Two-year Facebook strategy to increase brand awareness and fan engagement.

Case: Finlayson Oy

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During the last few years social media has not only become a channel in which we can connect and share with our family and friends, but it has grown to be one of the most cost efficient and effective marketing channels around. However, it is no longer enough for companies to just show up. To use the channels to their full potential, well designed strategies must be devised and applied.

This study looks into one of the tools of perhaps the most current marketing methodology; inbound marketing. It concentrates on social media, more specifically Facebook and how it can be used to reach set goals. The end-result of this project-based thesis is a two-year Facebook strategy for the Finnish interior textile manufacturer Finlayson Oy. The strategy is designed to reach the goals of growing brand awareness and fan engagement.

The goal was to utilize theory, empirical research and data and information provided by Finlayson and its Facebook insights, to create a customized strategy for the company. The strategy provides guidelines for the employees to use and apply to create consistent and effective Facebook marketing. The study excludes Facebook advertisements, also known as dark posts.
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1 Introduction

This study is a project-based thesis that covers the relevant study for creating an effective Facebook strategy. The study uses theory, methods, tools, data and real-life examples to construct the end-product for case company Finlayson oy.

This chapter explains the main aims of this study, project tasks, key words, demarcations as well as introduces the case company.

1.1 Project aims and objectives

The aim of the study is to create a two-year strategy for the marketing team of Finlayson, for them to reach their goals of growing brand awareness and fan engagement. At the moment, the company has only one employee working half-time on their social media accounts, this means that there is none or very little time and resources left for the research and development of the channels. The guidelines produced from this study will help the company use their Facebook fan pages in a more result-driven manner, more effectively and with a larger variety of content.

The aim is not only to help the employee who works with the social media channels, but to add fluidity in situations if the employee is absent or did not have time to manage the Facebook page. The guidelines aim to reduce the risk of producing content that does not resonate with the brand, or are otherwise poorly produced.

To complete this study, the following project tasks will be completed.

1. Gain understanding on Facebook’s role in marketing methodologies.
2. Research and analyse available Facebook strategies to create own strategy that will be then used to construct the end-product for Finlayson.
3. Define Facebook mission and goals with Finlayson’s marketing manager.
4. Construct strategy for Finlayson using additional theory, tools, data and real-life examples.
5. Evaluate the study and suggest improvements.

1.2 Demarcations

This study will be concentrated only on Facebook. As attempting to improve all of the social media channels the company uses would be too broad of a scope to make notable improvements on each channel. However, this does not mean that some of the learnings
could not be adapted to other channels as well. The study will not indicate which tools and methods also work on other channels.

The study concentrates only on organic actions of Facebook, with the exception of covering boosting organic posts with money. This will be covered as it plays a huge role in getting views for organic posts. Advertisements which are not visible on the company’s fan page, also referred to as “Dark posts”, will not be covered in this study as this again would broaden the scope of the study.

The study will only concentrate on actions which can be done on Facebook to achieve results. Other channels of the marketing mix, which could potentially support generating results on Facebook will not be covered.

The study will produce a guideline that provides methods and tools for the company. This study will not produce ready-made content for the fan page, but rather guidelines and ideas on what content they can create themselves.

Finlayson uses a Global Pages structure (defined in chapter 1.4). However, this study will not be looking at the difference in the local and international market. The guidelines will be created to be utilized in both, it is up to the company to modify the strategy to be suitable for each market.

1.3 International aspect

The commissioning company has recently spread overseas and are planning to only pick up the pace from now onwards. The company already has 17 licensee partners in Japan and are currently working on licensing programs in the US, UK, EU countries, Hong Kong, China, Taiwan and Korea. The company opened their first temporary Pop-up store in Sweden November 2015 and later in April 2016 the company opened a permanent store in the Mall of Scandinavia shopping mall. Additional to the brick and mortar stores the company is planning to launch a market specific online shop for Sweden in January 2016. Later the international online shop will be improved as well. (Voutilainen 2016.)

With growing international efforts comes a growing demand for social media presence, as well as demand for high-quality content creation. This study is an extremely important resource for Finlayson at this point in time. This set of guidelines will make operations on Facebook more time-efficient, as workload increase with new markets, customers and
fans. Additionally, the guidelines will assist and guide possible new employees, and make sure that the Facebook operations remain consistent from market to market.

1.4 Key concepts

The following key concepts are seen frequently and are relevant for the study.

**Social media channel:** Online channels which able content-sharing and interaction. Such as: Twitter, Facebook, Instagram and YouTube. (Zarrella & Zarrella 2011, 3.)

**Facebook:** A social media channel launched in 2004. Was primarily made for friends and family to communicate, share and connect. Now it is a channel where also celebrities, businesses and others are present. (Facebook 2016.)

**Page:** Page, also known as a Facebook Page is where a company can display itself and connect with its fans. The company may add images, contact information, text, videos to their page. (Facebook 2016.)

**Timeline:** The Facebook timeline is the area on a profile or page, where users can see content that they, their Facebook friends of pages they have liked have posted (Facebook 2016).

**News feed:** The Facebook News Feed is on the home page where a user lands after they sign-in. The news feed is the constant flow on content which is posted by people, brands and communities that they follow. (Facebook 2016.)

**Page likes:** These are Facebook users that have chosen to connect with a Facebook Page. (Facebook 2016.)

**Organic post:** Content that is posted on the users own page or profile, which does not require money. Note, organic posts can be later boosted with money. (Boland 2014.)

**Global pages:** The Global Pages is a Facebook structure, which enables creating market specific Facebook pages which direct the user to the right page according to his or her IP address. The followers of these localized pages are all counted into one total fan count. (Facebook business 2016.)
1.5 Case company Finlayson oy

The case company for this thesis is Finlayson oy. Finlayson is a Finnish design house started in 1820 by a Scottish machine engineer, James Finlayson. The company designs, manufactures and retails a wide range of home textile products. The long history the company has, has not only left it with approximately 50 000 patterns in its archives, but has made it a well-known brand in Finland. (Kurttila 2016.)

Capital management company, CapMan sold Finlayson to three owners; Jukka Kurttila, Petri Pesonen and Risto Voutilainen in June 2014. Before the acquisition, the company had suffered 4 years of an incline in income, as well as a dusted and old-fashioned brand image. (Finlayson 2015.) The fresh new owners strive to completely refresh and renew the company.

CEO Jukka Kurttila states that the biggest difference between the new and old Finlayson is the facial ownership of the company as well as their burning desire to do things in a new manner. Kurttila describes the renewal “our goal is to bring the foundational brand assets of Finlayson back and to make the company creative again and an unprejudiced forerunner in its industry” (Suomen tekstiili & muoti ry 2015).

Currently the company has 130 employees (12/2015), with 48 of them sitting in the headquarter office in Salmisaari, Helsinki (Kurttila 2016).
2 Inbound marketing with Facebook

This chapter introduces the key theory that form the basis of this study. To understand the role and importance of Facebook, the chapter begins with a look at inbound marketing and content marketing. The later part concentrates on Facebook with an introduction of the channel as well as analysis of available Facebook strategies. In this chapter a Facebook strategy will be devised, that will be applied in chapter 3 to create the end-product for Finlayson.

2.1 Inbound marketing

With traditional forms of marketing, companies push information on their audience. However, in today's digital world there is a new philosophy of inbound marketing. Inbound marketing puts the customer in control, rather than the business, by pulling them in and attracting them to the sales message. The process involves constructing a reputation online and attracting prospects to follow online. This can lead to increased traffic, creating leads and new customers. (Adams & Hazlehurst 2015, 17.) Pulizzi (2011) enforces that creating entertaining, captivating and valuable inbound marketing content which is distributed on a variety of social media channels is vital for all companies in today's world.

