the research process carried out for this thesis work, it was decided to concentrate on the most demanded social media channels that are used among enterprises for the promotion of their services and products as there is also concentrated the biggest audience of potential customers as well. In this thesis work were considered such social media channels as LinkedIn, Facebook, and Instagram because currently they are the most popular ones among all social networks (Statista 2022).

In 2022 Facebook is the most popular and biggest social media all over the world with 2.93 billion of active users per month (Statista 2022). On the second place is Instagram with 2 billion of active users per month. LinkedIn takes sixth place after Twitter, TikTok and Pinterest with 830 million of users (C. West 2022).

LinkedIn is a social media established back in 2002, aimed at businesses and business professionals, and it is free to use. Currently, it is the most known business social media (Heggde & Shainesh 2018, 38-39). Kelsey (2017) considers LinkedIn as social media, which is the most useful to a B-2-B company. Heggde and Shainesh (2018) also state that LinkedIn: has a quarter billion user profiles and is the most visited professional networking site. Owners, CEOs, top managers and other personnel are spending more time in professional social media as there is more benefit for finding business contacts and creating new business opportunities (Kelsey 2017, 87 – 94).

To succeed in LinkedIn, first of all, is needed to build up and reinforce profile and then join various groups, where potential customers can be found (Heggde & Shainesh 2018, 38-39). It offers possibilities for different publishing, various advertising, recruiting options, establishing new business connections. Additionally, LinkedIn offers paid option of LinkedIn Premium, which gives the possibility to see, who was viewing profile: not just the number of views, but profiles (Johnson 2019). It is also needed to be mentioned, that company needs to have a LinkedIn profile with accurate and updated information, as when the potential customer is googling the company, the first link that he might find, will be the LinkedIn link (Kelsey 2017, 87 – 94).

Facebook is the biggest social media among currently existed. It was established in 2004. There is possible to post various types of content like photo, video, text and so on. The Facebook is also free to use (Lua 2022). Its owner purpose is to post high quality, informative and interesting content, so other users will put likes on it, therefore, your profile will appear more and more often on the top of their newsfeed and will promote your company more and more (Kelsey 2017, 32-56).

Also, Facebook is a great tool for businesses as at present it offers various special tools and opportunities for businesses, for instance, it offers different types of advertising with targeting options (appearing on the right side, appearing in the top of newsfeed); possibility to create advertising campaigns (consisting of several advertising sets) (Nations 2021). Besides advertisement options, it offers customers metrics tools to track and evaluate progress and results (Butow et al. 2020, 297).

Instagram is the second largest social media in the world after the Facebook. It is highly popular not only among private users, but also among businesses (Butow et al. 2020, 10). Butow et al. (2020) state that, currently, over 25 million companies use this social media for promotion and selling, and about 200 million users visit at least one business profile every day there.

As Facebook, so Instagram is free to use and offers various tools for promotion and checking, including targeted adds; sponsored advertisement; business profile option with business dashboard to see the involvement, track number of views, clicks and comments (Lua 2022). Nowadays Instagram include also such options as Reels and Stories, which are considered currently to be the main tools for content publishing and promotion (Butow et al. 2020, 50-53). Besides, there are free options for promotion. The new algorithms automatically promote your content among potential customers free of charge, if the content published according to the latest tendencies (for instance, video Reels with the trending music at the background) (Lua 2022).

Moreover, many users put hashtags for the content description and to make easier the search. When someone tries to find something on Instagram, more likely he will search through hashtags. This tool is also free to use (Coles 2018, 95-96). Overall, Instagram provides great possibilities for sharing photos, videos, Stories, Reels or use Live for the online video with followers. People can leave comments, share the content of other users and participate in live videos, thereby, having a possibility to interact with the company and its operations (Scholl 2015, 35-37).

In addition, as Instagram and Facebook are owned by same company – Meta, former Facebook, the content published on one of these social media channels can be mutually synchronized with another one (Meta 2022). This helps to make the working process easier and smoother, saving the time of the person responsible for the social media (Delfino 2019).

3   CONTENT MARKETING

Third chapter describes content marketing. As the content marketing was a sufficient part of this thesis work, it was decided to focus on such aspects of content marketing as its key definitions, customers' profiles and purchase behavior, types of content. In order to create a proper social media marketing proposal, which can be implemented by the commissioning company in the future, it was needed to research what is content marketing, how to create a proper customer profile, evaluate purchasing behavior and reveal, what types on content can be used in the further working process.

3.1   Content marketing key definitions

According to the Gamble (2016) content marketing means marketing strategy aiming at creating and sharing engaging content through different media in order to engage, involve and keep the current and potential customers. Papagiannis (2020) compares content marketing with the fishing net, the more there is effective content, the bigger is the traffic, the more fish or cutomers there will be.

Content marketing includes such tools as posts of various content types like videos and photos in different social media channels, emails and blogs (Papagiannis 2020, 3-5). Content marketing strategy is used to attract potential customers and make them to choose your particular product or service, while they are researching among same product or service category (Gamble 2016, 35-37).

Papagiannis (2020), states that it is crucial to have a high-quality content and strong content team. It allows to produce content fast and efficiently, which in turn

leads to increase in free organic traffic, therefore, increasing the number of potential customers. To work efficiently, keep on results and build a well-organized system, it is needed to have content marketing strategy documented (Matcha 2019).

Petrova, 2022, states that efficient content marketing consists of five main elements, which are: knowledge of customers; précised brand positioning with clear presentation of product/service and brand story; determined value proposition and mission in media; aims for content marketing strategy; action plan to keep on schedule and avoid impulsive, non-structured posts. Nino (2016) also outlines five main elements of content marketing strategy, same as were mentioned by Petrova (2022).

According to the Content marketing institute, 2022, content marketing should be focused at specifically determined target group or customer profile in order to achieve main benefits, which are: sales growth, cost reduction, customers with increased loyalty and generation of benefits through content.

3.2   Target audience and customer profiles

Target audience is a part of customers or group of concrete customers, who most likely would like to purchase product or service comparing to other consumers (Patel 2022). Businesses' target audience can be determined by the customer segmentation (Marketing Evolution 2022).

Customer segmentation allows businesses understand better its customers and, therefore, create more productive and effective content marketing campaign (Lotame 2019). Moriuchi (2019) admits the importance of differentiation for the company and targeting those customers, who can bring the biggest value and market to the company.

Rossberger (2015) also notes that it is crucial for the company to provide analysis of its segmentation, outline the main group of potential customers and create

profiles in order to have the better understanding of their needs and demands, which are needed for the proper content marketing creation.

Customer segmentation can be carried out in different ways. It can be geographic segmentation, demographic segmentation, psychographic segmentation and behavioral segmentation (Lotame 2019). Geographic means segmentation on countries, regions, size, climatic zone. Demographic includes segmentation on age, gender, income, family size, education, occupation, religion and nationality (Weinstein 2004, 5-7). Psychographic consists of segmentation on lifestyle and personality, whereas, behavioral includes segmentation on occasions, benefits, user rates and status, loyalty status and attitude towards product or service (Segura 2020).

Information gathering process can vary depending on the segmentation type, however, the most common ways are through various questionnaires and online surveys, as well as collecting information directly from current company's customers (Segura 2020). For example, customer's demographic information can be seen from his profile information in social media channels, whereas behavioral information can be reached from cookies on the company's website or from databases (Lotame 2019).

In order to submit the results received from customer segmentation and define ideal customers for the company, customer profiles are needed to be created. Customer profile contains most important points about company's ideal consumer's interests, pain and gain points, demographical information, purchase behavior and other (Matsen 2022). According to Galic (2022) B2B customer profiles are different from B2C ones: while B2C are focused on demographics, B2B customer profiles are focused on firmographics, aimed at ideal client company and contain data about enterprise's industry of operation, size, revenue and sometimes decision-makers. Also, there can be data about number of employees, location and hierarchy (Barnes 2022). Smith (2021) suggests to the mentioned points also to add gain and pain points.

Customer profiles provide companies with such opportunities as increase of customer loyalty (as businesses get to know their customers better and have a better connection with them); easiness of getting revenue (as better understanding leads to better offer of particular services needed for customers); reduction of advertising costs (as now adds can be more specific-focus and aimed at smaller audience) (Barnes 2022).

3.3 Purchase process

Different sources outline different number of steps for the purchase process. According to the Nicasio (2022), there are five steps in this process, whereas, Tallyfy (2021) claims that there are six of them. Comparison of these steps can be seen from the Table 1.

