



Creating Social Media Guides Using Agile Project Management

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ABSTRACT

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The purpose of this thesis is to describe the process of creating social media marketing materials through an agile project management approach. The created social media marketing materials are an 11-page long social media marketing guide and an A3-sized video creation guide. The aim of this thesis is to effectively shape the creation process of those guides into a successful path towards meaningful outcomes.

The thesis is constructed to follow the selected agile project management framework of Defining, Planning, Execution, Monitoring, Controlling, and Closure. It integrates theories and concepts from the fields of project management, social media, marketing, communication, community and filming as well as insights from the writers own personal experiences in the fields and the case company Ylöjärven Seurakunta.

The thesis describes a project that follows the same structure. The outcome of the project is two distinct guides for Ylöjärven Seurakunta: a social media marketing guide and a video creation guide. The outcome of the thesis itself is a description of a successful project through the principles of agile project management.

The goal of the project is to create social media marketing materials for the employees of Ylöjärven Seurakunta to lean on while working on their assignments on the organization-wide social media efforts. The immediate response and an outlook on the success of the outcome of the process, the two guides, is recorded with a final poll. The results of that poll are then evaluated at the end of the project and thesis-wise is only followed by a discussion of the success of the entire project described.

Key words: agile project management, social media, marketing

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1 INTRODUCTION

Social media is a constantly evolving platform that attracts attention from both professional and personal fields. As it continues to develop, defining social media as a singular term becomes increasingly challenging (Langmia, Tyree, O'Brien & Sturgis 2014, 12). This evolution of the nature can present significant challenges, especially for those new to social media and content creation, often leading to hesitancy in navigating this complex landscape.

The motivation behind this thesis lies in the need to create effective social media materials for Ylöjärven Seurakunta. The organization required tools that would help them, and their employees navigate the ever-evolving digital landscape, allowing them to enhance their presence on social media and build a stronger online community. The need for these materials will be expanded upon in the chapter 3.

This thesis describes a development project focused on materials in the field of social media for Ylöjärven Seurakunta. It highlights the process, research, and refinement that went into creating these marketing materials to ensure they met the organization's needs. The aim is to produce the best possible support materials, which will assist Ylöjärven Seurakunta in their social media marketing efforts.

A practice-based thesis like this one is, according to Karelia University of Applied Sciences (2024), designed to address real-world problems and deliver a concrete product as a solution. In this case, the problem is the lack of constant support within the social media and content creation field. The planned solution on the other hand consists of supporting materials for content creation and social media marketing purposes.

This thesis follows an agile project management structure of Defining, Planning, Execution, Monitoring, Controlling and Closure. The Project itself also follows the same structure which is introduced in the chapter 2.1.1. The framework in use can clearly be seen from the structure of the thesis as the headlines follow the same structure, in the same order. Having the thesis and the project follow the

same structure helps in creating a solid and logical timeline between the both of them.

The Defining phase of the thesis is encompassed in the self-named chapter 3. It defines the project, the problems that need to be solved, and the goal of the project. The Planning phase of the thesis also exists as a self-named chapter 4. It lays out what is needed to get to the goal. It also describes the project outcomes in the two guides: social media marketing guide and video creation guide, and the plan of how those are to be created.

The literature review is conducted in the chapter 2. It includes a research in the fields of project management, social media, marketing, communication, community and filming. It covers all aspects of the project and lays out the topics to be utilized in the Execution phase subsequent chapter. The Execution phase of the thesis exists in the chapter 5. It consists of the creation of the initial marketing materials. It is done by leaning on the previous chapters, mainly the literature review, and their insights.

The Monitoring phase of the thesis is showcased again in a self-named chapter 6. It describes the process of gathering feedback and acts as the starting point for the inducted feedback loop introduced in the chapter 2.1.2. The Controlling phase of the thesis exists as another self-named chapter 7. It acts as the second and final part of the feedback loop. It encompasses the processes of applying the changes in the materials from the gathered feedback and inducting those finished materials.

The Closure phase of the thesis is found from the final self-named chapter 8. It follows the creation, conduction and analysis of the final poll. It rounds up the project with clear reviews from the target crowd and through those analyses the success of the two guides. The thesis itself rounds the success of the entire project in the chapter 9. It dives into how the project went, how it lined up with the plans and how the longer projects under agile project management would further move on from this point.

2 LITERATURE REVIEW

A literature review is a structured examination of existing theories, research, and discussions within a field. It serves as the groundwork for further investigation and application. This specific literature review introduces foundational terms, concepts, and frameworks essential to understanding and navigating project management, marketing, social media, communication, communities and filming. According to the Institute for Academic Development (2024), a literature review goes through and combines multiple sources to understand the themes at-hand, get acquainted to different viewpoints, and identify gaps in research. This review provides a theoretical base for all following sections. This way it equips the readers with all the necessary background information to understand the project's practical applications later on.

This literature review outlines the main components by establishing a comprehensive knowledge base. This knowledge base includes topics from six distinct different fields. Each topic is explored in thorough detail in order to lay the groundwork for a clear understanding of each concept prior to their practical application.

2.1 Project management

Project management as a concept is the practice of structurally planning, executing, and guiding projects to ensure the reaching of the goals. A great project management process takes into account the given project specific limits. The structured approach attained through great project management practices makes sure that the projects efficiently utilize all the resources it's given and stays in line with the established goals. The Association for Project Management (n.d.a) defines project management as the suitable usage of "processes, methods, skills, knowledge and experience" in order to reach the final goals, as it always has "final deliverables that are constrained to a finite timescale and budget".

These project management principles are universal and can be applied across industries, companies and projects. It is especially useful and beneficial for big and complex projects that's success requires continuous monitoring, adaptation, and resource allocation.

2.1.1 Agile project management

Agile project management is an iterative and adaptive approach of project management principles. It highlights flexibility, collaboration, and customer-centricity throughout the entire lifecycle of a project. Like the traditional linear project management methods, the agile method also divides a project into phases. But unlike the traditional counterparts, agile framework divides it to phase like defining, planning, execution, monitoring, controlling, and closure, each of which is there to be revisited time and time again throughout the project's lifecycle. This iterative framework allows the project itself to evolve with the ever-changing requirements and make adjustments based on feedback throughout the project. (Academic Development Institute n.d.b.)

The wanted responsive and dynamic project environment within agile project management principles is enabled by the frequent reassessments of both project goals and stakeholder needs. The stakeholder collaboration is crucial for the project and deliverables are to be reviewed at the end of each iteration. This way the agile projects can adapt to changes all while still maintaining progress. It provides an ideal framework for projects that involve high amount of different variables or a lot of stakeholder involvement. (Good 2023.)

2.1.2 Induction of a feedback loop

A feedback loop allows for real-time adjustments and iterative improvements by feeding back the outcomes of a process into the system as inputs. In project management practices the feedback loops allow the continual refinement and enhancement of the project outcomes by taking account observations, assessments, and stakeholder input (Cambridge University Press n.d.). The feedback loops are an integral part of an agile framework as the reviews at the end of each iteration inform the next phase of development (DiCesare 2024).

A well-structured feedback loop let's the project be more adaptable, continuously improving, and better aligned with the stakeholder expectations. To ensure that the deliverables meet the quality standards and evolving requirements, timely

adjustments to project elements can be made by gathering and integrating feedback regularly (Qualtrics n.d.a). These feedback loops like the forementioned agile project management framework are especially valuable in more of a dynamic environment, where they help the project and the deliverables to remain responsive to stakeholder needs and make enhancements throughout the project's lifecycle.

2.2 Social media

Social media covers all types of digital platforms and applications designed to make sharing information, opinions, and content among users possible. The term widely refers to websites and applications that enable their users to create, share, and engage with content within and outside of formed online communities (Merriam-Webster 2024b). Social media has become a powerful tool for all types of communication worldwide from personal expression all the way to brand engagement. Social media has transformed the way people and organizations interact and connect with audiences by making real-time feedback and interaction possible and accessible for a wide audience (Dollarhide 2024).

Social media's quick evolution exponential growth has made it a vital component of modern life. Today it is impacting areas all the way from personal relationships to global news broadcasting. The following sections will explore its effects on everyday life, the opportunities it presents, the unique features of various platforms, and the essentials of successful social media campaigns.

2.2.1 The effects of social media

The impact of social media's emergence on life has been huge, even on a daily basis. It has influenced people's communication, interaction, and accessing of information thoroughly. Through enabling instant communication all-across the world, social media has truly altered the traditional means of everyday interaction. It has also created a change in people's everyday interactions by making it easier for individuals to stay connected, share experiences, and keep up relationships even with the absence of physical proximity (Ashar 2024).

On top of all that social media has had a great influence on people's habits of media consumption with the overall preferences turning more towards smaller and faster visual content, and interactive experiences. Through this the traditional one-way consumption of media has often been replaced by participatory experiences that are made up by user generated content and by the fact that users are now often both the creators and the consumers of the content. Elman (2020) highlights that social media has significantly reduced distances of people with other as well as information, and through these created a virtual space where people can connect and engage easier.

2.2.2 The possibilities of social media

Social media has provided never before seen possibilities of communication, networking, and innovation. The interconnectedness of the world has been enabled by the ability to communicate across major distances in real time facilitated by the different social media platforms. This ease of communication and rapid, direct engagement has created opportunities for individuals and organizations alike to interact and share their information efficiently (Sposter 2022).

Social media platforms also encourage collaboration, engagement, and knowledge-sharing across diverse and even not that familiar audiences through a variety of different features. For example, in order to facilitate direct conversations with audiences many social media platforms offer live-streaming and real-time commenting features. Or in order to allow like-minded individuals to connect on specific topics, some social media platforms offer and organize specialized communities around differing topics.

According to Heale (2013), social media enables a "world of possibilities," promoting inclusivity, cultural exchange, and social awareness. Social media has through many ways expanded the ways people and organizations can interact. It has also provided tools for building relationships, brand loyalty, and even activism in real-time.

2.2.3 The differences of platforms

Social media platforms differ widely from each other in their structure, audience demographics, and content preferences. Every single social media platform also offers a unique set of features and ways of interaction:

- Instagram is a visually driven platform. It emphasizes photo and video sharing and includes features like direct messaging and story possibilities. Through its features and content format it prioritizes short-lived and concise content. It appeals to a broad demographic, especially the younger audiences. In its core Instagram is ideal for visually rich and aspirational content. (Andrici 2022; Corradi 2024.)
- Facebook caters towards a wider user base. It offers versatile content types, including text, images, and video. It is known for its prominent community features and longer-form posts. It is also special through the fact that it supports larger group interactions and event organization. Even with a narrower direct messaging possibilities Facebook still offers diverse communication tools. (Neels 2023.)
- YouTube is a platform dedicated to video content. It attracts users looking for both entertainment and informational content. It has an emphasis on long-form video content and channel-based following. Through these unique factors YouTube is especially effective for deeper, in-depth storytelling and educational content. (Perra 2023.)
- Snapchat focuses on short-lived and short-term content. It mainly engages younger audiences with quick, disappearing messages and unique features such as filters and augmented reality. It also offers special and unique features like geolocation possibilities that can be used for extra interactivity. All of those combined with Snapchat's fleeting style of direct messaging add an extra layer of personalization and timeliness to its interactions. (Ekholm 2020; Corradi 2024.)