![Figure 1. Phases of converting strangers into promoters via inbound marketing (HubSpot 2016)](image)

Inbound marketing requires the interaction and integration of different channels, this involves blogs, webstore, email, social media and others. It's about providing personalized content that is suitable for the channel it's displayed on. With the aim of converting strangers to promoters, by leading them through different phases of attracting, converting,
closing and delighting them (figure 1). Social media plays a role in different phases of the methodology of inbound marketing. (HubSpot 2016).

This study concentrates on how social media, more specifically Facebook, plays a role in the first and last phases of the inbound marketing methodology (figure 1). The phases are attracting leads (figure 2) and generating brand loyalty by delighting the existing customers (figure 3). These are chosen as social media plays a vital role in both.

Figure 2. The attract phase of inbound marketing (Hubspot 2016)

The attraction phase (figure 2) concentrates on attracting new customer prospects. It is important to keep in mind, that not all traffic is wanted on company sites but those people who possibly will convert to leads and later to customers. That is why everything done within this stage of Inbound Marketing should be concentrated on strong identifiable brand representation and targeting the right audience group. To reach the right audience, the channels they spend time on should be utilizes and the types of content that entertain and educate them should be distributed. This stage involves digital marketing tools such as blogs, SEO, web pages and social media. Social media publishing plays an important role in attracting new customers as it is a perfect tool for human-type interaction with people as well as spreading information. (HubSpot 2016.)
The delight phase (figure 3) is concentrated on satisfying existing customers. After a customer has purchased a product, the inbound marketing work does not end there. In this phase customers should be delighted by content they are provided with, with the aim of growing brand loyalty and selling more to them. Tools included are feedback surveys, personalized content with smart text and social media content. Through social media companies can learn about their fans by monitor what their fans like, dislike, wish for, comment and question. Additionally, through these channels content that is valuable and relevant to the customer is constantly spread. (HubSpot, 2016.)

2.2 Content marketing

Content marketing is a part of the inbound marketing methodology. Unlike inbound marketing, content marketing has been around and used for centuries. Content marketing is the process of creating captivating and relevant content, which focuses on all of the different stages of the customer buying process. (Pulizzi, 2011)

A content marketing strategy should begin with business goals. As digital marketing specialist Lee Odden describes that it is difficult to succeed if there are no set goals. Business goals that can be set for content marketing include: acquiring new customers, generating leads, creating or reinforcing brand awareness, converting fans to paying customers, serving customers, creating customer loyalty and retention, gaining interest for the company’s story, upselling and gaining traffic to websites. (Pulizzi, 2011, 224; Odden, 2012.)

Content marketing is channel-agnostic. Pulizzi emphasizes that all channels should be utilized to carry a message and support each other. De Clerk supports the theory by stat-
ing that too many marketers think in terms of individual channels opposed to the big picture that customers see. The content that is published on one digital channel should not only communicate and support with other digital marketing channels, but also with more traditional forms of marketing such as print advertisement. The whole marketing-mix of the company should be in sync and reinforce the same message. (Pulizzi 2011, 224; De Clerk 2016.)

2.3 Introduction to Facebook

“Give people the power to share and make the world more open and connected. People use Facebook to stay connected with friends and family, to discover what’s going on in the world, and to share and express what matters to them.” This is the mission of the social media channel Facebook founded in 2004. Originally a digital platform for friends and family to communicate with each other, that through the years has grown to have 1.04 billion daily active users. (Facebook 2016.) The channel currently has a larger audience compared to any old form of media, such as print advertising. With high and constantly growing user rates the channel is an optimal place for companies to gain visibility for their brand. As a matter of fact, Facebook is regarded to no longer be a choice if the company wishes to be recognized and interacted with rather than its competition. (Dwivedi 2013; Zarrella & Zarrella 2011, 1-3.)

To gain results the channel must be used to its full potential - It’s not enough to just show up anymore. As mentioned in chapter 2.2 all content marketing, including Facebook marketing need to have a clear mission on what is wanted to be achieved on the platform and most importantly have a clear understanding of what is the purpose of being present on the channel. Brands should consider their audience, specifically their Facebook audience when communicating on the platform. When comparing to traditional media alternatives Facebook marketing can be cost efficient but requires a content guideline and a lot of time. Followers expect brands to act on their demands, not just listen to them. They expect a frequent flow of interesting and entertaining content and incentives for being the company’s fan. Each post that is sent on the platform has to be content that is digested quickly and recognized in a newsfeed. (Zarrella & Zarrella 2011, 7; L’Pree Corsbie-Massay 2014.)

2.4 Facebook marketing strategy

In this chapter three Facebook marketing strategies are chosen from experts of the field; Margot Merill, a content strategist working for Facebook, Adrea Vahl, social media speak-
er and consultant and Evan Lepage, content creator for Hootsuit. The three strategies will be examined, and from the learnings one complete strategy will be devised that will be later used to create the Facebook strategy for Finlayson.

Table 1. Facebook strategy benchmark. (Parkinson 2016; LePage 2014 & Vahl 2013)

<table>
<thead>
<tr>
<th>Margot Merill</th>
<th>Evan LePage</th>
<th>Andrea Vahl</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Define company values</td>
<td>1. Create objectives and goals</td>
<td>1. Define company values</td>
</tr>
<tr>
<td>2. Identify top attributes</td>
<td>2. Conduct audit</td>
<td>2. Optimize Facebook page</td>
</tr>
<tr>
<td>3. Identify target audience</td>
<td>3. Create/improve account</td>
<td>3. Set goals</td>
</tr>
<tr>
<td>5. Create content, experiment and analyse</td>
<td>5. Create content plan</td>
<td>5. Design the Facebook experience</td>
</tr>
<tr>
<td>6. Test, evaluate and adjust</td>
<td>6. Measure progress</td>
<td></td>
</tr>
</tbody>
</table>

As seen from table 1 all three experts agree that an important step of a Facebook strategy is to identify the company’s values, as this keeps the content and communication in line with a clear message and tone. The second step should be to create goals, as already mentioned in section 2.2 without well-set goals progression and growth is not efficient. The third step should be to optimize the Facebook profile, as this is the foundation and base that the content will be displayed on. The fourth step is to create the content guidelines, or as Vahl states; what the users experience on the company’s page. All three authors recommend to take a look at previous action or to do benchmarking. Rather than making this a step of its own, these actions play a huge role in step four. The last step, as all three experts agree on, is to measure, analyse and adjust the content published.

Combining the three strategies a five-step Facebook marketing has been devised (Figure 4). In chapter 3 each one of these steps, with the necessary theory, tools and data, will be covered to construct the end-product of this study.
1. Defining company values
2. Defining Facebook mission and goals
3. Optimize Facebook profile
4. Create and publish content
5. Measure, analyse and adjust

Figure 4. Facebook strategy devised from research
3 Constructing the Facebook strategy for Finlayson

The final product of this study will be constructed in this chapter. This chapter uses the learnings from chapter 2. Sub-chapters will cover each of the five steps of the Facebook marketing strategy created in chapter 2.4 and displayed on figure 4.

The chapter uses additional theory and tools relevant for each step of the marketing chapter, as well as data from Finlayson’s Facebook page.

3.1 Defining company’s values

When analysing available Facebook marketing strategies in chapter 2.4, it was recognized that both Merrill’s and Vahl’s strategies begin with defining the company’s values. The techniques and tools for defining a brand is introduced in chapter 3.1.1 and defining the brand of Finlayson will be done in chapter 3.1.2.

3.1.1 Defining a brand

Knowing the company’s voice is the foundation for any business’s Facebook content strategy. Even though the tone of voice and topic vary in the different content produced, the brand should remain constant among them all. (Parkinson 2016).

The Facebook marketing strategy must be in-line with the identity and other actions of the company. In fact, all strong content marketing entails the company has a clear vision of how the company is defined and why does it exist. Having strong purpose not only can lead to differentiation from competition but the audience will find it easier to trust in the company’s message and find it authentic. (Vahl 2013; Adams & Hazlehurst 2015, 31.)