Table 1. Comparison of purchase behaviors (Nicasio 2022, Tallyfy 2021)

Steps in buying process according to Nicasio, 2022	Steps in buying process according to Tallyfy, 2021
Problem Recognition	Problem Recognition
Information Gathering	Information Search
Evaluation Solutions	Evaluation of Alternatives
Purchase Phase	Purchase Decision
The Post-Purchase Phase	Purchase
	Post-Purchase Evaluation

As it can be seen from the Table 1, the difference between two opinions is only the Purchase Decision step. Overall, both of these approaches are similar to each other. First step in both cases is Problem Recognition. This is the main step as the following processes will depend on it (Nicasio 2022). Consumer has to understand that he needs product or service before buying it. The best way to reveal their problem is through marketing actions (Tallyfy 2021).

Next step is Information research. After determining his problem and before buying a product, customer researches for the best possible solution (Tallyfy 2021). At this

stage for company is important to stand out from its competitors, so the customer can notice them (Nicasio 2022).

After the research process, customer begins to compare various alternatives between each other, to get the best outcome. At this business need to propose for customer more benefits that competitors, so the customer will choose them (for instance, offer reviews option on your website or Q&A section) (Tallyfy 2021).

Tallyfy (2021) also outlines the Purchase decision as a separate step, whereas, Nicasio (2022) includes it as a part of purchase phase. Overall, it can be described as after exploring and comparing all the possible alternatives, customer make the final decision to buy a concrete product. At this stage, companies can use small reminders online (for example, emails reminding that the customer was checking concrete item/service on their website) (Tallyfy 2021).

Next step is the Purchase phase. When customer is ready to buy product. There is important for business to offer a quick and easy check-out possibilities, to maintain positive purchasing experience (Nicasio 2022).

The final step, is Post-purchase phase, when companies offer feedback and rating possibilities as well as post-purchase emails and surveys for customers to collect the information about their experience for possible future improvements of services (Nicasio 2022).

3.4 Different types of content

In order to correlate the needs of targeted customers with the content ideas for their satisfaction, it is needed to have a special tool that will help to do that. This tool is Content Marketing Matrix (Holmes 2019). It helps businesses to determine, what type of content is the most appropriate for the targeted customers and their buying preferences (Chaffey 2022).

Content Marketing Matrix helps company to think about types of content, that will move customers towards its products or services during the purchase decision process, through two dimensions (Bogore 2022). These dimensions are: emotional to ration content engagement formats; awareness through to purchase conversion funnel (Chaffey 2022).

From the Figure 1. can be seen the Content Marketing Matrix with its content elements and axes (horizontal x-axis and vertical y-axis).
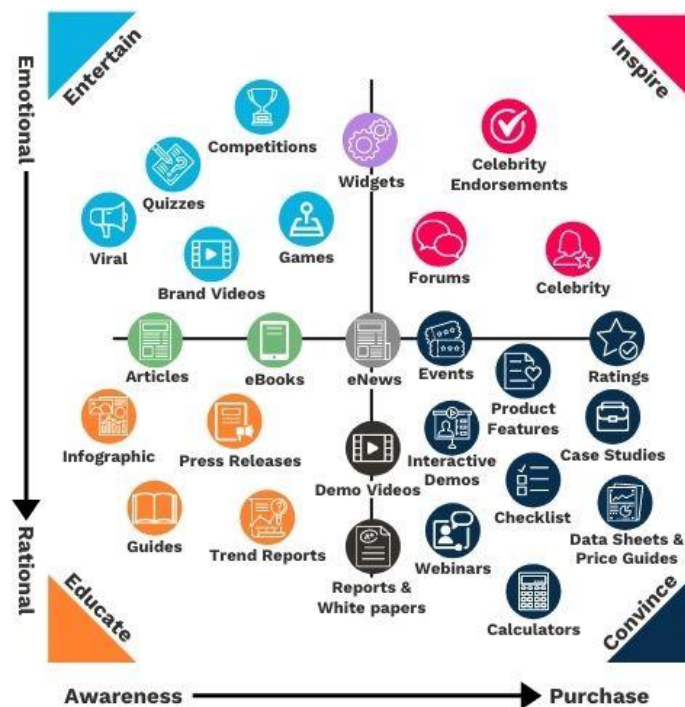
Figure 1. Content Marketing Matrix (Commongroud, 2021)

Content Marketing Matrix shows, how various types of content can increase knowledge about product or service and reach the step of purchasing process, thereby, encouraging to buy this concrete product (Holmes 2019). The content in the matrix is distributed over four zones: entertain, inspire, educate and convince, depending on the content type (Chaffey 2022).

Entertaining type of content can establish an emotional connection between the customer and the brand, and entertain the followers. Such type of content can include quizzes, branded videos (Holmes 2019). Inspirational content is also about emotional connection, but a deeper one, that makes the customer buy the product,

for example feedback from other customers with good reviews (Chaffey, 2022). Educational content is needed to demonstrate main qualities and features, differentiating it from the competitors, and demonstrate why customers need to buy it. There can be demonstrated some informative content with statistical information, guides, infographics (Bogore 2022). Convincing content is needed to support the potential customers and stimulate them to make the final step for purchase. Such type of content should include such types of information as analytical information, fact and research information to highlight the pros of the product and push the targeted audience for the last step type (Holmes 2019).

4 COMMISSIONING COMPANY

The case company – Rokas Oy is a newly established Finnish company registered in the sphere of forwarding and chartering of goods in April 2021. In fact, company started its operations in December 2021. The managing director of Rokas Oy – Sergejs Kasjanovs (Finder 2022).

Rokas main service is to provide its customers with various types of warehouse services with its own team of workers. Its services include collecting orders, packaging, drivers of different types of forklifts, shift supervisors and many other services related to the warehouse work, including inventory, balance checking, etc.

Rokas objective is to develop its operation further, expand and attract new customers in the Finnish market. Company is also planning to add to its services transportation of small loads and moving as well as other possible services, which require availability of the van. Rokas potential customers are warehouses, transport companies, carriers and logistics companies.

At present company employs 3 full-time and 20 self-emloyed employees. Current main clients are warehouses from the pet shop segment. Rokas Oy provide its services to the two clients: one large client (with the turnover 60 000 euro/month) and one small (with the turnover 10 000 euro/month).

Main competitors are in general any companies with the similar service offering such as S Logistics, DL Transport, Wasteland. Rokas Oy highlight that its main difference from its competitors is flexibility. Company provides its customers not only with various types of services, but also with the skilled working force. Workers have a variety of different skills due to the variety of work in warehouses, where company currently operates. This allows the company to provide wide choice of services because it is easy to merge in any job for its working force.

Commissioning party provided the author of this research work with this topic in order to get the collected data, opinion and possible solutions of their problem from the side, thereby creating an additional source of ideas and getting new information for company's promotion on the Finnish market.

5   RESEARCH AND DATA COLLECTION METHODS

As the research methods for this thesis, interview and observation qualitative techniques were used. Interview method was chosen in order to get the reliable, up to date information from the first person about the company, its objectives, Rokas Oy's current customers, main competitors as well as to get information about ideal potential consumers, whereas observation method was chosen in order to observe competitors' activity in social media and reveal from the results best solutions for implementation by the commissioning company. This chapter disclosures methods of research and data collection; methods of data analysis.

5.1   Research and data collection methods

Qualitative research is a widely-used term for defining approaches and types of social studies (Saldana et al. 2011, 3-5). The information received through qualitative techniques is usually presented in forms with non-quantitative characteristics such as transcripts of interviews, observations and various types of visual findings (including photos, videos, artefacts, etc.) (Seale et al. 2004, 5-10). Qualitative research methods are often used to get the understanding about the research problem from the inside and produce new solutions for the problem

solving (Bhandari 2022). Vaughan (2021) outlines such main advantages of qualitative research as limitation of boundaries, increased flexibility and possibility to be more narrowly-targeted. Other advantages also include possibility to gather important insights, which are not possible to get through numbers, and possibility to create new ideas and solutions (Saldana et al. 2011, 4-10). However, there are also some disadvantages including non-statistical representation, possibility to be time-consuming, the correct formulation of questions in research (Gaille 2018).

During the research process for this thesis two types of qualitative research were utilized: structured interview and controlled observation methods. The interview method was chosen as a reliable method to collect the detailed information about the research problem and understand main points from the inside. It also provides the interviewer with possibility to control the process and clarify specific details during it, if it is needed. The observation method was chosen as a method allowing to observe and collect information about competitor's actions directly; to observe the competitors' activity in contained environment. It provides the researcher with possibility to collect operative data; to collect certain characteristics of observation object.