- TikTok is built around short-form video content. It caters to an active and highly creative community. It is often deemed to focus on trends, challenges, and rapid content turnover. From the basis it is full of music-driven and highly interactive content. Through this TikTok appeals primarily to Gen Z audiences. (Ekholm 2020.)

The differences in features of these platforms create differences in user experiences and interactions. The platforms each offers unique ways to reach and engage with target audiences. Through these differences in features and unique stylizations, the different platforms also offer varying possibilities in social media strategies for creating engagement and building following.

2.2.4 The effectiveness of campaigns

Social media campaigns success depends on many factors. It is necessary to consider all of them when discussing a campaign project, whether it's strategic planning of the campaign, the creation of the engaging content or a clear understanding of the target audiences. An effective social media campaign aligns with the audience's needs, includes resonating content and encourages interaction. In order to generate a successful campaign, it is often needed to include goal setting, audience research, and a consistent brand message that would speak authentically to the followers. (Smith 2024.)

Organizations should focus on setting measurable goals and choosing the used platforms strategically. Using a mix of content forms such as images, videos, and interactive posts is also advisable in order to engage the audiences effectively. The campaigns should also incorporate some type of tracking of performance to facilitate iterative improvements based on the real-time data and feedback. This is going to help optimize the campaign-approach over time. Following these steps, the campaigns can better achieve meaningful engagement and brand recognition to go along with conversions within the social media spaces. (SEMrush 2018.)

2.3 Marketing

As a field marketing is dynamic and seems to correct itself with the evolving preferences of the consumer (Merriam-Webster 2024a). It leverages market research and communication tactics in order to engage the audiences effectively (American Marketing Association 2024). Marketing takes into account customers, clients, and society at large. It includes creating, communicating, delivering, and exchanging offerings that would hold value for those target customers.

Marketing is built from various strategies built to reach target audiences and meet their needs whether it's through products, services, or ideas. Forsey (2024) comments on marketing and ponders that it aims to connect the brands with consumers resulting in the establishment of lasting relationships through value and trust. Marketing has transformed over time from just a pure transactional activity into a bigger comprehensive strategy. A great strategy often integrates both: customer satisfaction and organizational goals.

2.3.1 Digital marketing

Digital marketing has evolved the traditional marketing practices, but it still involves a lot of those in its processes. Digital marketing works inside the given online channels in order to promote products and services through differing technological solutions. It utilizes digital channels like social media, websites, and email-platforms to engage with the audiences. In contrast, the traditional marketing often plans to reach the audiences through printed, broadcasted, and face-to-face communication. The digital marketing evolution has been a broadening factor in the reach of marketing efforts as it has enabled channels and possibilities for direct engagement between brands and consumers. It has also made it possible to more precisely measure the effectiveness of campaigns. (Mailchimp 2024.)

The consumer will nowadays more often than not be taken to a seemingly seamless and interactive journey through multiple digital touchpoints. This comes as the follow-up to the direct engagement channels enhancing the ease of communication between brands and consumers. Investopedia (2024) takes on digital

marketing to be not only more data-driven but also allowing for better personalized communication. It also argues that digital marketing can more easily cater to both diverse and very specific audiences. The shift created in successful marketing practices by this has encouraged brands to be more creative and innovative through digital ads and content marketing. All of this has allowed the brands to have a greater flexibility and adaptability in connecting with their target audiences.

2.3.2 Marketing mix

McCarthy founded the term marketing mix in 1960. Since then, it has been a foundational concept in the field of marketing. In essence, it highlights the core factors in a successful marketing strategy. It is often talked about as the “4 Ps”. Those P’s are product, price, place, and promotion.

- Product means the item or service that is offered, and it how should meet the needs of the specified target group. Defining the right kind of product includes the process of blending in multiple things like product design, features and quality. (Kenton 2024; The Economic Times 2024.)
- Price is the determining factor of the product’s market value. It is not just the finalized asking price, but a combination of many factors like pricing strategy, discounts and financing options. (Kenton 2024; The Economic Times 2024.)
- Place takes its concern with the distribution channels and logistics, as well as the placement of marketing and the products or services in the nature. This object exists to make sure that the products or services in concern are placed in the reach of the targeted groups effectively. (Kenton 2024; The Economic Times 2024.)
- Promotion includes all the tactics used to communicate the product’s value to consumers. This includes things like advertising and sales promotions, even extending to public relations. (Kenton 2024; The Economic Times 2024.)

These four P's work together in order to create a thorough framework for all marketers. This framework allows the marketers to address all types of different aspects and issues throughout the marketing process. The adjustment in the sense of all of these P's all through the marketing process based on different obstacles and perceived customer preferences is a crucial part of successful marketing campaign.

While being an age-old concept, the marketing mix still remains an integral part of marketing due to its comprehensiveness and clarity. It is great part of strategic marketing planning and works to guide organizations to better understand and execute customer centric marketing processes.

2.3.3 Customer segmentation

Customer segmentation is a term that essentially means the division of a wider herd into much smaller and better targeted audience groups. It takes into account the shared characteristics of the individuals in those groups in order to facilitate more effective marketing campaigns. Through customer segmentation the businesses are able tailor their messaging and product offerings towards the selected groups. Through the understanding of different demographics, geographical stakeholders, mindsets and behavioral factors, customer segmentation helps the businesses in choosing the right communication channels. (Qualtrics n.d.b.)

The precision in which the marketing efforts are carried out can be enhanced by the customer segmentation (Barney and Gillis 2024). The businesses can deploy personalized marketing campaigns and operations to target customer engagement by first identifying and then prioritizing the targeted customer groups. Through the precise and streamlined approach to marketing processes, the businesses can improve their resource allocation, product positioning, and customer relationships within their operations.

2.4 Communication

Merriam-Webster (2024d) claims communication as “a process by which information is exchanged between individuals through a common system of symbols,

signs, or behavior.” It exists to enable humans to interact and move towards mutual understanding of topics at hand. Communication as a very central aspect of human lives covers all types of forms from verbal to non-verbal and from written to visual. Every one of these portions serves a different purpose depending on the relayed message at hand as well as the audience it is being relayed to and setting it is being relayed in. All of these advantages make it possible for communication to enable relationship-building both in personal and professional contexts. (SkillsYouNeed n.d.)

The communication and the effective usage of it doesn't just limit itself to the simple exchange of information. It is a combination of clear and intentional delivery methods so that it would best resonate with the audience. The goal of effective communication is to make sure that the relayed message is well-received, by being understood and valued. Communication, as of today, has expanded to include messaging through various online platforms and formats. This has come with both: opportunities in the reach and ease of connection, and challenges in the absorbing and understanding of the messaging.

2.4.1 Visual vs. written

Visual and written communication are two different communication methods. Visual communication means images, videos and other graphical elements, while written communication means the text-based information. The choice between these forms can greatly impact how audiences perceive and interpret the portrayed information.

Visual communication is a more engaging and memorable way of communication. It captures entities like images, infographics and videos. It is effective for quick capturing of attention and instant understanding. The visual communication medium bases itself on turning multifaceted messaging inputs into much simpler communicational outcomes. B2Square (n.d.) also dives into the social media side of the visual communication by highlighting that it has a tendency to go viral more easily as it capitalizes on the prominent short attention spans. There are also

risks associated with visual communication as it can both oversimplify the information and divert the attention to unneeded extents, both leading to problems with the understanding of the information.

Written communication is the medium to choose for increased depth and detail. It makes a clear and precise messaging of even more complicated and complex entities easier. The communication of larger information clumps and more nuanced topics is the main application of the written style as it allows for a more thorough deep-dive and explanatory tone. That same extensiveness of the information also creates the risks of the written communication. The risks show up in the effort needed to go through that information, as explored before in today's age especially in the social media landscape it can just be too much.

Both of these communication styles play big roles in the social media landscape. The visual side often acts as an entry point into the topic by capturing interest. The textual side then provides the additional context and explanations within the topic. In order to communicate effectively and clearly to all types of audiences the communicators should always consider utilizing a mix of both as they both can provide essential tools and complement each other.

2.4.2 5 P's of communication

Practically Perfect PA (n.d.) introduces the 5 P's of Communication: pitch, pace, pause, projection and passion. It argues that these 5 P's are essential for effective verbal communication especially in public speaking. It goes on to say that delivering impactful and clear messages becomes a lot easier by following the structure of these 5 P's.

- Pitch is referring to the tone of voice in the messaging. It is essential towards the emphasizing different points and expressing different emotions throughout the conveying of the information. The adjustments in pitch also helps to keep listeners engaged.

- Pace means the speed at which the message is conveyed. In order to create easily followable and processed messaging the controlling of the conveying pace of that messaging is very essential.
- Pause is the incorporation of strategical moments of silence. Through the pauses included within the messaging, the audience gets to have time to reflect on the conveyed information. It also helps in creating a sense of anticipation for the upcoming information and in highlighting the critical points.
- Projection is the process of making sure that the messaging reaches everyone from a volume and clarity perspective. Especially in larger settings a proper act of projection is an ingredient of successful communication practices. It showcases confidence and helps the viewers and listeners to maintain attention.
- Passion comes out as the energy and enthusiasm of the messaging. Making the content more relatable and memorable by applying passion in the act of conveying let's the viewers and listeners to better connect with the message.

The 5 P's are a great way to making sure that the presentation of the information better resonates with the viewers and listeners. The 5 P's can be utilized in every situation from online to real world situations. The main goal of the 5 P's, as the effective communication practices all and all, is to convey the messages effectively and leave a lasting impression.

2.5 Community

Merriam-Webster (2024c) defines community as a "unified body of individuals". The individuals unify themselves with each other through shared interests, values, geographical location, social ties and goals. A community builds itself upon support for each other and mutual respect, often also forming a collective identity and a sense of belonging throughout the members. Communities don't have to

be built around physical proximity, but they can exist as network around the shared interests and causes over longer distances (Lowe 2021).

The communities and the overall concept of them have evolved through times. They have become more accessible, and their reach has grown with the technological growth of today. The need for physical proximity is an even more distanced concept with the rise of virtual spaces for connection and communication. The virtual, as the in-person communities, both provide a platform and a foundation for meaningful relationships and humane operations.