A method of keeping the brand’s message consistent is with the aid of Sinek’s Golden Circle theory. The theory is based on the thought that all actions of great leaders and companies start from the fundamental of why they exist. It concentrates on three sections, the why, what and how of a company. What, is the factor which is clear to everyone, this is what the company is producing and selling; How, is usually known by most, this is how the company is delivering the product; and why, is the reason for the existence of the company - it’s fundamental purpose. Sinek claims that the problem with most companies is that their plans and strategies start from the “what” rather than “why”. He insists the only way to differentiate from the others is to talk about what the company believes, rather than the physical product. (Sinek 2009.)
Figure 5 was created using the concept of Sinek’s Golden Circle, while adding relevant elements to each layer. The diagram will assist and be used when creating the final product of this study.

Brand elements such as values, heritage and purpose are included to the core layer of figure 5. The brand values are what the company depicts as right and wrong. Companies need to have values to integrate in their practices and to communicate that their fans can resonate with. They must also be aware of the minimum expectations of the consumers in that specific market. These are commonly regarding issues such as working conditions and standards. (Kåreby 2015.) Brand purpose is the inspirational elements of what is derived from the vision, mission and business strategy of the company. The brand heritage is the timeline of the organization; when it was born, where, why and how, and big events or changes during its lifetime. It can also include the brand’s most symbolic or typical products. It is an important tool to enable emotional bonds and trust with the audience. It can help them familiarizing with the company and the narrative tells an ongoing story about the brand. The importance of a company’s heritage can differ from its local markets to global. (Van Gelder 2005, 36-39.)

Brand identity was included to the second layer of figure 5 as this is the message, personality and visual elements that the company hopes to communicate to viewers. Each identity is unique, as it is constructed by the background, roots, heritage, purpose, principles and ambitions of the brand. Each brand has a visual identity which helps viewers to
recognize and internalize the brand; including the logo, signature, tunes and colors. It is vital to keep in mind that consistent visual elements communicate the strongest message and is the easiest for viewers to recognize, (Keller, Aperia & Georgson 2012, 849; Van Gelder 2005, 30-102.)

3.1.2 Defining the brand of Finlayson

The learning from the previous section indicate that the first step to the Facebook marketing strategy is to understand the reason for existence and the brand of the company. Using the concepts from experts studied, the interview with Finlayson’s marketing manager and internal brand materials received the outline of the brand will be defined.

According to the modified figure of the Golden Circle (figure 5) the what, why, how and what are defined for Finlayson.

**Why.** Finlayson is a soon-to-be 200-year-old company that was founded in Tampere, Finland. The company is well-known in its home market Finland. As the company was bought by the new owners who have completely refreshed and renewed the brand, the roots in all that is done derives from the company’s long history. The company’s current values come from its history; producing products for all homes, as it has played a huge part in bringing textiles to homes since it was founded; innovation and independent thinking, the first electric light was lit in Scandinavia in Finlayson’s premises and the company; socially and environmentally conscious, Finlayson was among the first to employ women. (Finlayson 2016.)

**How.** Finlayson’s visual imagery is industrial and rough. Respecting their long history, most of their commercial photographs are taken in the premises of their old factories in Tampere, Turku and Forssa. The company gains attention by being brave and standing for their values loud and proud. For example, the company ended collaboration with retail store Kärkkäinen, after hearing that the owner of the company has taken part in a very racist magazine.

**What.** Finlayson designs and manufactures interior textiles, as well as small accessories such as shoppers and bow-ties. Eye-catching prints are a characteristic of the company, prints can be found from dates starting from 1820.
3.2 Defining the Facebook mission and goals

In chapter 2.4 it was seen that both LePage’s and Vahl’s strategies insist that the goals and mission for the content marketing must be determined. In this chapter the study will first look at how goals should be set, then it will explain Finlayson’s missions and the goals for the Facebook marketing strategy.

3.2.1 Setting goals

It is difficult to be successful if the end-result is unknown. In the bigger sense, increased sales is the goal for most companies. However, there are many side-goals that can be set, such as increased brand awareness and exposure, creating brand loyalty and gathering leads. Whatever the goal is, it should be measurable. (Vahl 2013.) A good method to set goals that are attainable as well as measurable is to follow the SMART objectives. These are goals that are specific, measurable, achievable, relevant and time-bound. (Adams & Hazlehurst 2015, 46.)
Table 3. SMART objectives (Adams & Hazlehurst 2015, 46; Vahl 2013 & Patel 2016)

<table>
<thead>
<tr>
<th>S (Specific)</th>
<th>M (Measurable)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• The set goal should be as precise as possible.</td>
<td>• The goal must be measurable.</td>
</tr>
<tr>
<td></td>
<td>• It should answer the questions of what, where and how.</td>
</tr>
<tr>
<td>A (Attainable)</td>
<td>R (Relevant)</td>
</tr>
<tr>
<td>• The goal must be challenging but still attainable.</td>
<td>• The set goal should fit with other goals, and the long-term goal.</td>
</tr>
<tr>
<td></td>
<td>• The timeframe set for the goal must be realistic.</td>
</tr>
<tr>
<td></td>
<td>• Information on what is possible, can be derived from previous actions.</td>
</tr>
<tr>
<td></td>
<td>• A deadline set, by which the goal should be reached.</td>
</tr>
</tbody>
</table>

3.2.2 Finlayson's mission statement

The mission statement is the overall reason why the company exists (Pulizzi 2014, 120). The mission of Finlayson is to be the most desired, followed and interesting interior textile brand in Finland by the year 2018. A brand who launches something new and interesting to the market every year, and in the long-run a company whose actions and doings are followed worldwide. (Kurttila 2016)

The social marketing mission is what the company hopes will happen via distributing content and other actions on social media channels. (Van Bockel 2015, 54) Riipinen states that the social marketing mission, is to distribute homely visual content that helps people decorate homes. The company wishes to differentiate itself with its brave attitude as well as its long history. The content should be timely, relevant, trend-jacking and down-to-earth. (Riipinen 2016.)
3.2.3 Setting SMART goals

As learned in 3.2.1 it is merely impossible to conduct successful Facebook marketing if there are no real attainable goals set, and/or are not measurable. Now discussing with the marketing manager of Finlayson, Susanna Riipinen, (appendix 1) two goals were set, with the SMART objectives kept in mind. The two following goals are within two stages of inbound marketing; attracting and delighting.

Discussing with Riipinen, the two defined goals for Finlayson's Facebook marketing are displayed in table 2.

Table 4. SMART goals for Finlayson's Facebook.

<table>
<thead>
<tr>
<th>Goal</th>
<th>Growing brand awareness</th>
<th>Growing fan engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Specific</strong></td>
<td>Concentrates only on the number of page likes Finlayson has. The goal is to have 90,000 likes by October 2018.</td>
<td>Concentrates on the average engagement rate of the Facebook page. The goal is to have the average engagement rate at 4.5% by 1.10.2018.</td>
</tr>
<tr>
<td><strong>Measurable</strong></td>
<td>Measured by seeing the growth of Finlayson’s page likes.</td>
<td>Measured by observing the engagement rates for posts. The average engagement rate currently is 4.01% (8/2016).</td>
</tr>
<tr>
<td><strong>Attainable</strong></td>
<td>The company is in a growth-phase opening new stores in the local market as well as Sweden.</td>
<td>The company has not had a strategy for their Facebook and posting has been very random and unplanned. Thus hopefully with the product of this study, posts will be planned and tested and will receive higher engagement rates.</td>
</tr>
<tr>
<td><strong>Relevant</strong></td>
<td>The company’s goal is to be the most discussed, interesting and followed company by 2018. Thus, the Facebook goal and the company goal support each other.</td>
<td>The company’s goal is to be the most discussed, interesting and followed company by 2018. Thus, the Facebook goal and the company goal support each other.</td>
</tr>
<tr>
<td><strong>Time-bound</strong></td>
<td>The goal is to be completed in two years. The set deadline is 1.10.2018.</td>
<td>The goal is to be completed in two years. The set deadline is 1.10.2018.</td>
</tr>
</tbody>
</table>

To measure the likeliness of this goal, we need to understand the rate at which the Facebook fans have been gathering in the past. According to the insights of the Facebook page, in the past 3 months the average growth is 903.67 (table 5). The rate at which the page likes needs to grow is 1875 on average per month, to reach the set goal.