Interview

Meier (2018) considers interview method as a great tool to get the full understanding of the situation from the first face. Brinkmann (2013) states that it helps to understand central features and get reliable information about the research problem. There are three different types of interviews: structured, semi-structured and unstructured (McLeod 2014).

Structured interview type involves list of prepared in advance questions with a structural order with can be presented as closed-ended and multiple-choice questions (BRM 2022). George (2022) admits that structured interview technique has the highest reliability among other types and its results can be compared. It is also time efficient and can be used in terms of limited resources. However, this type has a limited focus and no possibility to ask other questions (Meier 2018).

Semi-structured interview means the mix between the structured and unstructured interviews (BRM 2022). It involves the interview plan with possibility to ask questions in indirect order with open-ended questions (George 2022). However, this method is considered to be less profitable due to the possibility to miss important information because of the unstructured approach; lack of possibility to ask additional questions (McLeod 2014).

Unstructured interview is the most flexible one (McLeod 2014). It involves spontaneous open-ended questions without any order, which can be based on the answer for the previous question (BRM 2022). This can be a good option to gather precise details about research questions, however, this method considered to be the least reliable due to its structure. Such approach can lead to the shift of topic and, therefore, to the decrease of authenticity (George 2022).

Interview approach ensures the collection of detailed information about research subject (BRM 2022). It allows to define certain questions about the research topic to clarify the small details needed for the problem understanding (Meier 2018). Interview approach gives the inner problem understanding (McLeod 2014). In this thesis research the structured interview technique was chosen to implement as it is the most effective method among all interview methods.

Observation

Observation method means data collection through observing (Dudovskiy, 2022). Adler and Adler (1994) consider this method as the fundamental base of all research methods. According to Dudivskiy (2022) this method's benefit is to get the direct access to the research object for data collection. In comparison with the interview method, it provides with possibility to see some things that might not be told about during the interview process as it might seem to the interviewee not important (Creswell, 2007).

During the observation technique it is possible to notice key elements, while watching from a side (Patton, 2002). However, it also has disadvantages, for example, inability for personal opinion (Janesick, 2010). Another disadvantage is limitation for type of data collected, collecting information only through certain

situations/sources (Cotton et al., 2010). In addition, there are three types of observation methods: controlled, naturalistic, and participant (McLeod 2015).

Controlled observation means observing in the contained environment with the determined in advance tools and without direct contact (McLeod 2015). This type is also called structured observation. It allows to set the duration period and the research points (Study Smarter 2022). This observation technique differs from others by its reliability, consumption time, conduction speed (McLeod 2015).

Naturalistic observation means observing the research subject in the natural environment and is widely used in medical spheres like psychology (Cherry 2022). This observation type involves unstructured approach; collection and evaluation of non-numerical information. It allows researcher to study about the research question fully, providing opportunities for new solutions (McLeod 2015).

Participant observation is similar to the naturalistic observation in terms of observing the research subject in the natural environment, but also it includes the researcher's participation in the process (Study Smarter 2022). Its limitations include the possibility of getting too involved by researcher and, therefore, loose the objective point (McLeod 2015). In this thesis research the structured observation or controlled observation technique was chosen to implement as it is the most effective method among all observation methods.

5.2   Data collection

This thesis's section describes how the interview and observation methods were conducted during the research process, steps of their preparation process as well as how the results received during these steps were examined after.

Interview

The interview conduction process consists of the several steps: preparation, interviewing, analysing, and reporting (Brinkmann 2013, 47-48). The interview process can be significally improved if to be prepared for it in advance (Näpärä 2020). Preparation process includes determination of the research object, research topic and objective (for instance, What is needed to be studied? Why it is needed

to be studied? Who should be interviewed and why?). Also, interview's location, duration and responder's confidentiality are needed to be concerned in advance (Brinkmann 2013, 47-53). Another main point of the preparation process is questions' preparation. Before the interview process it is highly important to think about proper questions, that will be asked, related to the research topic and object; about questions' order to get the most accurate information for the research process. Right questions can provide the researcher with accessibility of data with high accuracy and time efficiency (Näpärä 2020).

During the interviewing process the interview's purpose and format should be explained by the interview at first (McNamara 2006). The further process itself depends on the chosen type of the interview: with the structured interviews interviewer ask prepared in advance closed-ended and multiple-choice questions in the set order to get the most reliable information on the studied object (George 2022). During the semi-structured interview interviewee is asked open-ended questions, which may change their order depending on the answers (McLeod 2014). With the unstructured interview interviewer asks open-ended questions about the research topic, but questions itself depend mostly on the previous answers (BRM 2022).

Analysing phase is carried out after the interview, when the results have been collected (Näpärä 2020). Partially this phase comes into force already during the interview because analysis immediately starts with the receiving of the answers by the interviewer. During the analysis process interview goes through the collected information, considers received information with the research problem (Brinkmann 2013, 61-63).

The final step of interview process – reporting phase. During this phase results received from the interview are documented and reported (Näpärä 2020). Brinkmann (2013) states that in many cases the phases of analysis and reporting are combined in one phase and are not separate from each other.

Before the interview the research problem was examined and sixteen questions located in order were prepared in advance. After preparation of these questions and before the interview, they were sent to the thesis supervisor for approval. The questions were not sent to the interviewee in advance in order to get the most reliable, accurate and honest answers during the interview process without preparation. On the 24th October was conducted the structured interview with the representative of Rokas Oy, reliable for the company's operations. The interview was hold at the commissioning party's office and lasted for one hour. Interviewee was asked prepared questions. They were separated into eight areas of interest and contained questions about the commissioning company's background; its firmographics and operations; current and ideal potential customers; company's goals, problems and desired solutions; company's operations in social media; sources of collecting information (for example, What are your ideal customer's gains? What are the challenges of your potential customers? What solutions can your company offer to solve the customer's problem? What are the company's strengths? What are your sources of information). The questions prepared and asked during the interview can be seen from the Appendix 1.

Observation

The observation process consists of several steps: preparation, observing, analysing, and reporting. Preparation process consists of several stages including determination of the observation's objective; preparation of observation questions/points; and decision about information gathering methods (audio/video/photo/notes, etc.) (Delve 2022). During the preparation process is needed to define the aim of observation process; duration of observation period; research points based on the research aim, which will be observed further (George 2022).

Observation phase consists of observation process itself (George 2022). Observer goes to the observation field and does observations about researched object according to the prepared points and for the defined period of time (Study Smarter 2022). The information received during the observation process is documented with notes/pictures/audio/video and other methods (Delve 2022).

Analyse phase involves preparation of transcripts of the recorder audio or filmed video during the observation process as well as structured notes, if such method for collecting information was chosen (Delve 2022). During the analysis process all the gathered information is studied through and considered with the research points (George 2022).

The final phase of observation is reporting phase. During this phase the observer reports about findings received during the observation, draws up conclusions about discovered patterns and details (Delve 2022). Reporting phase also involves drawing up suggestions of possible theories explaining observation's findings, for instance explanation of patterns (Study Smarter 2022).

The controlled observation process for this thesis work was conducted during the two-week period: from 14th to 28th October. During the observation period the main competitors of the commissioning company – Rokas Oy- were considered. Under this methodology were researched the following companies: S Logistics, DL Transport, Wasteland. At first hand the observation's objective (to observe and identify the most profitable types of content in competitors' social media channels) and main observation points were prepared in order to receive the most accurate and related to the research problem's information. Then, during the two-week period the activity of mentioned companies in the social media channels was observed and all findings were documented in notes. The main observation points, which were followed during the observation process, can be seen from the Appendix 2. These points related to different aspects including main customers; main strengths; type of content published; the most attractive content; number of followers in different social media; availability of partner content and others. After collecting the information all findings were structured in the strict order according to the observation points.

5.3   Data analysis

The interview's analysis phase can be carried out with the inductive and deductive methods (Brinkmann 2013, 61-67). Inductive method includes a thematic content

analysis (with the approach to leave all the prejudices about the research question and to figure out the similar patterns in the received information) and a narrative analysis (with the approach to outline the most important moments and critical points in the received data) (Rev 2022). Deductive method is a systematic analysis approach, dividing data into categories prior to analysis, and comparing the received results to the categories (Brinkmann 2013, 61-67).