2.5.1 Digital communities

Digital communities are the communities that exist in online spaces. These online platforms make it possible for individuals to engage and interact with each other no matter the physical distance. The digital communities enabled by the online platforms act similar to the conventional offline ones by creating a sense of belonging by fostering a supportive environment with like-minded people. The visible difference between a digital community and a traditional offline one is the convenience and accessibility of an online community. (Higher Logic 2024.)

More unique and niche topics and interests are able to flourish through digital communities as they offer a wider reach and can connect people from all around the world (Pohran n.d.). The built-in features of specific platforms help in longer distance and world-wide communication. A feature like asynchronous messaging allows for a flow of communication not seen offline and allows for people to interact and engage with the conversations in their own time. Also, the possibility of media sharing can help in the clarity of messaging through clearing up the references and putting everyone on equal ground by having everyone see or hear the same original media.

The digital communities also introduce problems to the overall sense of community all while having a lot of positive effects on communities and the feeling of togetherness. The platforms utilized for the hosting of these online communities also offer features that can hurt a digital community. A common feature of online

platforms around the digital landscape like the possibility of anonymity or a disingenuous profile can cause a reduced sense of connection on the other side and a reduced sense of accountability on the other. The lack of physical cues in messaging and conversations online can also lead to misunderstandings and further disconnection.

2.5.2 Communities around organizations

Communities can form around organizations if the people feel a connection to the organization's operations, mission or what the organization stands for. Usually, these types of communities form from a combination of customers, employees, some supporters and just other stakeholders (CMIC Mobilize n.d.). Each one of these people engages with and contributes towards the culture and values of the organization and the community simultaneously.

The organization and the communities surrounding them live in a symbiose where both of them influence each other. The communities can offer great feedback on the needs and wants of themselves as well as the environment around them (Morgan 2011). This feedback can be utilized by the organization in order to guide the development and the direction of the organization. On the other hand, the organization can support the surrounding communities by reaching out to them and offering support and help in the fashion of resources and platforms. All of the interactions and the success of them lean on the intentional strategies on relationship-building from the organizations side and the commitment to transparent communication.

Organizations themselves can also be a driving force in the creation and strengthening process of these communities through bringing people together by hosting events, supporting communications and opening up communication channels. Collaborating with and listening to the communities will help the organizations strengthen loyalty within the community, enhance their own brand identity and then consequently benefit from the gained support of their stakeholders.

2.5.3 Community management

Community management is a practice where a community is to be engaged with strategically in order to generate and maintain positive relationships and trust. The first step in effectively managing communities is to understand the needs and wants of the said community. Those needs have to then be assessed and in the best cases addressed. Community management is also a major factor for organizations. An effective management of communities can affect public perception and positively showcase the organization's values and goals (Generation.org, n.d.).

A great and strong approach to community management always starts with truly listening and observing the community. A proactive addressing of the issues at hand is only possible through a great up-to-date understanding of those issues and their connections to the community. Transparent communication and regular engagement can be a great tool in correcting rumors and misunderstandings. They can also create an inviting environment for constructive dialogue and help in de-escalating internal conflicts within the communities. Through all of this the organization can uplift their reputation and form a great support network that contributes to both: the organizational success and community well-being. (Lee-Garcia 2024.)

Community management can in practice be a lot of different things. For example, in the case of digital communities, it can be moderating online forums or engaging with the community through social media. The practical day-to-day actions to manage communities might differ drastically everyday, but the sentiment and the ideas behind the actions are always reflecting of the same community management principles.

2.6 Filming

Merriam-Webster (2024e) defines videography as "the practice or art of recording images with a video camera". Videography, or filming as an everyday term, encompasses the intent of creating something visual in the form of videos with the technical skills to act on it. There are a lot of factors that affect a successful filming

process. In order to create the visually best-looking end product it is crucial to consider many different technical elements like framing of the shots and subjects, clear and intentional lighting, and the clarity and volume of the sound (Zorgle 2024).

The demand for video content has increased through the evolution of social media the prevalence of it in the everyday lives of people all over. This has consequently forced filming as a practice to evolve with the times. The practice of filming has grown to include a wider range of styles and purposes. But whether it is a professional production or short-form social media content, the intent of creating engaging and informing videos in order to entertain audiences has pertained as the heart of filming. It is crucial to know even throughout these wide ranges of filming styles and purposes, what specific requirements and techniques are tailored towards maximum impacts on the chosen fronts.

2.6.1 Professional shooting

The professional act of video shooting is built on great planning and tuned attention towards the finer details. The goal of professional videography is to get a high-quality and very polished final product. When one has an idea for a video or a message that they would want to relay through a video, they are at the starting point of a professional video production arc (Trussel 2024).

The next step is to design the shots by thinking through the camera angles and the compositions of the shots in order to get the right aesthetic to match the intended message (Thapa 2022). Connected to the designing of the shots is the choice in location for each of those shots (English n.d.). A key factor in choosing those specific locations is to again try to match them with the message in order to make the narrative of the video easier to grasp and follow.

The visual appeal of the videos is a major factor in the success of the entire production. In order to enhance the visual appeal of the videos, on top of the prior steps, it is crucial to design and control the lighting of the shots and the audio capturing process. Professional video-productions aim to eliminate harsh shad-

ows and over-exposure (Sheffield 2024) as well as unwanted muzzled and background noises for a clearer end product. Directional lighting can also be utilized to facilitate a wanted mood into a shot or highlight specifics.

Professional equipment has introduced many different possibilities in altering and customizing the shot footage. Through things like frame rate and resolution the videographer can tailor the outcome of the footage shot on a professional camera (Thapa 2022). There is also equipment made for the stabilization of the cameras like tripods and gimbals. The stabilization of footage will greatly enhance the viewing experience of the final videos.

2.6.2 Social media videos

The distinction in the style and approach between the professional videos and social media videos is that the main objective of a social media video is to swiftly capture the viewer's attention. The fast-paced social media environment rewards shorter and faster paced engaging content rather than the highly polished and longer form videos (Fulford n.d.). These values and preferences have allowed anyone with a smartphone to start creating content for share. The intrigue to create content has been on the rise with the introduction of platforms like Facebook, Instagram and TikTok. It is for this reason that these platforms have also introduced integrated editing features on their platforms. The rise of user-friendly editing apps as well as those platform-integrated ones has enabled even more creative approaches to video creation and shooting in the social media field.

In order to make engaging and effective social media videos, it is crucial to understand the audience. The viewers on social media are looking for visually engaging and concise entities that would use strong openings to capture interest in the first few seconds (eClincher 2024). While the most engaging social media videos are sometimes those low-quality home-video style ones, the aim for the footage should never be to have it be shaky or unclear. In order to shoot better quality footage even with just the phone camera, similar operations should be introduced to the ones talked about in professional shooting. Steady shots as a result of great filming techniques and the utilization of equipment like tripods will

enhance the viewability of the footage (Pitts 2018). Giving thought to the lighting and audio capture can also have a positive effect on the outcome of the footage.

What also has to be considered in the field of social media are the platform specific preferences. The preferences can include such things as the width and height of the content (Christison 2024), and that should be taken into account while shooting it. The length of the videos also differs from platform to platform. The usual shorter form videos work better on TikTok and Instagram, whereas the longer form content is preferred by the audiences on YouTube and Facebook. On top of tailoring the length of the content also the visual style, vocabulary and the actual insights of the content should be tailored towards the specific audiences of these platforms in use (Otachi 2024). It can be taken as an overarching guideline to not create too stagnant and out-stretched videos even when the outcome is longer form of content. This can be achieved by incorporating quick cuts and on-screen text for visual change (Strella 2023), while music can offer a different kind of outlet for energy during longer informative portions.

3 DEFINING PHASE

This thesis is written to follow the same structure as a practice-based project. It combines theoretical concepts with practical and project-specific applications. The information presented within the thesis is drawn from both: relevant literature and the practical experiences of developing social media resources for the organization in question, Ylöjärven Seurakunta. The thesis builds an understanding of how the practice and the theory complement each other throughout each stage of the project. It does this by infusing theoretical insights into the real-world dynamics of the organization's social media needs.

3.1 Project premise

Ylöjärven Seurakunta (n.d.) is an Evangelical Lutheran congregation that operates in the rapidly growing town of Ylöjärvi. With approximately 23,500 members, the congregation serves around 70% of the town's population. The organization employs about 80 people in a variety of roles, from youth workers and deacons to property managers and cantors, and runs extensive activities including educational programs, community clubs, and events for all age groups. To support these activities, Ylöjärven Seurakunta owns and maintains multiple facilities, from churches to campsites, and has invested in video and audio equipment, such as cameras and drones, to support content creation efforts.

Despite this solid infrastructure, social media marketing has presented challenges. While the organization recognizes the importance of social media in connecting with its community, the current processes lack clarity and cohesion. Employees face difficulties managing platforms, coordinating content creation, and maintaining consistency across various social media channels. Moreover, the initiative to involve all employees, many of whom have limited experience with social media, has led to anxiety and uncertainty. This project aims to address these issues by creating supporting materials and structured guidance to improve the organization's social media presence and enhance employee confidence.

3.2 Employees' mind-set

For many employees at Ylöjärven Seurakunta, engaging with social media feels overwhelming, especially for those without prior experience in content creation. Although the organization recognizes the potential for more personalized and engaging content, the responsibility has placed significant pressure on employees who are not familiar with social media marketing.

The concerns range from self-doubt over appearing in photos and videos to discomfort with their voice in audio recordings. Additionally, employees worry about staying relevant with trends, language, and humor, which is particularly stressful in the context of maintaining an organization-wide presence. These personal challenges are compounded by the inherent risks of social media, where content is subject to public critique. Employees often feel that negative comments or poor engagement metrics validate their fears, leading to further reluctance to participate.

In response, Ylöjärven Seurakunta has organized several workshops over the past two years, facilitated by an in-house marketing professional with social media expertise. These sessions have introduced employees to new tools and strategies, helping them navigate platforms more confidently. Despite the positive impact, the workshops alone have not provided the continuous support needed for day-to-day operations, leaving employees without ongoing guidance and resources. As a result, many still struggle to apply what they've learned in their regular work.

3.3 Current social media processes

The primary social media platforms used by Ylöjärven Seurakunta are Instagram, Facebook, and YouTube. Instagram and Facebook are mainly used for sharing event-related posts and announcements, while YouTube is dedicated to live-streaming worship services and hosting long-form video content. Additionally, several subgroups within the organization, such as youth clubs and children's programs, maintain their own social media pages, which serve more niche audiences.