Table 5. Growth of Finlayson’s page likes.
<table>
<thead>
<tr>
<th>Date (2016)</th>
<th>Page likes (Finnish and global)</th>
<th>Growth from previous month</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 July</td>
<td>42,798</td>
<td>1167</td>
</tr>
<tr>
<td>1 August</td>
<td>43,959</td>
<td>1161</td>
</tr>
<tr>
<td>1 September</td>
<td>44,342</td>
<td>383</td>
</tr>
</tbody>
</table>

The average needed amount of likes per month is more than double of the current growth. However, there are many opportunities which can speed up the growth.

The company is concentrating its efforts on spreading to the Swedish market, in which they have not been present since 1980. Thus, there is a lot of potential customers which are untouched. Currently the companies Facebook fan base is up to 44,342 (8/2016), and 39,904 of the fans demographic show that they live in Finland. It is no wonder that the majority of the brans fan base lives in Finland, as the company is nearly 200 years old and has built a long and strong position within the Finnish market. The company currently has 13 local stores (5/2016) and during this year they will open 6 more. (Kurttila 2016.)

Additionally, the company has not had a Facebook marketing strategy of any sort before. With the product of this study, more organized and strategic Facebook operations will be done and this will most likely speed up the growth of the page likes, as well as, grow the engagement rate for posts.

The company operates a Global Pages Facebook structure, which enables creating market specific Facebook pages which direct the user to the right page according to his or her IP address. The followers of these localized pages are all counted into one total fan count. (Facebook business 2016.) The company currently has two pages; one for the Finnish market and one for all IP addresses coming from outside of Finland. Once the Swedish online shop is launched in December 2016, the company is considering adding a localized fan page for the country. A localized page could also speed up the growth.

### 3.3 Optimize Facebook page

The third step of the Facebook marketing strategy framework defined in chapter 2.4 is optimizing the Facebook profile. A well optimized Facebook page is easier to find, informative and user-friendly. In this chapter the static elements of a Facebook page are defined and search engine optimization is introduced. In the final section the optimization of Finlayson's page is covered. These learnings will be then translated to the end-product.
3.3.1 Static elements of a Facebook page

LePage (2014) recommends that the Facebook page should be created or modified so that all elements communicated the mission and goal of the channel. The main sections of the page should be filled in for it to be informative and user-friendly. Table 5 mentions the most important sections to be filled in.

Table 6. Static elements of the Facebook page. (Lee 2016)

<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Short description</td>
<td>This section fits 155 characters. The description should be as clear and helpful as possible.</td>
</tr>
<tr>
<td>URL</td>
<td>The URL of the company’s website should be included to drive traffic.</td>
</tr>
<tr>
<td>Facebook username</td>
<td>The optional username should be clear and easy to identify, so that the page can easily be found.</td>
</tr>
<tr>
<td>Profile picture</td>
<td>The picture should be at least 180x180 px in size. It should be easily recognizable. The logo of the company is usually used by businesses.</td>
</tr>
<tr>
<td>Cover photo</td>
<td>The cover photo is 851x315px in size. It should capture the eye and interest of the viewer. For example, a picture that represents the brand well, or a new product that has been launched recently.</td>
</tr>
<tr>
<td>Start info</td>
<td>In this section the date when the company was founded or launched can be included.</td>
</tr>
<tr>
<td>Address</td>
<td>By providing the address, the audience can find the company as well as check-in when visiting.</td>
</tr>
<tr>
<td>Long description</td>
<td>A section for more information to be included about the company.</td>
</tr>
<tr>
<td>Phone number and email address</td>
<td>Increase customer satisfaction by including easily-accessible contact details.</td>
</tr>
</tbody>
</table>

3.3.2 Search Engine Optimization (SEO)

Additional to tools mentioned in the previous chapter, optimizing for SEO can increase traffic to the page (Le Page 2014). Search Engine Optimization (SEO) is how a webpage ranks on search engines (Rowles, 2014). SEO is more complexly used for websites, but
there are some elements Facebook page which read as SEO elements. Optimizing these elements makes it easier and more likely for people to find and click on to the Facebook page. These are the SEO Title and H1; the name of the fan page and Meta description; the name of the fan page and the description in the "about" section. SEO should be kept in mind and applied to the Facebook page to gain higher rankings, but at the same time the branding and appearance must be attractive. Engagement and building interesting content should not suffer from too much concentration on keywords and other SEO elements. For instance, too long titles which are filled with key words appear like spam and are not very user-friendly for other users to tag. For example: Finlayson – bedroom, bathroom and kitchen textiles. (Hines, 2011.)

The about section should have a good 135-160 character-long description of the company. This works as the pages meta description, which is the short paragraph describing the pages content that is seen in the search engine. It is placed under to URL of the page. (Ratcliff, 2016.)

Image 1. Example of Everlane’s about section as meta description of Google search

The meta description is important as it is what attracts the searcher to click on the link. It should be written with good keywords, easily understandable copy, and as compelling and attractive as possible (Ratcliff, 2016). The SEO rules also apply for post updates. Approximately the first 18 characters of the post works as the SEO title. If there is no text in the post, the title will just be “Facebook”. (Hines, 2016.)

For the page to be optimized for local searches, the Facebook page should contain the address of the company and phone number. Additionally, Google ranks pages with specific contact information with higher importance and so this can increase the pages overall SEO. (Latka 2012.)

3.3.3 Finlayson’s Facebook page optimization

Using learnings from the previous section SEO optimizations should be done and kept in mind for the static elements of the Facebook page. The most searched terms are determined by searching for synonyms of words on Google trends. These can then be used in the static elements of Finlayson’s Facebook page. For instance, the English page should
use the term bedding rather than any other synonym, as it by far more searched than other terms (Image 2). The same can be seen for Finnish terms, “lakanat” is by far the most searched (Image 3).

| Image 2. Keyword search for bedding words in English (Google 2016) |
|  |  |  |  |  |  |  |
| Image 3. Keyword search for bedding words in Finnish (Google 2016) |

**Name of the fan page.** The name of the Finlayson fan page already “Finlayson”, this is easy for Facebook users to find, and does not appear like spam, since the title has not been filled with key words. Finlayson – bedroom, bathroom and kitchen textiles. Therefore, the title does not and cannot be changed for the page.

**About section.** This text box should include a good 135-155 character-long description of the company, which clearly tells new and old viewers what the products the brand makes and what do they stand for. The text must be also very attractive as this is what shows up in search engines.

**Contact information.** Filling in the companies address and phone number optimizes the page for local searches, as well as gets ranked higher on Google increasing the pages overall SEO. Finlayson has many stores, so filling in the flagship stores address is a good idea.
3.4 Create and publish content

All Facebook posts should consider brand values, have attractive images and creative and engaging copy to achieve the maximum number of clicks, likes, comments and shares (Adams & Hazlehurst 2015, 172).

The fourth stage of the Facebook marketing strategy defined in chapter 2.4 is to create and publish content. However, there is no golden set of rules to creating successful content on Facebook. This chapter concentrates on providing tools and methods that Finlayson can test out and see what work for them. The beginning of the chapter concentrates on what kinds of posts should be created and what has previously worked for Finlayson. Later, more technical issues will be considered such as; frequency of posts and paid posts.