The observation's analysis phase depends on the observation's type (Study Smarter 2022). As it was mentioned before, for this thesis work the structured observation type was decided to use. Structured observation involves collecting and analyzing of information according to the predetermined points for the systematic data collection (Glazier 1985). During the analysis all the gathered information is structured according to the predetermined points and then analyzed in their order (George 2022). Analysis involves clear definition of results for each of the predetermined points; frequency and occurrence of observed actions; comparison of the results between points; generation of theories, based on the received results, about possible solutions (Glazier 1985).

Interview

During the interview's analysing process the deductive method was used. It allowed to provide a systematic analysis to the collected data. Before the interview all prepared questions were divided into eight categories depending on the area: background, firmographics, goals, problems, solutions, competitors, etc. Results and details received for the each of the categories/areas were analyzed separately in order to obtain a better understanding and a clearer picture of the company's operations; problems; competitors; possible solutions of the existing problems; and suggestions for the development of the company's social media proposal. Results gained through the interview process were recorded during the interview and written down after it – during the analysis phase. After the received information was written down, all the results gained for each of the areas were examined, compared to the research questions, and then the conclusions were drawn up.

Observation

For this thesis work the structured observation type was chosen as the most reliable and accurate observation type. Observation was carried out during the two-week period and took place through social media channels (including LinkedIn, Facebook, Instagram and companies' websites), where the competitors' activity was observed. After all information about competitors' companies and their activity in social media was gathered, all the received data was structured in the order according to the observation points prepared before the observation. Observation points are presented in the Appendix 2. Then all collected information was entered in the general table, and findings were compared between same observation points for different companies. All observation points can be divided into several areas: company's information; company's social media information; company's activity in social media. This was done to identify, which operations succeeded the most, and which actions can be suggested for the further implementation by the commissioning company in the social media proposal.

6   RESULTS

Chapter six of this thesis work represents the results received during the interview and observation processes.

Interview

Results received from the interview with the representative of commissioning party -Rokas Oy will be described in this chapter. Questions prepared for the interview can be seen from the Appendix 1. During the interview process, as it was mentioned above, the interviewee was asked questions related to different areas with main focus on company's customers.

The first part of interview related to firmographics and involved questions about company's customers. At the beginning of the interview interviewee stated that currently company provides services to two customers, so it was decided that

prepared questions will relate not only to the company's current customers, but also to the company's ideal/potential customers.

Interviewee stated that overall they are open for providing thier services in any industry/segment of operation, where their services can be used, however, now their main segment is pet suppliers as both of company's current customers operate in it. According to the interviewee, current client companies of Rokas Oy operate in the Uusimaa region, so the commissioning company's potential customers' location is Uusimaa region with main focus on Helsinki, Vantaa and Espoo.

As for the company's size and revenue, interviewee stated that current company's clients are two companies of different size: first client company has the turnover of 60 000 euro/month, second one has the turnover of 10 000 euro/month. Interviewee also noted that these factors are not so important for them now because there are also small firms that may have enough working possibilities for Rokas Oy.

The next part of interview related to the customers' gains, problems and challenges. According to the interviewee current customers' challenges and problems relate to such problems as inventory and stock problems; lack of qualified working force; lack of time to organize some processes including inventory; and other warehouse-related operating problems. Interviewee stated that customers' gains are possibilities to obtain various types of high-quality warehouse services.

According to the interviewee Rokas Oy solution to these problems is to provide highly qualified working force, experienced at various warehousing operations (order picking, packaging, b2b/b2c, drivers of various forklifts, shift supervisors, inventory, checking balances, etc.). Additionally, interviewee mentioned such factor as flexibility, meaning that its employees have a wide range of skills among others due to the variety of work in thier warehouses, and it is easy for all of them to merge into any other job.

The last part of interview related to the social media. Interviewee stated customers' companies actively use their social media. Companies have profiles in Facebook, Instagram and LinkedIn. As for the commissioning company itself, it does not have any social media channels at the moment, but they are planning to create profiles in Facebook and Instagram, as these social media are mutually synchronized, and it is easy and time-saving to share same information on two social media platforms at the same time, as well as because these are the most popular social media among all types of users.

Additionally, they are planning to register in LinkedIn as this is a social media for professionals and every company has to have a company's page there for promotion and establishing new business-connections. Also, interviewee stated that now they are searching for the information about customers' companies from their companies' websites as well as from their social media.

Observation

Results received from the observation of the competitors' companies: S-Logistics, DL Transport, and Wasteland Oy, can be seen from the Appendix 3. The data was collected during the two-week period through observation in various social media (companies' profiles in Facebook, Instagram, LinkedIn) as well as companies' websites (including slogistics.fi, dbschenker.com/fi) and websites with information about Finnish companies (such as Finder.fi, Yrittäjät.fi, Asiakastieto.fi, Vainu.io). All the gathered information was summarized and compared between each other through categories. It can be seen from the Appendix 3, that both S logistics and Wasteland Oy related to the companies with the turnover category: 0.2-0.4 million euro, whereas there was no related information discovered for the DL Transport case. As for the employed employees, all companies show different results: 3 people for S Logistics, 1 person for DL Transport, and 4 people for Wasteland Oy. These are the officially employed managerial employees. There was no information observed about other employees, but there is a suggestion that other companies' employees work as self-employed as it is a common tendency nowadays among companies operating in logistics.

All three companies provide different services and focus on different segments. From the Appendix 3 it can be seen that S Logistics provides forwarding services in terminals (with various types of terminal work, including from driving arrangements to loading and from work management to pallet transfer); warehouses (including push mast, unloading, pallet transfer, picking); transportation, while focusing mostly on transportation companies such as DB Schenker, Posti, PolarPro. DL Transport focuses on affordable transportation services for moving, furniture transportation from store to home, and even airport transfer/taxi services. Its main customers are individual needing transportation services for private aims. Wasteland Oy provides warehousing services including stock control, inventory and forklifting services and focuses on providing its services directly to warehouses.

Appendix 3 also illustrates the main strengths of competitor companies and their main differences from Rokas Oy. For S Logistics strength points include the availability of terminal and transportation services, which is also a difference from Rokas Oy; transportation services with wide options for driver's qualifications (various driving license categories C/CE/C1/C1E), and number of years of staff's experience (employees with 15/20 years of experience). Its main differences from the commissioning party includes company's size and customer's segment. Appendix 3 shows that DL Transport's main strengths include availability of operative transportation services and low costs (as they identify themselves suitable and affordable for student's moving services). Company differs from Rokas Oy by the service offering, company size and customer segment. It can be seen from the Appendix 3 that for Wasteland Oy strengths include wide range of warehousing services and company's long history (operating since 1996). Its differences from the commissioning company involves service offering and customer segment (as the Wasteland Oy focuses only on warehouses, while Rokas Oy aiming at focusing not only directly at the warehouses, but other logistic companies and services as well).

Appendix 3 illustrates that Facebook is the only social media used by the observed companies and used only by S Logistics and DL Transport, whereas, Wasteland

Oy does not use any social media or any other activities for company's promotion. The number of followers for S Logistics was 64, and for the DL Transport 478. Both S Logistics and DL Transport, show low activity in social media with the low followers' response. It can be seen from the Appendix 3 that the maximum amount of likes for S Logistics' profile was 6 (which is 9% of the overall number of followers), whereas for DL Transport the maximum number of likes was 25 (which is 5% of the overall number of followers). For both cases it was less than 10% of the overall number of followers. In average posts for S Logistics collected 2 likes, while for DL Transport it was from 6 to 10 likes per post. S Logistics publications on Facebook included photo posts and informative posts (for example, change of webpage, posts with open working vacancies). DL Transport publications on Facebook also included photo posts and informative posts (with services' price lists, updates on operations during the pandemic, change of webpage address). For the S Logistics the most popular content with the highest number of likes was post with picture of working process, which received 6 likes, while for the DL Transport it was the informative post with price list for services and contact information, which collected 25 likes from followers.

As it was already mentioned, both profiles showed low activity. It can be seen from the Appendix 3 that S Logistics in average posted with frequency 1 post per month from the January 2022 to May 2022, with overall amount of 4 posts. DL Logistics posted overall 14 posts during the period from July 2017 to June 2021, in average 1 post per 3 months. The only technique seen in the Facebook profile of DL Logistics during the observation process, that can be suggested for the implementation in the proposal for the commissioning company, is to use attached posts, that will be pinned at the top of the page. Such post with the informative content was used by the observed company and it was the one with the highest number of likes. This kind of post can provide all the necessary information for company's potential customers about contact details, prices and so on, to make the process easier and more enjoyable for customers as they will not have to search it from somewhere else.