This decentralization of social media efforts has created both opportunities and challenges. On one hand, smaller communities within the organization can maintain targeted, relevant communications. On the other, it has led to a fragmented social media presence, where the overarching organizational voice is difficult to pinpoint. The result is a collection of content that lacks consistency and strategic direction.

Much of the content currently being shared is event-based, often in the form of photos or simple graphic posts with captions. While functional, this style of content rarely fosters engagement or interaction from the broader community. More interactive forms of content such as videos with a personal touch, social media contests, and community-building posts are underutilized. Despite efforts to increase engagement by posting more frequently, many of the posts fail to connect with the audience due to their generic nature, which often lacks the depth or personal connection needed to drive meaningful conversations.

3.4 Defining the project

This project focuses on creating supportive social media marketing materials for Ylöjärven Seurakunta and its employees. The project and the thesis are two distinct entities, but their structures mirror each other closely. The project follows agile project management framework of Defining, Planning, Execution, Monitoring, Controlling, and Closure. Each of these phases serves as a stepping stone towards the next in order to logically guide both the project and thesis through a unified and chronological structure.

This alignment really allows the thesis to present a clear and easily followable picture of the project's progression. The structure allows each stage to reflect the corresponding actions taken along the project itself. The agile framework provides the needed structure, all while still allowing flexibility in response to feedback. This makes the framework ideal for a project like the one at hand, that aims to address the ever-evolving needs in social media engagement and content creation practices.

3.5 Defining the problem

Ylöjärven Seurakunta is facing challenges in creating consistent and engaging social media content. The main problem is the employees' lack of confidence and experience with content creation and platform management. Many of the employees have strong feelings against seeing themselves on a screen or hearing their own voices on a recording. This in continuation then bleeds into the employees not wanting to put themselves in front of the camera or the microphone and especially not wanting to be the one operating the equipment on top of that. According to multiple personal interactions with the employees at Ylöjärven Seurakunta, the responsibility of content creation often feels isolating and like it's falling on individual employees rather than being the collaborative and organization-wide effort it is meant to be. This perceived isolation just worsens the lack of confidence, making the process feel heavy and unsupported.

Besides the individual challenges mentioned, the organization also lacks a unifying framework for its content creation. There are various branches that contribute to the organization's social media content, presence and messaging. These points combined with each other leads to Ylöjärven Seurakunta's messaging seeming inconsistent and messy to some of the viewers as each of these branches represent a unique voice within the shared organizational platforms. Fostering and utilizing those individual voices is and should be a goal for the organization, but there is also a need for an overarching structure that maintains organizational clarity. Without this cohesion, the online presence of Ylöjärven Seurakunta can feel fragmented, consecutively reducing the clarity and impact of messaging.

The establishment of a supportive and unified approach to content creation would encourage employees to contribute towards the organization's social media presence more confidently. The employees would also be more equipped to help each other and create a supportive and uplifting culture around the topic. All of these points would aid in helping the organization present a consistent and engaging identity online.

3.6 Defining the goal

The aim of this project is to create a support system that encourages employees at Ylöjärven Seurakunta to actively and confidently engage with social media platforms and content creation. The goal is to address the challenges around individual confidence, practical support, and organizational cohesion. The project plan to solve these problems by equipping the employees with two practical guides: the social media marketing guide and the video creation guide. These guides are designed to support day-to-day content creation while simultaneously providing a flexible foundation for every employee's unique approach to creativity.

The organization has in past offered some varying supporting resources, such as social media workshops and graphic templates via Canva (2024). These initiatives have obtained positive responses from the employees, but at the same time lacked the consistent and accessible format needed for usage daily and especially on the video creation front. The new guides fill this gap by establishing a shared foundation across all branches of the organization. The guides also provide the employees with both technical guidance and creative prompts to use throughout their social media and content creation efforts. This unified approach enables all of the employees to experiment on their own and grow their own skills within a common structure. This way the guides help in fostering creativity while on top ensuring cohesive messaging.

Through these two guides, the project long term aim is to empower employees individually and to keep helping them develop their skills and confidence over time. The constant learning and betterment also compensate for the absence of a dedicated budget for both: this project and the everyday social media and content creation efforts within the organization. The guides, by focusing on skill development and operational efficiency, enable the organization to maximize its resources, while better connecting with its community online.

4 PLANNING PHASE

This section forms the planning phase within the agile project management framework. The chosen structure provides a structured yet adaptable approach to both: the thesis and the project. Through using the agile methodology, the project gets to be responsive for adjustments. This way the framework ensures that each of the steps addresses the real-time needs and builds one-by-one towards a practical and tailored outcome. This approach is not only visible as the structure of the thesis, but also makes up the whole process of the project of creating effective and usable social media and video content guides for Ylöjärven Seurakunta. The planning stage in all establishes a great foundation for the project's successful execution, by setting specific objectives and anticipating necessary adjustments.

4.1 What is needed?

The planning stage needs an understanding of the organization's challenges with social media and content creation in order to address the identified issues and achieve the project's goals. This includes the recognition of the facts that employees' familiarity with social media and marketing concepts varies widely. That is why a foundational requirement for the success of the project and the applicability of the guides is thorough research. The guides can go around the personal lack of knowledge of employees by grounding the guides in evidence-based practices drawn from marketing, communication, and content creation theories, as well as personal observations from within the organization.

The feedback loop that is integrated in the agile framework is critical in this project as it enables the iterative refinement of the guides. The project remains flexible and ensures that the final outcome aligns more closely with employees' needs and the organization's objectives by integrating feedback throughout the process. Identifying the right participants for the feedback-round like employees across the branches of the organization and through all ages, let's the guides to take into account the broader needs of a unified structure and the vocabulary differences. Great and thorough feedback allows for targeted insights that can shape into a

realistic and effective approach. This feedback infusing process allows the creation of guides that are both practical and adaptable, but at the same time responsive to the unique context of Ylöjärven Seurakunta.

4.2 The planned guides

The project will produce two different guides, both serving a distinct individual, but at the same time complementary, purpose:

- Social media guide is a comprehensive guide that is intended for employees with all levels of experience. It is created to help them understand social media's core concepts and how to apply this knowledge practically. This guide offers guidance on audience engagement, content types, platform-specific strategies, and creative approaches on how to connect more effectively with the community. The social media guide aims to empower employees to navigate and contribute confidently across platforms, by covering the fundamental aspects of social media.
- Video creation guide is a practical guide that focuses on the technical and creative process of producing videos from the start to finish. It covers topics such as lighting, sound, setting, and editing. This guide offers step-by-step instructions to help employees create engaging and high-quality videos. It reinforces solutions on the main themes like confidence in presentation and the role of videos within the broader social media landscape by building on principles from the social media guide. The video creation guide connects itself to the bigger entity in the social media guide in order to provide the staff with a cohesive toolkit for content creation.

Together these guides aim to establish the wanted unified support system for social media and content creation operations at Ylöjärven Seurakunta. Every component combined in order to make up these guides is included to drive them towards the goal of fostering both creative freedom and consistency across the organization's social media presence.

4.3 The plan of creation

The process of creating these guides includes gathering and merging knowledge and information across several areas. Each of these topics contribute to comprehensive guides specifically tailored to the organization's needs. In order to ensure that both of the guides are grounded in best practices and relevant insights, the main areas of focus include:

- Understanding the effects and potential of social media, differences between social media platforms, and the impact of effective campaigns on social media in order to broaden the employees' viewpoint of the environment they are working in.
- Covering the essential ideas of marketing within this context, like digital marketing, marketing mix strategies, and customer segmentation in order to help employees understand and align their content with organizational goals.
- Examining the differences in visual and written communication styles, while also integrating the "5 P's" of communication in order to help guide the employees on effective message delivery.
- Analyzing digital communities, community building around organizations, and community management in order to strengthen the online presence and engagement through familiarity and comfortability.
- Exploring both professional video production techniques and social media-specific approaches in order to support employees in creating dynamic, captivating and engaging content.

The successful completion of the practical and responsive guides also requires an understanding of iterative project cycles and feedback loops from an agile project management perspective. All of these topics will be further indulged into through applicable literature and then adapted into the guides.

5 EXECUTION PHASE

This chapter focuses on turning the information and concepts introduced in the chapter 2 into practical guides that are going to help with the issues identified in the chapter 3. The creation process of the guides was rooted in the research from the fields of marketing, social media, community engagement, communication and filming as found in the literature review. The guides were drafted by and with the information gotten from the research in the chapter 2.

The previous chapter also introduced concepts on the field of project management in the chapter 2.1 and its sub-chapter. The chapter 4 explains that the project plan was to develop clear, accessible guides for everyday use for the employees. The outcome of this process was a comprehensive and well-built set of a social media marketing guide and a video-creation guide, both designed to empower, help and guide the employees in their content creation process.

The social media marketing guide focuses on bringing all-around know-how and confidence into the everyday online operations of the employees. It aims to help the employees in navigating different social media platforms, creating content that resonates with their audience, and developing stronger community connections through online engagement. The guide also takes into account the needs of creative help within the organization and provides overall strategies for content creation and the possibilities within it.

The video-creation guide complements the social media marketing guide by diving into practical tips on the fields of filming, editing, and enhancing the quality of video content. It also keeps reinforcing some of the same ideas that the social media marketing guide introduces to create a bond between the guides and help with the understanding. Both of these guides were designed with simplicity in mind in order to enable the employees without previous expertise in marketing or social media practices to use them.

5.1 Social media marketing guide

The social media marketing guide was developed in order to support the organization's wants of including every employee in its social media processes. The main objective was to introduce and translate marketing theories into practical steps that the employees of Ylöjärven Seurakunta could easily understand and implement in their own work. The guide covers a wide range of topics, including understanding customer segments, selecting appropriate platforms, and deriving content ideas. It also emphasizes the role of community engagement in the success of social media marketing efforts.

5.1.1 Customer segmentation

Like highlighted in the chapter 2.2.4, it is crucial to understand the target customer segments in order to plan and create content that resonates with specific audiences and viewers. The social media marketing guide introduces and dives into the tendencies of the audiences through different genders, age groups, lifestyles and locations. Chapter 2.3.3 explains that through this gained clarity over the targeted group, the guide can then offer actionable insights on how to connect with these different segments of audiences based on their interests, digital behaviors, and the types of content they engage with. For example, the employees are encouraged to consider the preferences of younger audiences versus older ones and adapt their content accordingly. This can include changes in the visual styles, pacing, humor, or just plain engagement strategies.

The information in the guides tries to be as inclusive and wide range as possible while still offering specific enough information across the board to stay highly practical wide range of the organization's activities. The guide does not cover the actual target customer or segment determination process, because that doesn't fall on the employees in charge of creating the content, but rather comes set from the organization as a package with the occasion. So instead, the social media marketing guide focuses on how to tailor content to those already identified target segments.