3.4.1 Engaging and effective writing

Facebook posts should not only be grammatically and spelling-wise correct, but there is a lot more to be done to create good Facebook copy. Online users go through content quickly, so web posts should be written, clearly, concisely and reliably. When writing a specific post, all features of the product or service should be converted to sound like benefits for the audience. Other things to think about are possible problems that can be solved with the product, as well as considering what possible objections some may have against purchasing the product. Asking questions is a powerful tool to drive engagement. Companies should ask their audience to share their thoughts and feedback. Not only can this lead to well engaged posts, but through this a lot of information for the company is collected. Santoro advises that Facebook posts should be no longer than 250 characters long. (Duistermaat 2013; Santoro 2015)

3.4.2 Providing value for fans

Companies should provide specific value for their followers in each channel that they are present in. Providing incentives for being a fan for a company on Facebook is important when wanting to gain new fans or keep the existing ones happy and loyal. On Facebook there should be content posted that is not available anywhere else. With exclusive content, the audience will want to return to the Facebook page as they cannot find the same information elsewhere. Valuable social media content is one of the following; informative, providing followers with exclusive knowledge about the industry the company operates in, or the company and its products; analytic, helping followers understand an issue or topic
at hand; assisting, providing followers with solutions to possible problems, confusions or questions they may have on the industry or the company itself; entertaining; posting content that is surprising, interesting or funny for the pure entertainment of the followers. (Kawasaki & Fitzpatrick 2014, 42; Levy 2011, 62.)

**Interacting with fans.** Facebook is a great tool for having two-way discussions with fans. Provide value for fans by using the Facebook page to create quick, easy and accessible customer service. To get the audience to comment suggestions, likes, dislikes, product reclamations and questions there must be someone replying to these messages as soon as possible. Leaving comments un-answered makes fans feel like they are not listened to, or that the company does not care for them. To show new fans and/or commentators that it is worth communicating by targeting to earn a “Very responsive to messages” badge. Facebook awards pages that have a 90 % response rate, and respond to messages in about 15 minutes. (Facebook 2016.)

**Involving fans.** Involve fans by asking for their opinion on matters. For example; which design do you prefer? Do you prefer sleeping in satin or linen? Asking questions indicates that the company cares what their fans think, and value their opinions. Companies traditionally concentrate on publishing material that they have prepared themselves, but another method to involve fans is to repost images they have posted of the company’s products. (Levy 2011, 62.)

**Exclusive.** Provide value by posting content that people who do not like the fan page will not see, content such as behind-the-scenes images, photos of the office and employee introductions. Not only do these give a humane touch, but also makes fans feel privileged. Exclusivity could also be delivered in posting information or photos of something upcoming before it happens or just as it happens. This could be product launches, guerrilla marketing actions or interesting happenings. (Levy 2011, 62.)

**Gift fans.** Provide value to fans by organizing competitions and free-give-aways. Not only are these effective tools to grow engagement and number of fans, but can also be used to gather information from fans. (Levy 2011, 62.)

**Educate and help fans.** Provide value by being and expert within the industry. Posting content that is generated by the company it-self or not, that helps the audience or solves their problems. One good method is to simply answer commonly asked questions with posts. (Kawasaki & Fitzpatrick 2014, 42; Levy 2011, 62.)
3.4.3 Finlayson’s past success

In social media interesting content is everything, if good content is posted, it will receive engagement and it will attract others to like your page. In this chapter the topics of the top 10 posts which have received the largest reach during the last 6 months on the Finlayson fan page will be observed.

By observing the top posts on the Finlayson Facebook fan page within the last 6 months, according to their engagement % and reach, the types of content fans are interested in can be determined. It’s important to keep in mind that there are many variables that may have influenced the results for each post, such as quality of image and/or copy, time of post, amount used for boost and the products advertised. For instance, when browsing the post insights, it is clear to see that Moomin posts always get good results independent of type or quality of post. Some posts in the listing (appendix 1) are on the same topic and post type, thus these have been combined to get a wider spectrum of results.

Table 7. Top 10 posts and content type

<table>
<thead>
<tr>
<th>Content type and descriptions of posts:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.</strong> Guerrilla marketing: Finlayson patterns were painted on the streets of the Tampere Finlayson Art Area. First-to-know: The post displayed images of the streets and an explanation of what they were.</td>
</tr>
<tr>
<td><strong>2.</strong> Behind-the-scenes: Photographed at the office. Values: The new Rag Rug Pieces are very environmentally conscious as they are made out of old sheets collected from customers. First-to-know: The products arrived in stores only a month after the post, providing followers with an exclusive sneak-peak.</td>
</tr>
<tr>
<td><strong>3.</strong> Behind-the-scenes: Showing all steps taken when producing the Rag Rug Pieces. Values: Environmentally conscious products and also highlights that the whole production chain is in Finland.</td>
</tr>
<tr>
<td><strong>4.</strong> Values: Finlayson stands strong for sexual equality. Timely: Posted during the Helsinki Pride Week.</td>
</tr>
<tr>
<td><strong>5.</strong> Timely: Posted a couple of days before midsummer, which is a big holiday in the Finnish market.</td>
</tr>
<tr>
<td><strong>6.</strong> Guerrilla: Bright yellow saddle covers were hooded on 2100 bikes. Timely: The first day of the Flow Festival, which is a very popular festival in Helsinki.</td>
</tr>
<tr>
<td><strong>7.</strong> First-to-know: Posted before stores opened on the day the product was launched in stores. Values: Environmentally conscious product which are manufactured locally.</td>
</tr>
<tr>
<td><strong>8.</strong> Timely: Posted on the World Environment day. Values: RePack is a waste free option for website orders – highlighting the company’s values of being environmentally conscious.</td>
</tr>
<tr>
<td><strong>9.</strong> Guerrilla: New busses were brought to the streets of Tampere, which have Finlayson patterned seats.</td>
</tr>
<tr>
<td><strong>10.</strong> Behind-the-scenes: A video with our designer and creative director telling how Moomin products designed.</td>
</tr>
</tbody>
</table>
From the top posts it was clear to see that fans were interested in the following types of posts. Guerrilla, posts which are not the usual corporate material seemed to be interesting and entertaining for the audience; behind-the-scenes, fans like to be rewarded for being a fan with exclusive content and sneak-peaks which others do not have access to; values, perhaps fans can relate to or at least wish to relate to posts that bring fourth ethical social and environmental values; timely, post which are posted during events or holidays seem relevant, trendy and personal and; first-to-know, perhaps being able to be the first-to-know about an event, product or other attracts people to follow, and again this content may feel like an reward for being a fan.

3.4.4 Frequency of posts

In April 2015 Hubspot released a benchmark report, comparing number of times per week posted and the rate of engagement and new followers. The report shows that there is only an identified correlation between the factors compared, when the fan number exceeds 10000. The increased number on clicks per post where at its peak when 31-60 posts per month are published. However, it is stressed that the best results come from high-quality and interesting posts – quality over quantity. (Kolowich 2015.) Digital marketing expert Brian Hughes states that the aim should be to post at least once per day (Hughes 2016).

To gain a better understanding of the effect of post frequency and post engagement, an empirical study was completed comparing Finlayson to four selected companies. The selected companies are Marimekko; since it is a similar Finnish company in the industry that has successfully grown its fan base, Daniel Wellington; due to their large fan numbers, Everlane; as the company has similar values to Finlayson and Parachute; as it is an international player also in the interior décor industry. These companies have more than 100,000 fans. This is because the aim is to learn from players that manage Facebook successfully, as well as these are numbers that Finlayson hopes to reach in a matter of years.

It would have been most effective to compare engagement rates of posts, as that considers all actions taken on the post, such as clicks. This data is un accessible as it is only available in the insights of the companies Facebook pages. Measuring the reactions was the second-best method, it still demonstrates the correlation of the variables.