It can be seen from the observation's results presented in Appendix 3 that it turned out to have lack of information and do not fulfil the main research objectives about used content in social media. Therefore, same observation approach was implemented to one more company – DB Schenker. Even though DB Schenker was mentioned in the Appendix 3 as a customer of S Logistics, company provides similar services as the commissioning company, and additionally to its services, use the services of Rokas' competitiors – S Logistics. Therefore, it was decided to consider also this particular company. Results received from the observation of DB Schenker's social media are presented in Appendix 4.

It can be seen from the Appendix 4 that DB Schenker uses three social media: LinkedIn (with 663 533 followers), Facebook (with 3 100 followers), and Instagram (with 1 814 followers). As it was already mentioned above, Facebook and Instagram are mutually synchronized social media, so DB Schenker shares the same content in both of these. The only differences are the number of likes, comments and reposts between these two social media. In both of them company shares such content as informative posts with historical points, interview posts with employees, and posts about working processes. For additional promotion company uses hashtags under every post. The average number of likes for Facebook is about 30-40 likes per post, except for some publications (for instance, 210 likes and 26 reposts for post about company's trucks participation in the music video of Matti Esko "Rekkamies", which is also the most popular post in company's Facebook page). In Instagram the average number of likes is higher and about 45-60 likes per post. However, the tendency for popularity is the same: the most popular posts in Facebook are also the most popular ones in Instagram page (173 likes and 2 comments for Matti Esko's video). Therefore, the most popular content in these channels are Informative and entertaining content (photo, video).

In Facebook and Instagram company's activity is one publication per week, which can be considered as low comparing to its activity in LinkedIn, where posts are published daily (sometimes even several times per day due to the international structure). LinkedIn profile has much more followers, however, this also relates to the fact, that LinkedIn profile is international, whereas for Facebook and Instagram

company has separate pages for each country of operation. In LinkedIn company posts various types of content: video, work vacancies posts, informative posts about partnerships, interview posts with employees, posts about exclusive operations, team building posts, posts about working conferences, ecology-related posts. It can be seen from the Appendix 4 that in LinkedIn the average amount of likes per post is 200-250 (with several comments and reposts). Posts with the biggest number of likes are ecology post, shifting to zero-emission trucks with Volta Trucks (with 619 likes, 8 comments, 30 reposts) and post about celebration of 150th anniversary of DB Schenker in Canada (with 497 likes, 7 comments, 5 reposts). The most popular posts include photo content about technological breakthrough, ecology-related problems, partner content. Also, company publishes partner content (for example, with truck companies) and uses hashtags under every post for additional promotion.

7   DEVELOPMENT PLAN

Chapter 7 of this thesis work disclosures the development and action plans proposed for the commissioning party as well as research questions, customer profiles, research's trustworthiness, thesis summary, further suggestions and final words.

7.1   Research questions

Research questions are needed in order to determine steps for the research, develop research tactics and methods as well as navigate the research process. Research questions are also needed for the research results' final evaluation (Oxford University 2022). During the research process for this thesis work all the research questions had been answered. Research questions determined for this thesis work were mentioned above in the Introduction part. These questions were:

- What kind of customer profiles warehousing and logistics customers represent?
- What type of content attracts new customers in the warehousing and logistics sector?
- What are social media channels the warehousing and logistics customers are actively utilizing?

Customer profiles in warehousing and logistics

According to Galic (2022) B2B customer profiles are different from B2C ones. B2C customer profiles are aimed at ideal client company and contain data about enterprise's industry of operation, size, revenue and sometimes decision-makers (Galic 2022). Besides, there can be data about number of employees, location and hierarchy (Barnes 2022). The main customer profiles for the commissioning party were figured out. There were created 2 prototypes of company's customers based on the information about current and potential customers. They are presented in the next part of the chapter. Created customer profiles included such information about customer companies as enterprise's sphere of operation, size, average revenue size, number of employees, location, as well as gain and pain points because commissioning company-Rokas Oy operates in the B2C area. Overall, it can be summed up that for the Rokas Oy, warehousing and logistics cutomers are small-sized enterprises with the average number of 10-15 employees, and the average turnover of 70 000 euro/month, operating primarily in the pet supplies sphere, valuing the availability of well-trained and skilled work force with possibilities as for improving inventory processes, so for the other warehousing operations.

Types of content, attracting new customers in the warehousing and logistics

In order to correlate the needs of targeted customers with the content ideas for their satisfaction, it is needed to have a special tool that will help to do that. This tool is Content Marketing Matrix (Holmes 2019). It helps businesses to determine, what type of content is the most appropriate for the targeted customers and their buying preferences (Chaffey 2022). Content Marketing Matrix helps company to think about types of content, that will move customers towards its products or services during the purchase decision process (Bogore 2022).

Through the data collected during the observation process it was determined that the most attractive content in the warehousing and logistics sector are photo and video posts related to the innovative technologies in logistics (for example, use of eTrucks for transportation), environmental solutions in logistics (for instance, use of zero-emission Volta Trucks), informative posts about working processes (as the

posts about how the work is organized, so the posts with information about working hours, etc.), employees (employee of the week/month, etc.), and collaborations with partner companies (for example, collaborations with truck manufacturers). Figure 2 with Content Marketing Matrix illustrates different types of content that were implemented by the observed companies, and which were proposed also for the implementation by the commissioning company.
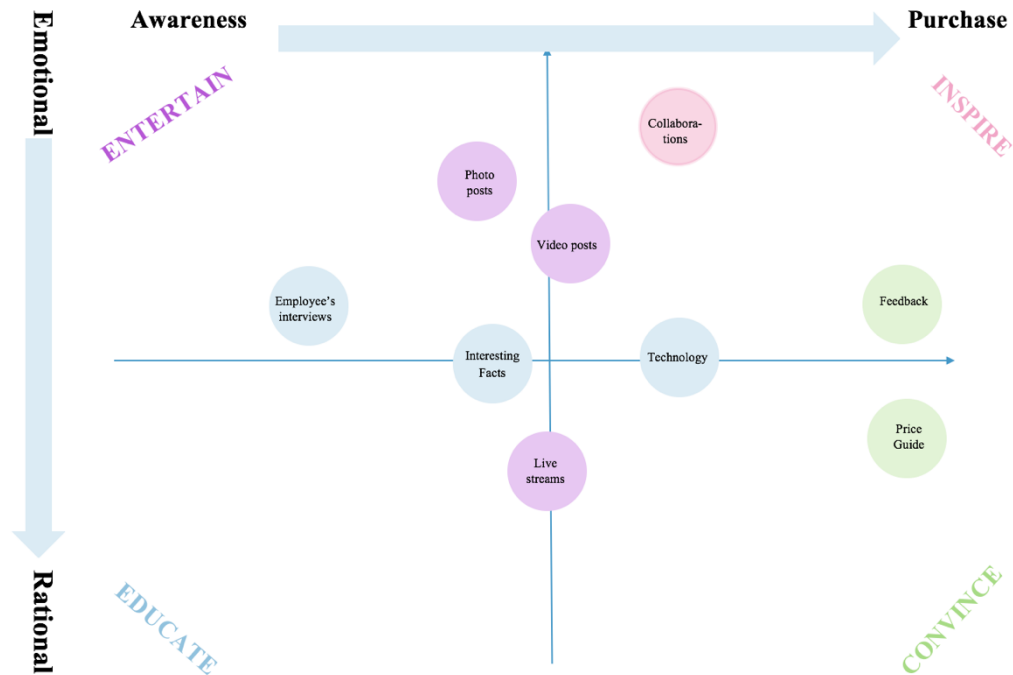
Figure 2. Content Marketing Matrix

It can be seen from the Figure 2 that the most convincing and inspiring content is price guide (informative posts with company's prices and services among competitors received the greatest number of likes), feedback also influences a lot on the purchasing decision (customers like to see others experience, when deciding). Figure 2 shows that educational content about technology as well as interesting facts about company and its services also stimulate the sales. Entertaining content such as photo and video also have influence on the purchasing process.

Social media channels actively utilized in the warehousing and logistics

Social media is a powerful tool for any business. Social media channels allow businesses to create their profiles, share the content and information about their

products or services as well as monitor the performance and get the reports for the social media platform free of charge (Butow et al. 2020, 2-3). With the use of social media, it is possible for a business to reach an enormous number of potential customers, much more compared to the basic advertisements (Butow et al. 2020, 3-4).