5.1.2 Different social media platforms

Social media platforms differ from each other in their functions, audience and possible applications for the organization. The social media marketing guide provides a detailed analysis of the platforms most relevant to Ylöjärven Seurakunta based on the research in the chapter 2.2.3. The platforms currently in use by Ylöjärven Seurakunta, that are included in the analysis are Facebook, Instagram, and YouTube. These platforms are explained through their specific features, user demographics and content preferences. TikTok and Snapchat are also discussed as potential future options.

The strengths of each platform are highlighted in order to create a clearer understanding of the benefits like enhanced interconnectivity talked about in the chapter 2.2.2. Practical advice on how to leverage those platform specific features is given. For example, Facebook is credited for its ability to create community engagement through event posts and group discussions, while Instagram is recommended for visually driven content that can appeal to the younger audience harbored on the platform. The guide also takes into account the platform-specific features like possibilities of direct messaging and embedded links.

5.1.3 Derivation of content material

The social media marketing guide also introduces a structured approach to content creation. It also highlights the creative derivation of material by drawing inspiration from the 4 P's expanded on in the chapter 2.3.2. Key content elements such as events, value propositions, and past stories are identified and highlighted as potential sources of engaging content material. These are slightly indirectly resourced from the basic marketing mix principles.

Employees are also encouraged to pull from and get inspired by a variety of sources within the organization. Highlighted are the possibilities of physical venues, historical anecdotes, and even the people themselves. The inclusion of people, whether within or around the organization like talked about in the chapters 2.5.1 and 2.5.2, helps to both give more resources to pull from for the employees and to create a stronger connection with the community around the organization.

All of these possible elements are introduced in order to ensure that the content remains relevant and interesting, but to also make sure that the employees have a large pool to pull content and ideas from.

Each possible source of content is then tied to practical examples and tips on how to align the visual and textual content within that frame to maintain audience interest. Each section also demonstrates how to go by deriving content from these everyday organizational activities and translating these into compelling social media posts.

5.1.4 Dividing text and visual content

Creating a balance between visual and textual elements is a key factor in successful social media content. Through the points made in the chapter 2.4.1, the social media guide explains the importance of this division by highlighting that the posts need to be concise, visually appealing, and easy to understand. It dives into how to craft posts where the content flows logically and doesn't overwhelm the audience at any point or section with excessive information. The guide also provides insight into where any specific type of information being portrayed is going to work the best and where it might get lost within all the other information.

The employees are guided particularly on how to pair visuals with short, impactful text to enhance clarity and engagement. The chapter 2.4.2 introduced the principles of great public speaking. Through these the employees are also provided with theoretical insights paired with practical examples on how to make the messaging more interesting on the fronts of pausing, energy, humor, grandness, vocabulary and directing.

5.1.5 Creating community through technology

As talked about in the chapter 2.2.2, social media offers a wide range of tools to foster community engagement. The social media marketing guide introduces different types of technological features, such as live streams, chat options, and interactive posts. These can help strengthen the connection between Ylöjärven

Seurakunta and the community around it. These features allow real-time interaction between the parties and further promote open communication, which as explained in the chapter 2.5.3 is essential for building a sense of community.

Employees are encouraged to utilize these tools in the fashion they feel comfortable with to enhance both the physical and digital aspects of events. As for example, live-streaming events allows for wider participation, while chat options can facilitate post-event discussions. These possibilities would not only increase engagement but also provide valuable feedback that can then be used to improve events in the future.

5.2 Video-creation guide

The video-creation guide was designed as a practical, day-to-day resource for employees working on video-creation tasks. The guide is presented as an A3-sized poster and it offers straightforward advice on the technical aspects of video creation, from camera setup to post-production editing.

While the social media marketing guide focuses on the overall structure of social media posts and content creation, the video-creation guide dives into the physical process of filming and editing. It breaks down the steps involved in creating professional-looking videos without specialized equipment or extensive training.

5.2.1 Physical act of filming

The video-creation guide provides clear instructions on how to approach filming. The advice on camera positioning, lighting, and sound introduced through the principles explored in the chapter 2.6.1 allows the employees in on how to frame shots, use available light effectively, and capture clear audio. This section is designed to boost employees' confidence by offering simple, actionable advice that can improve the quality of their videos, regardless of their technical experience.

The guide also includes advice on how to get set up to film in different locations and environments, whether it's a church setting or an outdoor event. Employees

are encouraged to make the most of their surroundings, ensuring that the content they create is visually appealing and contextually appropriate.

5.2.2 Help through-out the content process

The video-creation guide introduces a structured yet flexible approach to the video production as a whole, but also just to the video shooting process. With the practices explained in the chapter 2.6.2, the guide emphasizes the importance of maintaining viewer engagement through effective pacing, thoughtful clip transitions, and a coherent video structure. Employees are also encouraged to focus on the flow of their videos by considering how each element works together, this way ensuring that content remains dynamic and compelling from start to finish.

In order to foster creativity, the guide highlights different ways of incorporating all types of different content elements. This is also done to help the employees develop their own unique video and content style as well as to foster creativity throughout the entire process. Through the encouragement of experimentation with different visual techniques, storytelling, and audio components, the guide promotes a sense of freedom in content creation. This builds upon the confidence introduced in the social media marketing guide, offering the employees practical tools to create videos that resonate both personally and with the target audience.

The guide also strives to make the editing process approachable by breaking down technical tips and steps into manageable sections. It highlights the best practices for trimming unnecessary footage, helping the editing process by shooting well-planned shots, and refining the overall visual flow. This is done in order to make the editing process less intimidating for those new to it.

5.2.3 Personalized content

The emphasis of the video-creation guide on personalizing the video content and directing the content towards a target segment allows the employees to create stronger connections with their audience. This is explained as in the chapters 2.2.2, 2.3.3 and the entire 2.5 chapter with its sub-chapters. Also, by tailoring videos to reflect the organization's identity and what is actually going on within

Ylöjärven Seurakunta, the employees can create more authentic and relatable content, which strengthens community's bonds.

The video-creation guide's design is made to enhance its day-to-day usability. Its clear layout, practical tips, and visually appealing outlook provide a very well-structured roadmap for the employees, ensuring that they feel supported and empowered throughout the entire video creation process.

6 MONITORING PHASE

The next phase of the agile project management process introduced in the chapter 2.1.1 is the monitoring phase. This is also an important part of the inducted feedback loop within the project, as explored in the chapter 2.1.2. It is a crucial part of a project of this kind to include the target audience, the employees, into the development process. Only this way can the practicality of the created guides be enhanced to the maximum. Through this phase it can be made sure that the guides will not only be tailored for the organization's needs, but to serve and be understood by the employees as well as possible.

The feedback for this monitoring phase was gathered from individuals and groups from four different branches within the organization. The interviewed people were chosen in order to establish a transparent and comprehensive overlook and understanding of the needs of the employees. The interviewees represented different age groups, work groups, branches and lines of work. They also were a great representation of the user group towards who the guides were directed to. The included employees were from the fields of marketing and communications, youth work, early childhood education and deaconess work. The level of previous knowledge and experience from the field in question as well as the used everyday vocabulary varied from side to side. This also allowed the feedback to offer insights from all kinds of perspectives and topics.

6.1 Means of conduction

The feedback process was built around informal conversations. These conversations were designed as one-on-one discussions in order to capture the unique perspectives and individual ideas of the feedback providers. Establishing a friendly and open discussion atmosphere allowed the participants to be more relaxed and express their thoughts more freely.

The participants were provided with physical copies of both guides prior to the interviews. This way they had time to thoughtfully go through the guides and draw, write down, or in any way take marks of the questions, ideas and other feedback prior to the discussions. The feedback providers were informed about

the purpose of the guides as they got them for inspection. They got to know that the guides were there to assist them in their social media efforts and provide support throughout the content creation process. Introducing the purpose of the guides upfront was done in order to let the participants compare the insights and directions within the guides to the problems it was aimed to address.

The participants were also given guiding questions for them to lean on if they have problems giving feedback. The main idea was to establish that the discussion space was free for any kinds of thoughts, ideas and feedback. The primary question was then worded as "Do you have any questions, thoughts, or ideas?". There were also further guiding questions provided as "How helpful is the guide?", "Do you wish there was something more or different?", "Will you utilize it?", "Was the language clear and easy to understand?", and "Did the structure and highlights make sense?".

6.2 Concrete feedback

The previously mentioned and intentionally designed selection process of participants across different levels of experience, different ages, and different backgrounds resulted in a diverse range of responses. Participants with more experience in the field, such as the head of marketing and communications, inquired about the deeper insights and extra articles for reading. On the other hand, the feedback providers who weren't that familiar with the field kept the feedback to more grounded questions and thoughts like the terminology and vocabulary used in the guides.

The range of the feedback provided a great look into the further needs of the guides. The approachability of the guides had to be guaranteed for every employee regardless of their personal connections and previous experience within the social media field. The broadness of the feedback across varying groups on wide range of attributes allowed the changes to the guides to better address the organization's needs.

6.2.1 Social media marketing guide

The feedback on the social media marketing guide was overwhelmingly positive. The participants seemed to highly agree that the guide was really helpful and interesting. The interest was deemed to be facilitated by the clarity of the guide as well as how engaging the content was. There was also constructive feedback and thoughts brought up during the interviews. The design of the cover page was discussed multiple times although the participants were made aware that it was merely a placeholder in the first place. Ideas were brought up about designing the cover page visually similar to the video creation guide to enforce the connection between the two.

The more experienced participants expressed their interests in having additional articles, studies and other resources linked or otherwise presented as a possible read. These feedback providers included employees purely from the marketing and communications field and the thoughts behind the extra resources were to get to know more about the differences in applications and demographics in the social media field. Contrastingly, the less experienced participants had experienced slight challenges with the wording and terminology used in the guide. The struggles with the vocabulary were combatted by the contents' level on engagement and so the feedback providers had still found the guide very interesting.

The specific individual examples utilized throughout the guide kept coming up throughout the interviews as a majorly appreciated aspect. These examples were used to clarify the theoretical points made throughout the guide, and in order to make the guide more practical. The overall consensus was that the guide was highly useful and addresses the main problems. The participants didn't feel as if some major topic or information was missing. They also felt like the provided information and instructions would positively impact their content creation process by making it more easily approachable and raising the quality of the outcomes. The only concern provided on the content side was with the introduction of possible used technologies. It was noted that for example live-chats would create extra work and introduce moderation challenges especially when having a lot of volunteers working on different projects around the organization.