Table 8. Comparison of posts per month, page likes and fans engagement

<table>
<thead>
<tr>
<th>Company</th>
<th>Page likes</th>
<th>Posts per month</th>
<th>Average reactions per post</th>
<th>Total reactions per month</th>
</tr>
</thead>
</table>

24
Figure 6. Comparison of the number of page likes and number of monthly posts

On figure 6 there seems to be some connection between the number of page fans and the amount of posts posted monthly. However, there is a disruption in the curve when it comes to Parachute. The company posts almost as much as Daniel Wellington. Finlayson posts by far the least of all the companies. Daniel Wellington posts almost four times the amount.
Looking at figure 7 there is somewhat of a trend between the two variables when it comes to Daniel Wellington and Marimekko, but it is not present between Everlane, Parachute and Finlayson. As already indicated above, Parachute posts relatively often but their reactions per post is the lowest. This could be due to Kolowich’s point, that creating posts must be created with the mindset of quality over quantity.

Again in this comparison it is easy to detect that even though Parachute has posted frequently the content is possibly not interesting for the fans as their total reactions sums up to only 804, while Finlayson posts less and has 3915 reactions for the month. In the previous comparison above (Figure 7) Finlayson had an average reaction rate of 355.9, which was greater than the more popular and larger Everlane’s 248.29. However, in this comparison we realize that Everlane still receives more reactions than Finlayson. Everlane’s reactions total was 5214, while Finlayson’s was 3915.

To conclude, number of posts per month is often higher if the company has more fans. This could be due to the company’s operating larger and having more resources to create content, or then the large numbers of page likes have resulted from the frequency of posts. Frequency of posts does not result in better average reaction rates, however with more posts it is more likely that the monthly reaction sum will grow. What Finlayson should learn from this is to keep in mind that the most important thing is posting content that is valuable and interesting for fans, however they should concentrate their efforts on posting more frequently to gain more engagement with a larger audience. By looking at
the posts of August, the company posts on average only 2.45 times a week. The company should test how results will differ if they post 3-4 times a week.

3.4.5 Paying for larger reach

An organic Facebook post is seen only by approximately 10% of the Facebook pages fans. Facebook advertising is a method by which this type of marketing is done more effectively. (Rouhiainen, 2015.) One option for Facebook Advertising is to boost posts. This study will be concentrating on this form of advertisement as it is concentrating specifically on posts and the Facebook profile. Facebook boost is paying for an organic Facebook post to be seen by a larger audience. It differs from other forms of Facebook advertisement, as this is the only type that will show up on the Facebook profile. (Adams & Hazlehurst 2015, 168.) Not all posts should be boosted, but rather the best and most successful ones. There are some guidelines to be kept in mind when deciding whether to boost a post. Only the company’s own content should be promoted, since the paid traffic should be directed to the companies own channels rather than to someone else’s. There should be a balance between promoting sales messages and content that is entertaining or helpful to the audience. Content which gets fans to subscribe to the company’s email list should be promoted. For instance, if there is a free give-away as fans opt-in, with the boost more fans will be transferred to the email list. What has to be kept in mind when designing the content for the boost, is that Facebook has a 20% text rule for images. An image with more text than the limit allow will not be boosted. (Vahl 2014.) If a post is successful and receives a lot of engagement organically it is usually worth a boosting to reach an even larger audience (Adams & Hazlehurst 2015, 168).

3.4.6 Demography of Finlayson

By studying the Facebook Business insights of a company, it is easy to recognize specific audience populations of age and gender. It is more effective to boost posts to specific demographic that is interested in the brand and actually ready to buy the products, rather than wasting time and money on an audience who do not care for the company. (SocialHive 2015.)
From the insight obtained from Finlayson’s Facebook insights indicates that the company’s main demographic populations are as follows on table 9.

Table 9. Finlayson’s gender and age demographics

<table>
<thead>
<tr>
<th>Percentage of all fans (%)</th>
<th>Demographics</th>
</tr>
</thead>
<tbody>
<tr>
<td>22</td>
<td>Women aged 25-34</td>
</tr>
<tr>
<td>25.5</td>
<td>Women aged 35-44</td>
</tr>
<tr>
<td>16.5</td>
<td>Women aged 45-54</td>
</tr>
</tbody>
</table>

Now that the audience groups are defined, maximum visibility for posts can be considered. The previous chapter highlighted how a very small number of fans see the content posted on the pages that they like, therefore in certain circumstances investing in a post by boosting it, can drive up number of views.

When boosting a post, there are certain things – presuming that the text and image are well thought out – that should be considered to achieve the best results, these are timing, target group and engagement rate. The demographic studied earlier showed who the
most potential audience is for the brand at the moment. This knowledge can be used when boosting, as boosted posts for people who are not interested in the brand can be more of an annoyance and be perceived as spam. To get the most out of the boost, it should be done at the time when most of the fans are online. This information can be also obtained from the insights. (Sheptoski, 2014.)

The above figures (Image 6 and 7) indicate that the peak when Finlayson’s fans are online starts from 9.00am and starts declining at 9.00pm (EEST), UTC +3. Since there are many time zones that fans of the international page live in, the slope is slightly more flat. It is still recommended to concentrate on the times that the majority of the audience is online. If posting market specific post, the time zone for the specific market should be found out and posted between 9.00am and 900pm in that time zone.

The last major point is to only boost the best posts. If all posts are boosted fans may become annoyed by constantly seeing content in their newsfeed, rather boost content that receives engagement from the minute it is posted. These are more likely to further receive more engagement and be interesting to the fans. It is advisable to start the boost with a small budget (5-10€) and closely follow how it generates engagement, if it succeeds the budget can be increased, if not the boost can either be stopped or left as it is. A couple things to keep in mind, is that images with more than 20 % cannot be boosted and to be
aware that boosting posts with links to other sights drives traffic elsewhere. (Sheptoski, 2014.)
3.5 Measure and analyse

3.5.1 Testing and analysing

For social media there are no golden rules which will guarantee success. Each company needs to find their own rules for which suit them and their fans. To find what is successful for the company, different tests should be run and results obtained. (Lee 2016.) Examples of tests;

- Test different types of content.
- Test different posting times.
- Test new types of content.
- Compare how a type of post works at different posting times.
- Test frequency of post per week.

3.5.2 Measuring Finlayson’s progress

As the SMART objectives teach, a well-defined goal is measurable and has key performance indicators (KPIs) that makes it easy to follow the progress (Adams & Hazlehurst 2015, 46). To monitor the growth of the fan base, the KPI to observe is ‘Total Page Likes’. For the number on fans to reach its goal of 90 000 by October 2018, the page must receive an average of 1 875 new fans per month. It must be noted that this does not consider fans who unlike the page, thus table 10 shows how many fans the fan page should have each month. It should be noted that these figures work as guidelines, some months may receive less fans and some may receive more. The differences can be due to many variables, to name a few: nature of posts, campaigns or event outside Facebook, media attention and the launch of the new Swedish webstore.

Table 10. The goal number of page likes per month

<table>
<thead>
<tr>
<th>Month</th>
<th>Number of fans</th>
</tr>
</thead>
<tbody>
<tr>
<td>October 1, 2016</td>
<td>45000</td>
</tr>
<tr>
<td>November 1, 2016</td>
<td>46875</td>
</tr>
<tr>
<td>December 1, 2016</td>
<td>48750</td>
</tr>
<tr>
<td>January 1, 2017</td>
<td>50625</td>
</tr>
<tr>
<td>February 1, 2017</td>
<td>52500</td>
</tr>
</tbody>
</table>
To monitor the engagement levels, measuring the average engagement rate for posts is important to monitor as it tells how interested the fans and possible non-fans are in the content posted. The KPI for monitoring this is the engagement percentage for the post or alternatively the number of reactions, comments and shares. The preferred method in this study is to follow the percent. Note high engagement does not always directly mean the post was successful, the engagement may be negative comments, reactions and shares. It is important to read through the comments and the visible shares, to understand how the fans feel about the post.