Information collected and analyzed during the observation method, allowed to conclude that the most popular social media channels that are used by warehousing and logistics customers are LinkedIn, Facebook and Instagram. They can be also seen from the Content Distribution Matrix presented in the Figure 3.
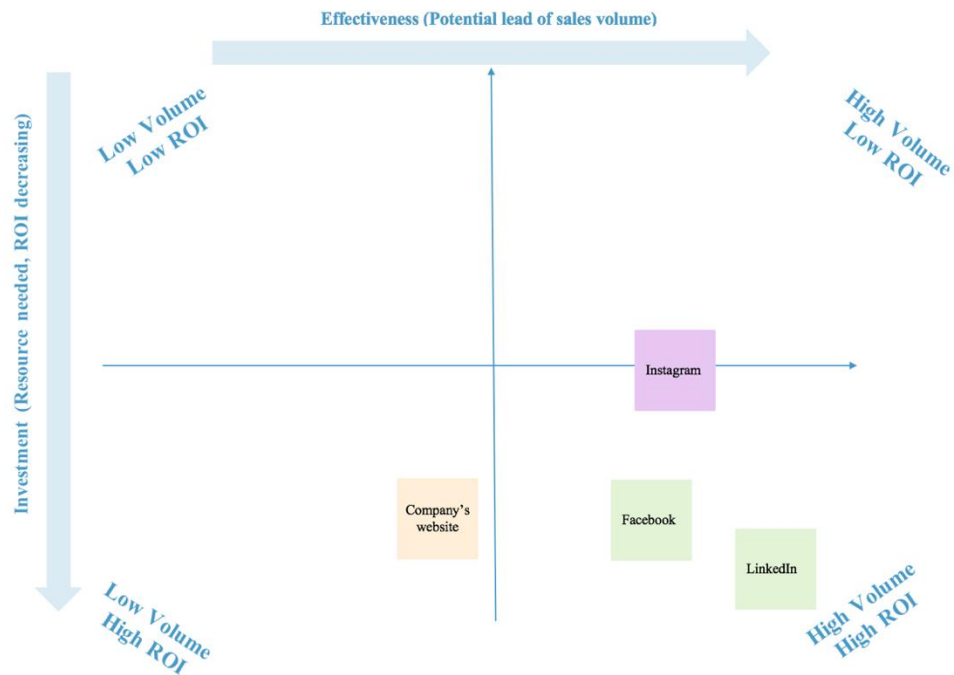
Figure 3. Content Distribution Matrix

It can be seen from the Figure 3 that LinkedIn has the highest volume and return on investment among the observed social media channels. Then goes Facebook and after it, Instagram. During the observation it was discovered that Facebook profiles have more followers and activity comparing to the same companies' profiles in Instagram. Figure 3 also illustrates that company's website does not have the same volume as social media channels, however, it has the high ROI.

Therefore, it can be summed up that for the commissioning company – Rokas Oy it was needed to create company's profiles in LinkedIn, Facebook and Instagram, where it had to publish the informative photo and video content about company's operations and possible innovative and environmental solutions in order to attract potential customers.

7.2 Customer profiles

After analysing the data collected during the interview and observation processes two types of customer profiles were created in order to see who are the customers of the commissioning company – Rokas Oy, and on their basis develop further content marketing and action proposal. Created customer profiles can be seen from the Appendix 5. These two customer profiles are: Lemmikit Oy and Easy Logistics Oy. Lemmikit Oy was created as a prototype company based on the information of the current customers of Rokas Oy, and Easy Logistics was created as a prototype of a future potential customers of Rokas Oy. Figure 4 illustrates customer profile for Lemmikit Oy.

LEMMIKIT OY

FIRMOGRAPHICS

Name: Lemmikit Oy
Industry: Pet Supplies

Location: Vantaa, Uusimaa
Company's size: 5 employees

FINANCIAL SITUATION

Company's revenue:
average 45 000 euro/month

GAINS

- Organised stock and inventory processes
- Qualified work force
- Time-saving process
- Help with packaging and picking
- Recycling possibilities

PAINS

- Inventory and stock problems
- Lack of time for inventory organisation
- Lack of qualified personnel

BACKGROUND

Lemmikit Oy operates in pet supplies industry. It's a small-sized company providing various types of pet supplies for different pet stores. Company rents a warehouse, where stores all the goods and where from sends them. Company's personnel consists of 5 employees, which is makes it difficult to control stock and inventory due to the lack of time. Employees have to focus on packaging and collecting orders rather than stopping the collecting process and focus on inventory. Inventory is completed by parts, but it is not enough for solving its problems and only consumes the time.

PURCHASE BEHAVIOR

Before purchasing the service/conclude a contract with service providing company, Lemmikit Oy searches through a variety of websites and social media to research about companies and compare the offerings; see the feedback about companies and their services; and choose the option with the best price and services.

SOCIAL MEDIA CHANNELS

Instagram, LinkedIn, Facebook.

Figure 4. Customer profile for Lemmikit Oy

It can be seen from the Figure 4 that it is a small-sized enterprise with average turnover 45 000 euro/month and 5 employees. Company operates in pet supplies industry and provide a variety of pet supplies for different pet stores. It locates in Vantaa, Uusimaa region. Company rents a warehouse, where stores all the goods and where from sends them. Company's small number of personnel makes it difficult to control stock and inventory due to the lack of time. Employees have to focus on packaging and collecting orders instead focusing on inventory. Currently inventory is completed by parts, but it is not enough for solving its problems and only wastes the time.

Figure 4 illustrates that the main gains for the company are organized stock and inventory processes; qualified working force (including picking and packaging); and time saving processes. The main pains for the customer are problems with stock and inventory; lack of time for the inventory and lack of qualified personnel. As for the company's purchase behavior, Lemmikit Oy searches information about companies and services through numerous websites and social media; compares the offerings; checks the feedback about companies and their services; and then, choose the option with the best price and service. Company uses such social media channels as Instagram, LinkedIn and Facebook for its daily operations as well as for the information search. Figure 5 illustrates customer profile for Easy Logistics Oy.

Figure 5. Customer profile for Easy Logistics

Figure 5 illustrates that it is a small-sized company with average turnover 100 000 euro/month and 15 employees. It locates in Helsinki, Uusimaa region. Easy Logistics Oy operates in logistics industry and provides such services as transportation, warehousing, and delivery. Company owns a warehouse, where receives the goods, stocks them and where from sends them. There is a lack of qualified personnel for different types of work, especially inside the warehouse, such as packaging and picking, and forklifting. is Most of working force is considered on transportation and delivery services. Also, company is lacking qualified shift leaders and time for inventory organization.

It can be seen from the Figure 5 that main gains for the company are experienced personnel (including shift leaders, specialists for picking, packaging and forklifting); organized time-saving inventory process through innovative solutions and possibilities for recycling. The pains for the company include lack of qualified working force (various specialists for supervising, forklifting, etc.); lack of inventory. Purchase behavior of the Easy Logistics Oy consists of detailed search for companies through social media like LinkedIn, and search engines such as Google; checks of companies' information though companies' websites, and social media profiles; consideration of feedback about companies and services they provide; choice of the option with the offer and value. Company uses such social media channels for its operations and activities as LinkedIn, Facebook, and Instagram.

7.3 Development of content marketing and action proposal

After considering the information received from the observation method and analysing the most popular and attractive types of content alongside with the most usable social media channels, the Content Marketing Proposal was created. It can be seen from the Appendix 6 that the Content Marketing Proposal was developed for the time period of 12 weeks as it is the optimate timeline to track the performance and audience's response and attraction to the activities. Content marketing proposal includes such activities as publications of photo and video content, as well as surveys and posts with possible partner companies. Appendix

5 illustrates suggestions for publications in different social media as LinkedIn, Facebook and Instagram as in each of these channels are different users and potential customers. Also, Facebook and Instagram are the mutually-synchronized channels, which can simplify the publication process.

It can be seen from the Appendix 5 that all the content suggested for the publications is divided into categories: informative, entertaining, interactive, advertising, in order to diversify content, make it more varied and interesting for the followers – potential customers. Appendix 5 shows that some of the posts suggested for the publication are related to the company's history; services and solutions. It is suggested to tell the audience about "10 company's services", "top 5 services", "our technologies". Besides, as it was figured out form the observation, audience is interested in such topics as technology and environment, so it was proposed to make publications about innovative approach and technologies used by Rokas Oy as well as about company's approach to become greener (for example, about their recycling activities).

Additionally, to make the content also entertaining, Appendix 5 shows, that it was suggested to publish videos of background of working processes, how they are organized. Audience is always interested to see, what is happening "behind the scenes" and adding such content can increase people's involvement and attract potential customers. Furthermore, it was also proposed to publish the survey about company's services to see the users' feedback about existing services and possible future services that they would like to see in company's offerings.