6.2.2 Video creation guide

The main factors considered in the making of the video creation guide were the visual stimuli and the readability of the guide itself. These were the main contributors to the success of the outcome of a displayed A3 poster. The poster is to be spread and displayed across the facilities of the organization. This is why the positive comments and thoughts about the outlook of the guide were a great reinforcement of the visual side and the designed success of the guide.

The feedback from the less experienced participants on all of the guide's visual elements was very positive. There weren't even singular questions or ideas on why the specific designs were chosen or how the guide could be made to look better. The more experienced participants inquired about changing the font away from the force-capitalized and bolded to a more customizable one. Their ideas revolved around possibly making the guide work better in fast-paced work environments, as they see their culture being.

The content of the guide was deemed to be well-chosen and clearly explained. The participants seemed to agree that the guide flowed well and logically build on itself. They also were happy that it was crafted to serve a wide and varying audience. There was a single portion that created confusion across the interviewees and diverted from the clear messaging of the rest of the guide. This portion was the last element of the poster in the practical video transition examples. The main problem was that the participants couldn't see the actions from the words.

The more experienced participants also had ideas of incorporating some key points from the social media guide into the video creation guide. For example, the reminder of the benefits of scripts was a talking point brought to the discussion by the more experienced employees. They deemed that the more the two guides leaned on each other and had visibly synchronized messaging, the greater the success of the guides would be on an organizational level.

7 CONTROLLING PHASE

This chapter encompasses the closing up of the feedback loop opened up in the previous chapter. The chapter 2.1.2 says that the purpose of a feedback loop is to be able to utilize those outcomes as inputs in the next iteration of the materials in the agile framework. According to the chapter 2.1.1, this process of applying the changes falls under the controlling phase of the agile framework.

The outcomes of the feedback round are found in the previous chapter 6.2. These outcomes are then used as inputs to finalize the two guides. In order to find out the most appropriate and meaningful changes to be made to the guides, one must dissect the feedback well. It has to be done with the pure intention of getting towards a better end product, and not by hanging on to one's own ego and pride over their creation.

The purpose of the feedback round was to make sure that the discussion points and insights of the two guides lined up with the expectations and that the guides were clear and understandable. The contents of these guides were designed to attack the problems head-on and be customized for the organization and its employees. The visual elements of the guides were designed to provide a structure and extension to the worded insights. The vocabulary of the guides was designed to be clear enough for everyone to understand and be customized to the needs and wants of the organization and its employees.

7.1 Unifying the feedback

The gathered feedback was wide-ranging and went over many variables. The striking usage of it required a great overhaul of all the comments in order to create a unified outcome. It was important to not get too hung up on individual comments and issues, but to take them into account in respect with the others. Gladly, the participants didn't provide any clashing feedback.

It was important to have both: the inexperienced and the experienced voices to be heard and not just cater towards one. This meant that the feedback gathered

from the more experienced participants had to be worded right and put in a context where the less experienced participants could still follow and gain something from it. Mainly the only problem seemed to be to get the theoretical side to not be too overwhelming and hard to understand for the less experienced employees, but to have it be extensive and interesting enough for the more experienced employees.

7.2 Finishing the materials

The feedback highlighted various specific problems with the initial guides. The one problem that was anticipated while crafting the guides was the used vocabulary. This element was, as previously mentioned, created with further customization in mind, as it would need involvement from the employees. The finalization of the guides started from going over all the vocabulary and wording related feedback in order to ensure a clear and understandable result. The new wording and changes in the vocabulary were based on the interviews and the wording and vocabulary utilized in those discussions. An example of a problem an employee was running into was with the word insert or planted information. After a very short discussion within the interview, it was found to be that a simple mention of it being a link to other applications or website could suffice in clearing up the confusion.

The contents of the guides were not under a lot of scrutiny, but there were a couple of points discussed in the interviews. One of these points was the previously mentioned addition of a couple of key points from the social media guide to the video creation guide. This was done by adding mentions of scripts and other different structures that can support the creative processes. The next discussed point was the presentation and wording of lighting. The lighting elements were introduced more through examples on the initial guide, and the more experienced participants commented on the lack of overall theoretical concepts. The addition of the theoretical side prior to the examples in the guide gave it more of a logical structure.

The visual side of the guide was also lifted up in the interviews, mainly on the positive side, but it also raised questions. The biggest question raised was the

design of the social media guide's cover page. This was addressed by better tying it up to the concepts of social media by adding a feed type of design to the phone and re-coloring everything with more vibrant and prominent colors. The more experienced participants also brought up ideas about the font used in the video creation guide. This was dealt with by changing the font into a more customizable one, that would allow for bolding and capitalization along the preferences. The new font was paired with a deliberate attempt to make the text faster to read and separating the headlines with bigger differences in font size, bolding and capitalization.

The participants also had problems with the video creation guide's last element in the practical video transition instruction. Most of the feedback providers had problems with not completely understanding the actions described in the text and context images. Going over this in the interviews well described the issue at hand as through very short performance the participants expressed their clear understanding of the actions. The solution to this problem would then be to film these actions and explain them while showing them in the video. These videos were then embedded into the video creation guide with individual QR-codes. QR-code was also utilized for a list of links to extra material for reading in the social media applications and demographic portions of the social media guide.

7.3 Inducting the materials

The finalized materials were gone over with the head of marketing and communications at Ylöjärven Seurakunta. The induction of the materials was also discussed, and the best processes were decided to guarantee the reach and ease of usage for everyone within the organization. One of the processes that were landed on was to induct the two guides as a pdf and a png file into the organization's material marketing material bank and the organization's communications material bank: both on the Teams and Google Drive platforms. Another process was to print multiple of each guide out to distribute across the organization's multiple facilities. For example, in the headquarters the printed guides are now found in all of the common areas and meeting rooms.

8 CLOSURE PHASE

The agile project management framework utilized, as explained in the chapter 2.1.1, ends in the closure phase. In this project, the closure phase includes the final poll. The final poll tries to quantify the effects of the final deliverables: the two guides. It does this by inquiring the target consumers, which are the employees of the organization. In order to guarantee the most accurate answers on the effects, the employees were given a week with the material before the poll was executed.

The closure part exists in order to effectively close out the project and the project management process by drawing conclusions from the results of the poll. In a longer project under agile project management these results would then be utilized in the next iteration to enhance the materials. The final poll is created to take into account multiple facets of the two guides to provide a more wide-ranging analysis of the effects.

8.1 Creation of the poll

The final poll was created to logically follow up on the interviews and the purpose of the project in whole. The poll consisted of two parts: one for the social media guide and the other for the video creation guide. Each one of these parts had similar questions to the other, but they had to be differentiated in order to get individual grades for both guides. Both parts followed the same structure of questions, that went like:

- How helpful do you believe the materials can be in your work in the field of social media?
- How easy were the materials to read and understand?
- How likely are you to utilize the materials and the insights in them in the future?
- How sensical and logical was the structure of the materials?
- How rich was the content of the materials? (Was there something missing)
- Overall grade

The aim of the poll was to get a simple grading on the main touchpoints from both perspectives: the success of the creation of the guides and the strikingness of the guides. The idea was to get the employees to thoughtfully read through the guides and swiftly analyze how they felt. The grading system was done by numbers 1 through 5, with every question having its own extra explanations of the grading. This was done in order to increase the clarity of the poll and decrease the possibility of misunderstandings.

8.2 Target base and conduction

The final poll targeted the same base as the two guides: every employee in the company, as they are all included in the organization's plans of social media processes. The poll was conducted in collaboration with the entire marketing and communications branch of the organization. They took care of the induction process of the materials and then connected the messaging to the entire organization and all of its employees through internal messaging platforms, mainly Teams. The poll itself was constructed in Google Forms and then sent as a link with an introductory paragraph that translates to this:

- Hello, this is Leevi Päivinen.

I have formed you two guides aimed at helping you with social media and content creation. I would appreciate it if you could give me quick and easy reviews of those guides after getting familiar with them.

While different, these two guides are both meant to make your work easier in the field of social media. They exist to support you in your everyday actions and for you to lean on when necessary.

The social media marketing guide is an 11-page document aimed at helping you understand social media as a field as well as to help you attack the general problems with content creation. It introduces the differences in the habits of different target consumers and how to produce interesting content for those target audiences.

The video creation guide is an A3-sized poster aimed at helping you understand and get better at creating videos. It exists to offer you support and make it possible for you to learn and get better at all things video creation, from the ideation to the posting of the video.

I have produced these guides as part of my final thesis on my International Business studies. As the last part of that final thesis, I would now need your help with the reviews. The reviews from you will appear as completely anonymous in the final part of my thesis.

I hope you can utilize the guides to make your life easier in the field of social media and thank you in advance to all the reviewers!

Regards,
Leevi Päivinen.

The poll's creation in Google Forms allowed it to be filled on any device. Similarly, having the final guides in the formats of pdf and png, as well as in physical form erased the needs for any qualifications or device needs. These were done in order to widen the reach of the guides as well as the poll, so that anyone could take part in the review process. The introductory paragraph was written to let everyone know the aim of the guides as well as the purpose of the poll.

8.3 Results

The final poll amassed 21 anonymous answers across the organization and its branches in a work week, from Monday through Friday. Although anonymous, the number of answers makes it clear that the poll has reached multiple different branches. The discussions had with the head of marketing and communications prior to the launch of the final poll clarified that the members of the early childhood education branch might not be present to fill the polls as they are seasonally and by workload in a tough spot.

8.3.1 Social media guide

The social media guide got an overall grade of 3.62, with only one single person grading it 2. There were six people who graded it 3 and fourteen people who graded it 4. So, the overall consensus was that the social media guide was a good entity and a positive addition to the organization's material bank. It was graded a 3.00 by the 21 answers on how helpful the employees believed the materials could be in their work in the field of social media. There were answers across the scale with one person thinking it wasn't going to be helpful at all and another one believed that it would be extremely helpful. The difference in the answers can also stem from the differences in their job title and what it contains. For example, the head of marketing and communications said that the maintenance and cleaning branches have not taken part in the organization-wide social media efforts.

The employees graded the social media guide as well structured and easy to read, with it getting the ratings of 3.86 in structure category and 3.67 in the ease of reading category. There were a combined seven perfect grades of 5 in these categories and only a combined three grades of 2, with no grades of 1. The success of the structure and vocabulary really speaks on the great process within this project of integrating the stakeholders. The gathered feedback made it possible for the vocabulary and wording to be easy to understand and customized to the target consumers, the employees.

The contents of the guide were deemed decently rich and equally useful in the future. It got a grade of 3.05 in both categories: the richness of the content and how likely the employees are you to utilize the materials and those insights in the future. No one thought the contents to be perfect or terrible, with zero grades of 1 or 5. Similarly to the helpfulness of the entire guide one person said that they are not likely to utilize the contents at all, but everyone else believed the contents to be likely to be utilized in their future work.