A recommendation would be to view how each post performs directly after it is posted, and how it progresses within the next 24-hours. From the resulting engagement, conclusions can be quickly drawn and adapted for the next post. The average for the posts published in the past month, August 2016, for the Finnish page is 3,45 % and for the international page 4,6 %. The average for both combined during that month is 4,01 %. This result works as a guideline for Finlayson, to indicate if a post was successful or not so. The average engagement rate for the prior month on October 2018 should be 4,5 % or above.
The company is advised to measure what effect the frequency of posts has on the engagement rate, total reactions and page likes. The engagement rate is measured as this is the most informative data and is the measure that is used in the goal. Total reactions are recorded as this is the data that can be used when comparing to other companies, as was done in chapter 3.4.6. Page likes is recorded here as well, to see if the frequency of posts could speed up the growth. Tables such as table 11 can be used to easily follow results. The same table can be used when comparing anything that is done differently. For instance, Finlayson may replace “posts per week” for “time of post” or “type of content” to measure those.

Table 11. Augusts results can be used as a benchmark to see how months after compare.

<table>
<thead>
<tr>
<th>Time</th>
<th>Posts per week</th>
<th>Page likes</th>
<th>Engagement rate %</th>
<th>Total reactions</th>
</tr>
</thead>
<tbody>
<tr>
<td>8/2016</td>
<td>2,45</td>
<td>45,055</td>
<td>3,45</td>
<td>3,915</td>
</tr>
</tbody>
</table>

3.6 Summary

The first task to creating a Facebook strategy is to define the company’s purpose. It is important to know exactly what the company is and what it isn’t. The company should base everything that they do from their why, their reason for existence. For Finlayson, this is its history, the values, role and importance of the company from when it was founded in 1820.

All effective Facebook strategies must have goals in order to be successful. For these goals to be attainable they must be specific, measurable, achievable, relevant and timely. Finlayson had two priorities goals which are to be reached in 2 years. These were growing brand awareness by doubling the amount of Facebook fans and growing brand loyalty by increasing average engagement rate to 4%. These goals are in line with the company’s overall goals of growing brand awareness and internationalization.
Filling in the static information sections of the Facebook page by applying appropriate SEO principles as well as attractive copy and imagery can increase traffic to the page, help new visitors to quickly understand the brand as well as help fans find contact information and links effortlessly.

Facebook has a flood of content, posts should be thought out well; attractive imagery, creative and engaging copy and a call-to-action to achieve the maximum number of clicks, likes, comments and shares. To gain larger reach than the approximate 10% that organic posts receive, boosting can be used. To avoid annoying fans not all posts should be boosted, but rather the best ones. Starting with a small budget and increasing it as engagement grows is an effective method to ensure that content which viewers find interesting is invested in. Targeting can be used to reach people who will more likely be interested in the brand according to the demographics of the Facebook page. However, in some situations targeting a broader audience maybe a good method to attract people who were not prior aware or attracted to the brand.

By observing past posts information of what fans are interested in can be obtained. The top posts of Finlayson revealed that fans are interested in posts that displayed guerrilla marketing the company has done, exclusive behind-the-scenes material and posts that displayed social and environmental values. Additionally, new audience has to attracted with incentives to become a fan and fans need to be rewarded for maintaining fans. Methods to do this are by involving fans, interacting with fans, providing exclusive content, educating and helping fans and gifting fans.

When it comes to Facebook, there is no set of golden rules that would work for all companies. To find what works for a specific company elements should be alternated. Elements such as posting time, posting day, content type, length of copy. By testing, adjusting and observing how posts work we learn how fans react to the content.
4 Discussion

In this chapter the study is evaluated and recommendations for the company are given.

4.1 Key outcomes

The Facebook strategy constructed from this study works as a solid base for the employees of Finlayson to use. The theoretical framework gives understanding to what phases of the inbound methodology the study applies to and why is this specific channel chosen. The interview with the marketing manager of Finlayson steered the study to meet the demands of the company. Then additional theory and data taken from Finlayson’s Facebook insights and marketing material was examined to create tools and methods tailored for Finlayson. Benchmark work was conducted to provide Finlayson with methods that the company could modify and use. The provided KPI’s and growth rates were provided as well so that the company can follow their progress.

4.2 Recommendations

The product of this study is meant to guide the company to utilize Facebook more effectively. The guidelines should be tested and evaluated, with the given tools, to see what works for the company and what does not. It is important to remember that something might work for one company, but does not work for the other.

Facebook is constantly developing and evolving, thus it is important for the company to be aware that some facts of the strategy may be outdated in just a matter of months. With the solid base of knowledge, they have received from the product provided to them, it should be easier for the digital marketing team of Finlayson to update the strategy as changes happen.

Finlayson is now in a phase in which the company is entering foreign markets. It is important to understand that Facebook in most cases works best when it is market specific. Researching topics such as holidays, events, habits, traditions, competition and trends for each market should be done. With this knowledge content and tone-of-voice can be adjusted to be market suitable. Additionally, it may be wise to consider hiring a native speaker of the language of the market to create content for the Facebook page.

This study concentrates completely on the actions and tools that can be used in Facebook. However, to gain page likes it is advisable to promote the page on channels outside
Facebook. These could be store posters, flyers, web pages, other social media accounts and the newsletter.

The final recommendation is to strive for results but not to expect them to happen instantly. As B.L. Ochman states, building online communities is not something that happens overnight. It can take up to months or even years to achieve great results with consistent participation in social media. (Gillin 2009, 32.)

4.3 Project evaluation

Once this study was started I started my internship at Finlayson. After the 5-month internship, I was offered a full-time job in the marketing department. This certainly gave me insights and a better understanding of the company and its lack of resources to operate their Facebook pages effectively. However, this also meant that I could only write this study on weekends and after work, which was not as efficient compared to being in a situation in which I could fully concentrate on it for consecutive days. In the beginning of my employment there was a lot to learn for work, so I used all of my time and energy for that.

I do believe that writing this study in portions also has its benefits. During the process I have adjusted the topics to study and have modified the study continuously.

4.4 Reflection on learning

The topic of this study is very closely related to my work in the digital marketing team of Finlayson. There has been a lot that I have learnt from this study that I have been able to utilize and apply to my work and vice versa.

Social media is a vital part of today’s world, especially for marketing. I feel that having the competencies to operate one of the largest social media channels is going to benefit me in my work now and in the future. A lot of the learning for Facebook can be adjusted and modified to suit other channels as well.

For the whole duration of my Marketing specialization I have been intrigued by branding and brand communication. This has been a solid conclusion for those studies in which I have been able to look deeper into a very current and personally interesting topic. My future plan at the moment is to apply for a master’s program in the field of corporate communication.
References


SocialHive. 2015. Building brand awareness on social media. USA.