Appendix 6 illustrates Action Proposal. Action proposal is needed to determine the steps to implement content marketing proposal and reach main goals. Action proposal is made in the timetable form with the suggested schedule for steps' implementation (Green 2021). It can be seen from the Appendix 6 that Action proposal includes creation of profiles in social media channels (LinkedIn, Facebook, Instagram) during the weeks 1 and 2; publications of photo and video materials from the 1st week to the 12th week; arrangements of life stream on the week 5; collaborations with possible partner companies on the week 10; and

arrangements of surveys from the 7th week to 9th week, from 11th week to 12th week.

Appendix 6 illustrates also the required resources for the actions' implementation as well as results that will be achieved through the proposed actions. For instance, for the content publication needed resources are availability of phot and video materials, and availability of device mobile phone/computer. For the live stream the needed requirements are good internet connection and mobile phone. The proposed result, for example, for the surveys are the feedback about company's current services and suggestions for the possible future services; feedback about company's content (is it interesting, entertaining; is there anything that needs to be added/improved?).

It can be seen from the Appendix 6 that the distribution channels are LinkedIn, Facebook and Instagram. The responsible person for the implementation of the action proposal is manager. The Action Proposal is created for the 12-week period or 3 months in the same way as the Content Marketing Proposal in order to achieve some results and have the possibility to track the progress.

7.4 Research trustworthiness

The main aspects that allow to define the quality of the carried-out research are reliability and validity (Thakur & Chetty 2020). Comparing to the quantitative research methods, with the qualitative methods is it harder to measure these aspects as qualitative data cannot be quantified. However, it is still can be measured (Middleton 2019).

Validity determines the trustworthiness of the research (Golafshani 2003) and measures appropriateness of its methods and results (Mohamad et al. 2015). The main extent to be determined, is that carried out research corresponds to the research's purpose and needs. Validity ensures that research's aims are fulfilled and the methods used, provide appropriate data. While determining the validity of the carried-out study no personal bias should be used, only non-personal approach

in order to evaluate the analyzed information (Thakur & Chetty 2020). Also, validity for the qualitative methods can be tracked through the conduction of the research by several individuals or by participant validation method, when responders are tested one more time to verify the collected data (Thakur & Chetty 2020).

Reliability in terms of qualitative research is an aspect with a high level of difficulty for determination. The most accurate determination of reliability is the consistency of the qualitative research (Middleton 2019). Methods for the determination of the qualitative research's reliability includes use of comprehensive information; continuous comparison of information; and use of table for transcription of collected information (Thakur & Chetty 2020).

During the research work for this thesis, the research questions were answered and thesis's objective was reached. During the research process both primary and secondary sources were used. Primary sources consisted of interview and observation approaches. Interview approach with the company's representative aimed at receiving information about company's current and potential customers in order to get a better understanding, which warehousing and logistics companies can become commissioning company's customers in the future. Observation approach was carried out to figure out which social media used by competitor companies are the most demanded and what type of content attracts the greatest number of customers.

The presented thesis work is valid as carried out research corresponds to all objectives that were determined in the beginning of the process as well as reliable, based on the trustworthy facts, used the constant comparison of collected data and implemented tables method for information registration. Reliability in the presented research is also provided through consecutive implementation of the research methods.

As the commissioning company is quite newly established company, with the further re-examination and use of interview method it is expected that the company will have more current customers and, therefore, there will be more collected

information about current customers for the further customer's profile creation. Also, in such case the interview's questions are needed to be changed to know more detailed information about each of the customers for the further research's purposes and better conduction of customers profiles.

With the further growth of the commissioning company, it is recommended to create three types of customers' profiles, comparing to two presented in the current research, to have the better illustration of three different types of company's customers in order to ensure the creation of a better development proposal, which activities will be aimed at all segments of company's customers and which will attract all segments of company's customers.

While conducting the current research, the observation part could be done differently in terms of number and types of companies used for observation process. For the observation process could be chosen companies with bigger turnover and wider services' offer comparing to those, which were presented in the current research as well as the bigger number of companies could be observed in order to have a wider field for better comparison and analysis. Companies of bigger size are a better illustration of implementation of social media activities. The time-period could also be different. It could be a longer period, for example 2 months, to have a better possibility to track companies' performance and activities in social media as well as to track the results achieved through these actions.

In addition, there could be set up two interviews (additionally to the interview with the commissioning company) with two current customer companies to collect information about their companies, their needs and pain points directly for the more reliable information and, therefore, more accurate customer profiles creation and further actions' suggestions for the commissioning company in the development proposal.

7.5   Thesis summary and further suggestions

This thesis work aimed at facilitating the commissioning company – Rokas Oy in determining its customers' profiles as well as the content in social media channels,

which attract them; defining which social media channels are the best suited for reaching the commissioning party's target customers and then creating a development plan on how to apply chosen social media channels for company's purposes. By implementing and adapting proposed development plan, the commissioning company is expected to increase its activity in social media as well as potential customers' involvement and attraction.

During the first part of this thesis work such theoretical concepts as interactivity and paid visibility in social media, social media channels, key definitions of content marketing, target audience and customer profiles, purchase processes were presented and disclosed.

During the research part, methods of data collection were disclosed. The researcher organized the interview with the commissioning company's representative to figure out company's current customers, and carried out the observation in order to determine social media used by competitors and figure out the most attractive content for the customers. Through the observation was determined that LinkedIn, Facebook and Instagram are the most used social media, while the most attractive content is informative and entertaining photo and video posts.

The final part of the thesis work consisted of the development of content marketing proposal. The proposed content marketing development proposal for the commissioning company – Rokas Oy consisted of content marketing and action proposals developed for the 3-months period in order to be able to achieve some results and have a possibility to track them and see dynamics. The proposals suggested the schedule for content publications as well as the schedule for all actions, which are needed to be taken by the commissioning company. It suggested in what types of social media should Rokas Oy create company's profiles and what types of publications there should be. All the suggestions were made based on the results received through the analysis of information gathered during the interview and observation methods.

As it was stated the aim of this thesis work was at facilitating the commissioning company – Rokas Oy to determine its customers' profiles, attractive content in social media channels, define which social media channels are the best suited for reaching the target customers and creating a development plan on how to apply chosen social media channels for company's purposes. For gathering more extensive results and maximizing the use of social media's implementation, it is suggested to continue the further research in order to obtain more detailed data including, for example, which time periods are the best for reaching the most of the audience.

8 FINAL WORDS

I found the thesis process a useful experience as for my studies, so for my skills that can be implemented in my future career. Through the thesis process I have learned how to carry out the structural research process with the implementation of various research methods. The overall research process was not easy for me, but it was highly interesting to proceed through it and see what results would be received and how these can be implemented in real life by the commissioning company.

As it was mentioned in the previous chapter, for the further research proposals for the commissioning company I recommend to keep tracking the competitors' activity in social media and continue the research on other companies operating in the field, to collect more information about used content and activities for customers' attraction and implement them by Rokas Oy.

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Interview questions

Area of interest	Questions to ask
Firmographics: - Industry of operation - Location - Entreprises' size - Revenue	- What is your customer's industry of operation? - What is your customer's location? - What is your customer's company size? - What is your customer's revenue?
Gains, problems and challenges? - Customer's gains - Customer's pains	- What are your customer's gains? - What are the challenges/problems of your customers?
Solutions: - How can you help to solve the problems of targeted companies?	- What solutions/ services can your company offer to solve the customer's problem? - Why customers choose you?
Social media channels	- What social media channels are used by the company's customers, which ones does the commissioning company have?
What sources does the commissioning company use to collect information about ?	- What are your sources of information ?

Observation points

Company Area of Interest	S Logistics	DL Transport	Wasteland
Company size			
Number of employees employed			
Company's services			
Customer segment			
Main customers			
Main strengths			
Main differences from the commissioning company			
Types of social media used (LinkedIn, Instagram, Facebook, etc.)			
Number of followers in different social media used			
Type of content published through various social media channels			
Followers' response to the published content (number of likes, comments)			
The most attractive/popular type of content (where is the greatest number of likes, comments)			
Availability of partner content (through collaboration with other companies, etc)			
Availability of other activities for company's promotion			
Company's activity in social media (how often the content is published?)			