The main takeaway from the social media guide poll was that the structure and understandability of it is great, while there could have been more content. The need for these materials mostly was brought up and worded by the higher ups in

the organization and the marketing and communications team. They believed that even though the employees might not immediately see the absolute need for such materials, they would grow to appreciate and utilize them throughout the upcoming years and assignments. For this reason the main idea was to make the guides to work as support for individuals and lessen the need for personal assistance from these marketing and communications professionals. The readability of the guides is a grave part of the success in the personal use from employee to employee, and the fact that it is deemed a strength from the start is a great testament to the success of this project.

8.3.2 Video creation guide

The video creation guide got an overall grade of 3.86, with only one single person grading it a 2. There were four perfect grades of 5, eleven grades of 4 and five grades of 3. The overall consensus was that the video creation guide was a great entity, as it was even more of a liked one than the social media guide. It bettered the social media guides respective grade in the helpfulness category with a grade of 3.24. The origin of the grade was a diverse answer unit with two people grading it 1 and another two grading it 5.

The diversity of opinions over the believed helpfulness of the guide being more diverse can stem from the current lesser usage of video content in the organization's social media efforts. The head of marketing and communications was aware of this and adamant for this issue to be tackled. The marketing and communications branch believed that the video content they had seen from the writer themselves was a great addition to the regime of content put out on their social media pages and wanted to make this a key point in the conception of the social media marketing materials. The messaging from their end is that with the new-found supporting materials they can have the now inexperienced employees creating videos in no time.

The employees graded the video creation guide to be well structured and really easy to read and understand, with the grade of 3.62 in structure and 3.81 in readability and understandability. These categories gathered only two combined grades of 2 and zero combined grades of 1. The eight combined grades of 5

bested the respective grades of the social media guide by one. Similarly to the social media guide though, the feedback gotten from the employees and the changes made accordingly really seems to have improved the quality of the outcomes.

The content of the video creation guide was deemed to be extremely rich with a grade of 4.33, whereas the likelihood of utilizing that content was on a medium low level with a grade of 2.95. Only one single person thought the richness of the content was worthy of a grade 3, with no one believing it to be worse than that. The eight grades of 5 were the most in any category in the poll and really showcased the success of the literature review in the chapter 2 as well as the Execution showcased in the chapter 5. The utilization of the content grade being the lowest grade throughout the poll doesn't tell the whole story as only one person believed it to be really unlikely for them to utilize the insights at all. It speaks more on the prior work assignments of the employees and the lack of video content on the organization's social media pages, although that is seemingly going to change with the introduction of this video creation guide.

Similarly to the social media guide, the poll of the video creation guide showcased strengths in the structural and understandability aspects. That is a huge benefit for the organization moving forward. The marketing and communications branch can now utilize the new video creation guide as an everyday help while moving forward with their plan of injecting every employee into their video content processes. They can do this with the ease of mind over the readability and availability of the helping materials for the employees. The categories that spoke on the individual beliefs of the likelihood of them utilizing the video creation guide would change correspondingly to the newly introduced practices, so those are not to be seen as negative. The greatness of the grade in the included content category showcases the extensiveness of the research and experience as well as the level of interest in the topic from the employees. This is another positive sign for the marketing and communications team to enforce their efforts of organization-wide content creation even on the video-side.

9 DISCUSSION

The goals of the project themselves were set in the beginning of the project as well as this thesis. Part of the success of the project was to increase the confidence levels of the employees at Ylöjärven Seurakunta in the fields of social media and content creation. The other part of the project was to create structure for everybody, organization-wide, to lean on and aid in creating better structured, more engaging and cohesive social media posts for the organization's social media pages. The aim of these two guides was to establish a culture of learning and getting better everyday in the future. The success of the project and the aim of these guides really can only be measured throughout the upcoming years as they were created to inspire growth and help the employees with a structure to hone their own skills within the future.

The final poll results showcased in the chapter 8.3 tell that the immediate reception for these guides was amazing from the employee side. The discussions had with the marketing and communications branch at Ylöjärven Seurakunta indicate that the guides have been well-received. The marketing and communications professionals have also gestured that they are blessed they now have resources to support their plans of the organization-wide social media efforts.

The agile project management process highlighted the elements of flexibility, collaboration, and customer-centricity. This meant that as discussed in the chapter 2.1.1 the stakeholders were to be given chances to affect the outcome throughout the entire lifecycle of a project. The original discussions with the head of marketing and communications, and the employees let the focus of the project to be directed towards solving the right practical problem at hand. The feedback loop and the interviews in it made it possible for the right kind of changes to be made before the finalization of the materials. This way, as explained in the chapter 2.1.2, the final materials got to be better aligned with the stakeholder expectations.

The process of choosing the interviewees within the chapter 6 could have been more intentional. The possible interviewees had to chance to deny the interviews and the interviewed branches had the chance to effect who got chosen for the

interviews. The nominated interviewees covered a wide enough range of viewpoints, demographics and backgrounds in order to establish a trusted and prominent though. Interview style, as chosen to be this more of a friendly discussion, worked for this case as all the interviewees were familiar and comfortable enough with the interviewer to confidently out their thoughts and problems with the initial materials.

The guiding literature within the project that was shown in the chapter 2 includes a wide range of topics and encompasses all the necessary information for the project. Building on the bigger fields and scoping in on specific targeted concepts worked to highlight the individual components of the project, the thesis, and the guides. The literature itself was wide-ranging and consisted of larger theoretical studies and books as well as blogposts and articles. The need for more informal text was imminent on several newer and closer-to-the-user problems, especially in the fields of social media and filming.

The chapter 5 connects these concepts and theories into practical solutions and how they were utilized in the two guides. On top of the research shown in the previous chapter, the two guides utilize a lot of the writers own personal insights and experiences in the fields of social media and content creation as well as in the organization's multiple workplaces and social media platforms. The connection between the research of literature and the insight through the experiences is equally strong and cohesive, building on one another. The only questions about the integrity of the research combination stems from the extent to which personal experiences and ideas were utilized. The theoretical research conducted prior to the crafting of the guides didn't combat the experiences but validated the outcomes of it.

The six parted framework of agile project management allowed the project to flow naturally and provided it with something to lean on. The similar structures of the project and the thesis made logical sense and flowed chronologically well. The usual agile project management processes are longer and almost never-ending. This is made possible by the iterative nature of the framework. The two outcome guides of this project could be enhanced by multiple extra iterations, and simultaneously kept up with the changing times and requirements. This could be done

by following the established steps of Defining, Planning, Execution, Monitoring, Controlling, and Closure. Through extra monitoring by feedback loops and controlling by the feedback gotten from those loops the guides could be then customized with the times.

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APPENDICES

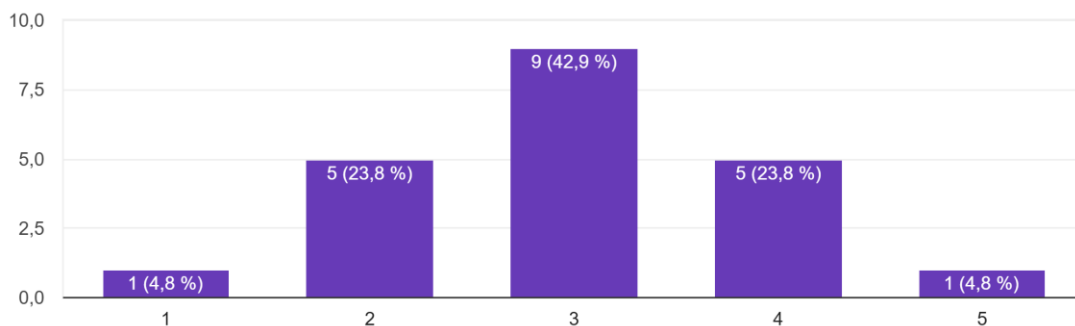
Appendix 1. Final poll

Section 1: Social media guide

How helpful do you believe the social media guide can be in your work in the field of social media?

Kuinka paljon uskot ohjemateriaalien helpottavan työskentelyäsi sosiaalisen median saralla?

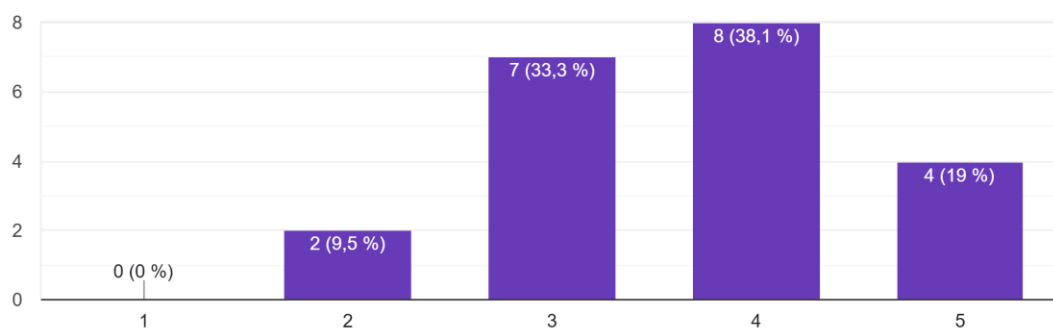
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How easy was the social media guide to read and understand?

Kuinka helppolukuiset ja helposti ymmärrettävät sosiaalisen median markkinoinnin ohjemateriaalit ovat?

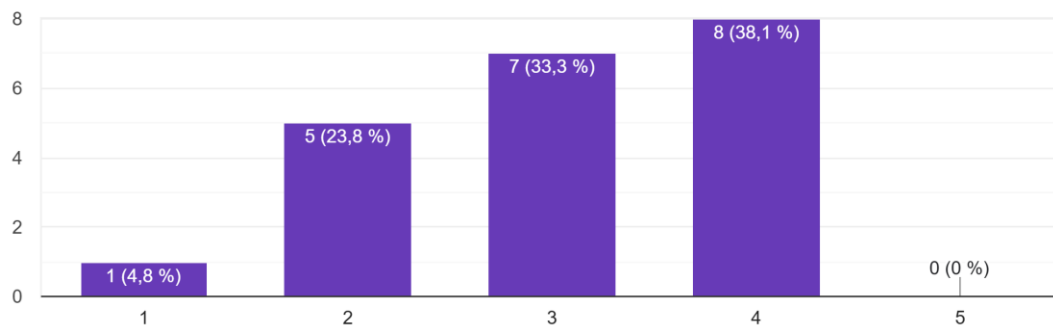
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How likely are you to utilize the social media guide and the insights in it in the future?