Observation's results

Company / Area of Interest	S Logistics	DL Transport	Wasteland Oy
Company size	turnover category: 0.2–0.4 million euro	-	turnover category: 0.2–0.4 million euro
Number of employees employed	3 officially employed	1 officially employed	4 officially employed
Company's services	Freight forwarding and chartering: - terminals (employees with 15-year experience in all aspects of terminal work, from driving arrangements to loading and from work management to pallet transfer); - warehouses (employees with 5-20 years of work experience in push mast, unloading, pallet transfer, picking, etc.); - transportation (truck drivers with long work experience and C1/C1E/C/CE class driver's license).	Affordable transportation services: - home moving services; - furniture store transportation services; - transportation services (airport transfer, taxi services).	Warehousing services: - stock; - inventory; - forklifting.
Customer segment	Transportation companies	Moving services, truck transportations	Warehousing, storage and operations
Main customers	DB Schenker; PolarPro; Posti	Individuals	Warehouses
Main strengths	- availability of terminal and transportation services - transportation services with wide options for driver's qualifications - number of years of staff experience (15/20 years)	- availability of operative transportation services; - low costs.	- availability of different warehousing services; - operations since 1996.
Main differences from the commissioning company	- company's size - service offering - customer segment	- company's size; - customer segment; - service offering.	- customer segment; - service offering.
Types of social media used	Facebook	Facebook	-
Number of followers in different social media used	Facebook - 64	Facebook - 478	-
Type of content published through various social media channels	Photo posts; informative posts (change of webpage); working vacancies	Photo posts; informative posts (price lists, updates on operations, change of webpage address);	-

Followers' response to the published content (number of likes, comments)	Low – 6 likes are the maximum response received by one post, average amount – 2 likes per post	Low – 25 likes are the maximum response received by one post, average amount 6-10 likes per post	-
The most attractive/popular type of content (where is the greatest number of likes, comments)	6 likes received on the post with picture of working process on the warehouse, 2 likes with posts about updates	25 likes received on the informative post with information about prices, contacts, services	-
Availability of partner content (through collaboration with other companies, etc)	-	-	-
Availability of other activities for company's promotion	-	-	-
Company's activity in social media (how often the content is published?)	Seldom, overall 4 posts in profile since 28.01.22 till present, in average 1 post per month	Seldom, overall 14 posts in profile since July 2017, no posts since June 2021	-

DB Schenker's observation results

Company / Area of Interest	DB Schenker		
Types of social media used	LinkedIn (Finland +international), Facebook (Finland), Instagram (Finland)		
Number of followers in different social media used	LinkedIn	Facebook	Instagram
	663 533	3 100	1 814
Type of content published through various social media channels	Video, work vacancies posts, informative posts about partnerships, interview posts with employees, posts about exclusive operations, team building posts, posts about working conferences, ecology-related posts,	Informative posts with historical points, interview posts with employees, posts about working processes	Informative posts with historical points, interview posts with employees, posts about working processes
Followers' response to the published content (number of likes, comments)	497 likes – celebration of 150th anniversary of DB Schenker in Canada (7 comments, 5 reposts) 619 likes – ecology post, shifting to zero-emission trucks with Volta Trucks (8 comments, 30 reposts) 203 likes- post about eTrucks with KRONE Commercial (7 comments, 32 reposts) 250 likes – video for annual DiversityWeek project (5 reposts) 205 likes- video about product show (2 comments, 11 reposts)	37 likes- informative post with historical point about company's operations through 150 years in logistics 29 likes- interview post with company's warehouse employees (4 reposts) 31 like – informative post with company's Product Manager (1 repost) 210 likes- post about participation company's trucks in the music video of Matti Esko "Rekkamies" (4 comments, 26 reposts)	67 likes- informative post with historical point about company's operations through 150 years in logistics (2 comments) 43 likes- interview post with company's warehouse employees (4 reposts) 173 likes- post about participation company's trucks in the music video of Matti Esko "Rekkamies" (2 comments) 172 likes – informative post about company's operations (1 comment)
The most attractive/popular type of content (where is the greatest number of likes, comments)	Photo content about technological breakthrough, ecology-related problems, partner content.	Informative and entertaining content (photo, video)	Informative and entertaining content (photo, video)
Availability of partner content (through collaboration with other companies, etc)	Photo content with partner companies	Video, photo content with partners	Photo, video content with partners
Availability of other activities for company's promotion	Use of hashtags	Use of hashtags	Use of hashtags
Company's activity in social media	Daily (sometimes several posts per pay due to different countries)	1 post per week	1 post per week

Content marketing proposal

Topic/Title	Idea/content	Type of content	Time of publication	Responsible Person	Distribution channel	Goal
Meet Rokas Oy	Tell the audience a story about company creation, how company was established	Photo	1st week	Manager	Instagram, Facebook, LinkedIn	Informative and entertaining, attract the audience
10 things about Rokas Oy	Tell the audience about company's 10 main services	Video	2nd week	Manager	Instagram, Facebook, LinkedIn	Promote company, increase the audience, attract customers
What does remain behind the scenes?	Show the customers what is happing at the back of your business, working process of forklifting	Live stream	3rd week	Manager	Instagram, Facebook, LinkedIn	Entertaining content, increase of customer's involvement, attract customers
Our technologies	Description of technologies company implementing	Photo	4th week	Manager	Instagram, Facebook, LinkedIn	Informative content, attraction of customers
Let's take a tour	Show how the working processes are organized in the warehouse	Video	5th week	Manager	Instagram, Facebook, LinkedIn	Promotion, interaction of customers, attraction of audience
Top 5 services	Description of 5 most popular company's services	Photo	6th week	Manager	Instagram, Facebook, LinkedIn	Informative, promotion, attraction of customers
Help us to become better	Arrange a survey about company and its services, what kind of services can be added according to people	Survey, questionnaire	7th week	Manager	Instagram, Facebook, LinkedIn	Feedback from followers/potential customers, improvement of company's services
Let's become greener	Tell the audience about company's attitude towards environment (implementation of recycling, etc.)	Video	8th week	Manager	Instagram, Facebook, LinkedIn	Informative and entertaining, attract the audience, focus on environmental problems
Stay innovative	Description about latest technological improvements in company	Photo	9th week	Manager	Instagram, Facebook, LinkedIn	Informative and entertaining content, attraction of customers
Our partners	Tell the audience with whom you are cooperating with	Video	10th week	Manager	Instagram, Facebook, LinkedIn	Informative and advertising, attract the audience
Our solutions	Describe the services company providing, with pictures working processes	Photo, pinned post	11th week	Manager	Instagram, Facebook, LinkedIn, website	Informative content, attraction of customers
5 reasons to choose Rokas Oy	Tell the audience 5 reasons to choose you	Video	12th week	Manager	Instagram, Facebook, LinkedIn	Informative and entertaining, attract the audience

Action Proposal

Topic/Title	Action	Start Date	End Date	Responsible Person	Required Resources	Distribution channel	Result
Creating profiles in social media channels	Create profiles in LinkedIn Use of hashtags as additional way of promotion	1st week	13th week (3 months)	Manager	Photo, video materials, Mobile phone/computer	LinkedIn	Customer's engagement
Photo, video publications	Upload photos, videos of company, its services with time period of 3 days in average. Activity in social media increases visibility	1st week	13th week (3 months)	Manager	Photo, video materials, Mobile phone/computer	Instagram, Facebook, LinkedIn	Promote company, increase the audience, attract customers
Creating profiles in social media channels	Create profiles in Instagram, Facebook. Use of hashtags as additional way of promotion	2nd week	13th week (3 months)	Manager	Photo, video materials, Mobile phone/computer	Instagram, Facebook,	Customer's engagement
Live Stream	Show the customers what is happing at the back of your business during the live stream. Make reminders in social media to have more participants. Save the stream and upload later	5rd week	13th week (3 months)	Manager	Internet connection, mobile phone	Instagram, Facebook, LinkedIn	Entertaining content, increase of customer's involvement, attract customers, promotion
Feedback survey	Create a survey for current and potential customers about company and its services (what kind of services can be added according to people)	7th week	9th week (2 weeks)	Manager	Mail, social media, devices (mobile phones, computers, tablets)	Instagram, Facebook, LinkedIn	Feedback from customers, increasing rates of trust
Collaboration with partners	Collaboration with partner companies (arrange a promo post with companies, which services you use or work together)	10th week	11th week (1 week)	Manager	Detailed text, photo/video, mobile phone/computer	Instagram, Facebook, LinkedIn	Promotion, interaction of customers, attraction of audience
Feedback survey	Create a survey for current and potential customers about company's content.	11th week	13th week (2 weeks)	Manager	Mail, social media, devices (mobile phones, computers, tablets)	Instagram, Facebook, LinkedIn	Feedback from customers, increasing rates of trust

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