Kuinka suurella todennäköisyydellä tulet käyttämään sosiaalisen median markkinoinnin ohjemateriaaleja ja niiden sisältämiä pointteja tulevaisuudessa?

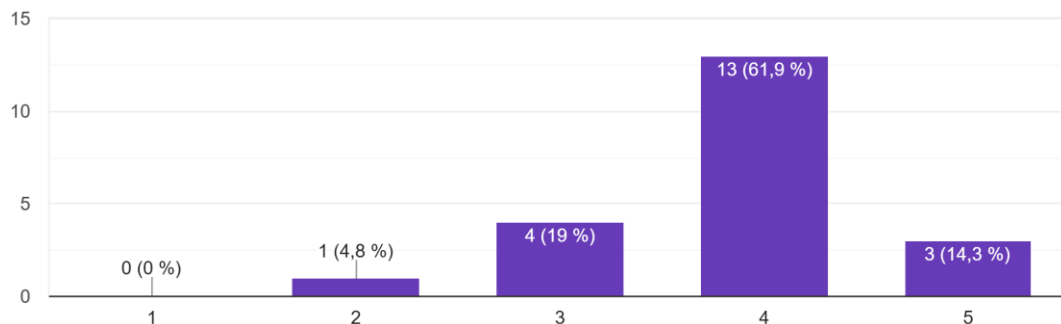
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How sensible and logical was the structure of the social media guide?

Kuinka järkevä ja ymmärrettävä sosiaalisen median markkinoinnin ohjemateriaalien rakenne oli?

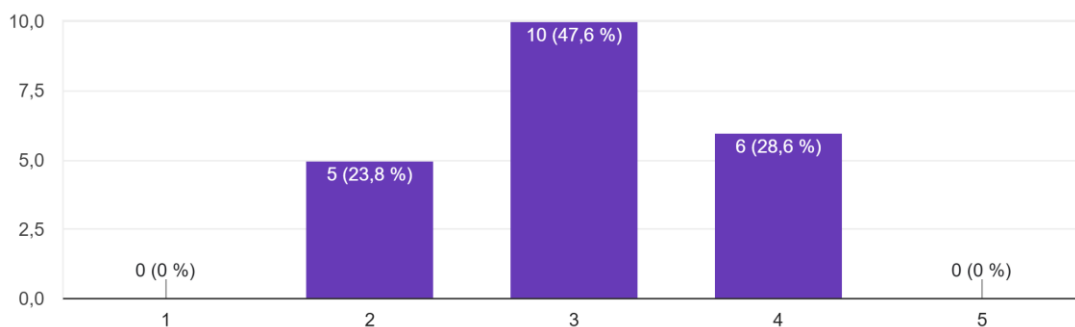
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How rich was the content of the social media guide?

Kuinka kattavat sosiaalisen median markkinoinnin ohjemateriaalit olivat?

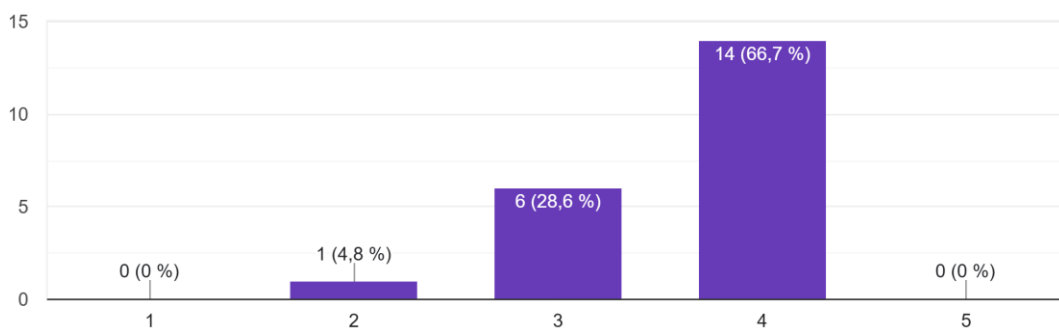
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Overall grade of the social media guide

Yleinen arvosana - Sosiaalisen median markkinoinnin ohjeet

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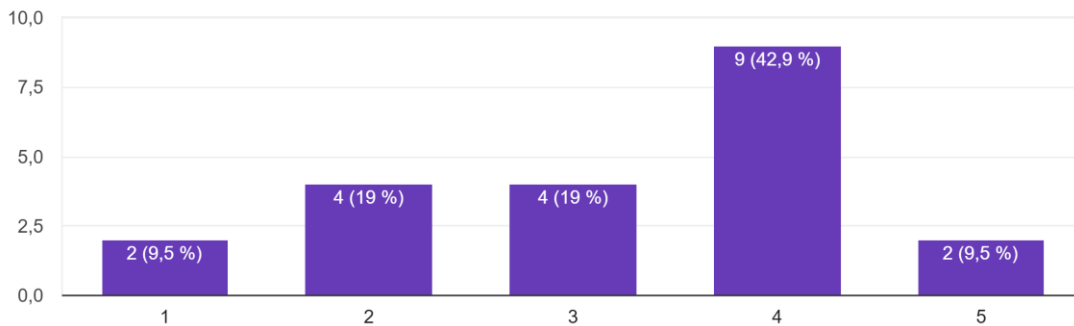


Section 2: Video creation guide

How helpful do you believe the video creation guide can be in your work in the field of social media?

Kuinka paljon uskot videon luonnin ohjemateriaalien helpottavan työskentelyäsi videoiden luonnin saralla?

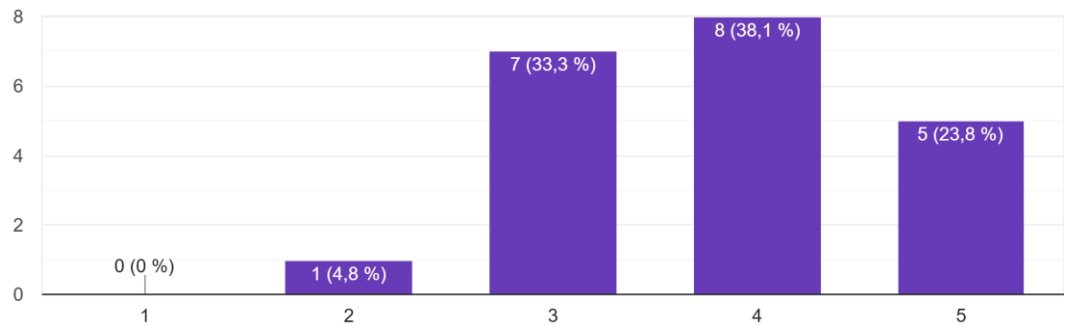
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How easy was the video creation guide to read and understand?

Kuinka helppolukuiset ja helposti ymmärrettävät videon luonnin ohjemateriaalit ovat?

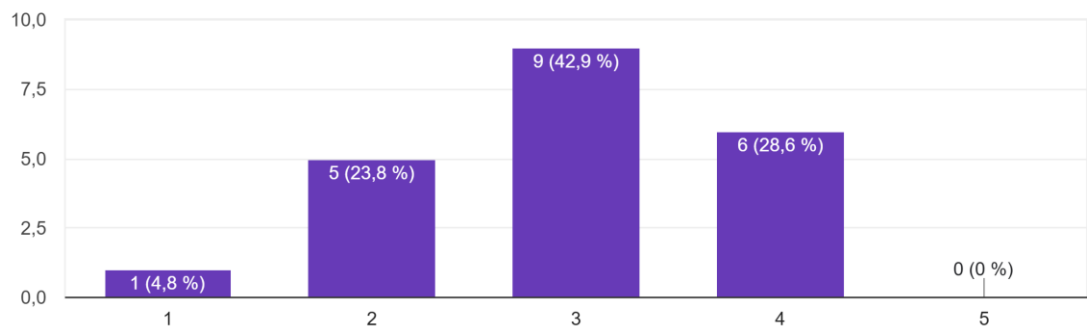
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How likely are you to utilize the video creation guide and the insights in it in the future?

Kuinka suurella todennäköisyydellä tulet käyttämään videon luonnin ohjemateriaaleja ja niiden sisältämiä pointteja tulevaisuudessa?

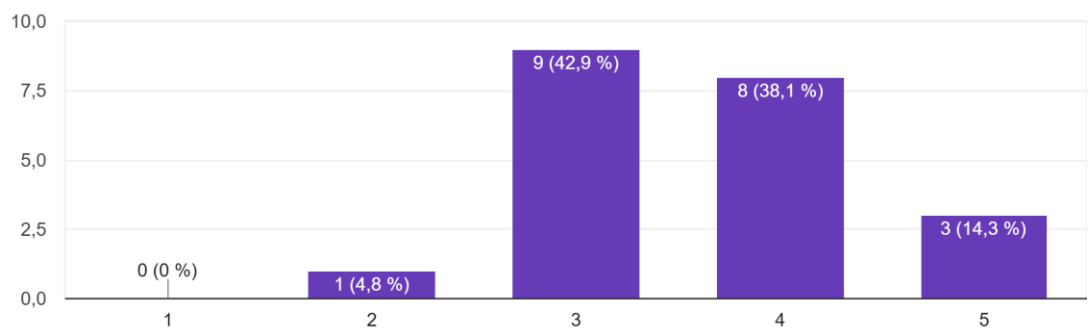
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How sensible and logical was the structure of the video creation guide?

Kuinka järkevä ja ymmärrettävä videon luonnin ohjemateriaalien rakenne oli?

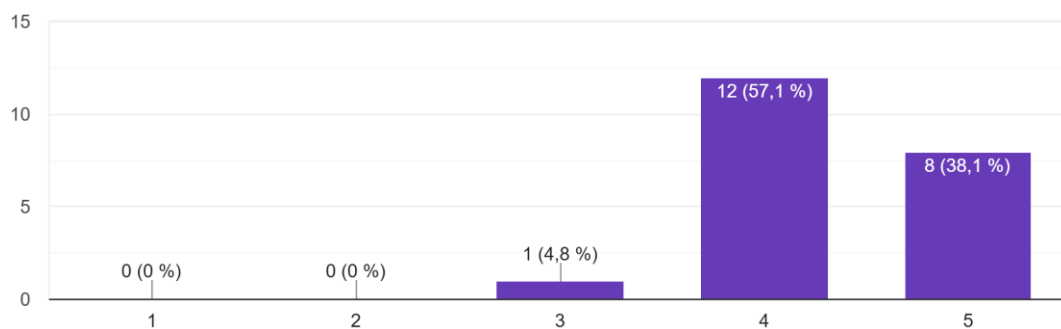
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How rich was the content of the video creation guide?

Kuinka kattavat videon luonnin ohjemateriaalit olivat?

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Overall grade of the video creation guide

Yleinen arvosana - Videoiden luonnin-ohje

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