Appendix 1. Finlayson’s top 10 posts

The top posts on the Finlayson Facebook fan page within the last 6 months. (8/2016)

<table>
<thead>
<tr>
<th>Post</th>
<th>Type</th>
<th>Targeting</th>
<th>Reach</th>
<th>Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finlaysonin kudos ovat valitsemaat Finlaysonin Aukion kadun Clemes</td>
<td></td>
<td></td>
<td>366.6K</td>
<td>8%</td>
</tr>
<tr>
<td>Katso koiruun lastaamaa onhajaa myös makuuhuoneita varten</td>
<td></td>
<td></td>
<td>228.2K</td>
<td>8%</td>
</tr>
<tr>
<td>Katsa videoa kuinka rauhoit syntyy!</td>
<td></td>
<td></td>
<td>22.1K</td>
<td>8%</td>
</tr>
<tr>
<td>Sisäänkirjon vahingot Suomen kesänti</td>
<td></td>
<td></td>
<td>101.6K</td>
<td>4%</td>
</tr>
<tr>
<td>Minä suurentan jumalmaani?</td>
<td></td>
<td></td>
<td>70.9K</td>
<td>6%</td>
</tr>
<tr>
<td>Flow Festivalin kunnioitukset (oikealla)</td>
<td></td>
<td></td>
<td>54.7K</td>
<td>5%</td>
</tr>
<tr>
<td>Saamme seuraavana kaudella</td>
<td></td>
<td></td>
<td>51.2K</td>
<td>9%</td>
</tr>
<tr>
<td>Maailman ympäristöpalvelu</td>
<td></td>
<td></td>
<td>37.6K</td>
<td>4%</td>
</tr>
<tr>
<td>Nykyinen vuonna Suomen Pohjois-Karjalaisu</td>
<td></td>
<td></td>
<td>36.8K</td>
<td>5%</td>
</tr>
<tr>
<td>Uusi erä räkytpaloja on saanut!</td>
<td></td>
<td></td>
<td>38.5K</td>
<td>5%</td>
</tr>
<tr>
<td>Saatat lukea oikein, miksi kulttuurimme nyt räysiedoita?</td>
<td></td>
<td></td>
<td>32.9K</td>
<td>5%</td>
</tr>
<tr>
<td>&quot;Muu kielen inspiroinen, että ne on enemmän kuin pelkkä sana&quot;</td>
<td></td>
<td></td>
<td>32.5K</td>
<td>5%</td>
</tr>
<tr>
<td>Usea murskipaviljo - nähdään tänä aikana kulttuuri</td>
<td></td>
<td></td>
<td>31.5K</td>
<td>4%</td>
</tr>
<tr>
<td>Sikama-tide: &quot;Saaminen&quot; saat normaaliin</td>
<td></td>
<td></td>
<td>27.3K</td>
<td>3%</td>
</tr>
<tr>
<td>MITKÄ KUOLEMUKSEEN MAHDOTELLIIN usea teksti</td>
<td></td>
<td></td>
<td>27K</td>
<td>3%</td>
</tr>
<tr>
<td>Erityinen maineesto eaa inspiraatiomaan Suomen luonnosta, etenkin mailestä</td>
<td></td>
<td></td>
<td>25.5K</td>
<td>3%</td>
</tr>
</tbody>
</table>

In order from left to right, post 1 – 10 mentioned in table 7.
Appendix 2. Interview with marketing manager of Finlayson

Interview with Susanna Riipinen, the marketing manager of Finlayson.

Inbound strategy plan for Finlayson

1. What is Finlayson’s “why”? What is our value proposition?

Our design philosophy is based on not producing a particular style of products. We produce beautiful and quality textiles that fit into all kinds of homes. Our home textiles are meant to brighten everyday life. Make home feel more like home. They’re durable and lovable.

2. How would you like to see the brands values communicated via Facebook?

In an ideal situation we would be able to produce an endless stream of visually pleasing content for Facebook. Our products are not to be displayed in a standard environment where typical home textile brands shoot their commercial photos. It needs to be an environment with surprising elements, a realistic mess. Our photos are not to be generic. The style of our images can change, but something about them has to always look like us. Our images are to inspire and educate our followers on how to use our products and how to match them together. They give our followers ideas. Our social media is a source of inspiration for all homes. We don’t rely on a couple products, but we love abundant interior décor. We are the experts of our industry.

Our tone-of-voice is one that shows that everything does not have to be so serious. We get excited about our own products and projects and we want to hype them to anyone.

3. What is Finlayson’s marketing goal?

We do not speak to one target group, but a broader audience. We shake people up. Our strength is that we have products to suit the tastes of a broad spectrum of people. Our marketing is based on guerrilla marketing over traditional marketing – based on the emotions we raise in people by our doings. Our company interests media in a whole different way. Through our actions we drive discussion in people. People get excited and want to support us.

4. What is our mission and goals for Facebook?

Growing brand recognition. Our mission is to get more fans and through this in the long-run, more traffic to our website. We provide interesting content which attracts and binds our customers to our products. Facebook is not the toll for direct conversions to the web-
site. We want to use it as a channel to reach our fans in a very humane and friendly manner.

Through the international efforts and growth in the local market, the goal is to double the amount of Facebook fans in two years' time.

5. What other media is included in the marketing mix?

Magazine advertisements, display advertising, SEM, blog collaborations, exhibitions, events, guerrilla marketing, Public relations, media hits.

6. What are the weaknesses and limitations for Facebook at the moment?

Lack of images. Lack of material that fans can relate to. A strong individual style. Resources to manage the channel to its best ability.

Appendix 3. Two-year strategy for Finlayson oy.
Two-year Facebook strategy to increase brand awareness and fan engagement.
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Goals of Facebook strategy

Goal 1.
Growing brand awareness by gaining 90,000 page likes by October 2018.

Goal 2.
Growing fan engagement by having an average engagement rate of 4.5%.

Finlayson’s brand

The brand should be always kept in mind prior creating a post, as it is important to deliver one message that viewers recognize and link to the brand.

The “why”
- Almost 200-year-old company from Finland
- Manufactures home textiles for all types of homes.
- Does not concentrate on one specific trend or style.
- The company slogan: “Decorate as you wish, as long as you like the end result.”
- Value #1 is to provide product for all kinds of homes.
- Value #2 is to be socially and environmentally responsible.
- Value #3 is to be innovative and think independently.

The visual elements
- Fonts used: Interstate Light, Interstate Black and Caecilia Com 45 Light.
- Images are or include items which are rough, industrial and reflect their history.
- Beds that are made in with a realistic style. Beds that could be found in real homes.
Tone-of-voice

- Playful and rhetoric.
- Communicates with fans in a friend-like manner.
- Slang and emojis are permitted in replies.

Optimize Facebook page

The static elements of the Facebook page should be up-to-date and filled in. These sections help viewers understand what the brand is about and quickly find the company’s contact information.

1. Fill in the short description

The short description is shown on the front page of the Facebook page. This is why is one of the most important text fields in the about section. It allows for up to 155 characters. It should be a short description of what the company produces and what can be expected on the Facebook page.
Image 1. Bedding manufacturer Parachute Home has a short and snappy short description. They also filled in their Products section to more specifically describe what their products are about.

Image 2. Daniel Wellington took the approach to tell about what their fans can expect to see on their Facebook page.

The short description also works as the meta description that is seen on Google searches.

To optimize the text for SEO, trending keywords should be used if possible. Compare synonyms to words and use the ones that are searched for the most. For instance, the term bedding is searched for far more than any of its synonyms.

Compare key words here: https://www.google.com/trends/explore
2. Include contact information

Make the Facebook page user-friendly by adding necessary contact details.

- Add the address of the store. Since Finlayson has many stores, add the flagship stores details.
- Add the phone number.
- Add opening hours.
- Add URL to drive traffic to online shop.

3. Update profile picture and cover photo

The profile picture should be identifiable to the brand. Usually logos are used on a one-colored background. The cover photo should show what the company does, be timely and relevant. Remember that the themes viewed on Facebook should be in line with the ones advertised or highlighted in other channels.

Attention! Both images should be high-quality images. The profile picture size is 180x180px and the cover photo is 851x315px.
Simple and recognizable image of the company's logo. Easy to recognize even when scaled down.

High-quality image of timely products. The viewers instantly understand what the company is selling.
Length of copy

Copy of Facebook posts should be as short and easy to understand as possible.

Types of content

There are endless possibilities on what to post about on Facebook, but to attract new audience and to keep the existing ones happy posts need to provide value.

Engage fans.

1. Repost images of the company’s products that fans have been posted. Clearly show the source of the image, to give credit to the owner of the image and to encourage other fans to post images as they might get featured as well. Note! It’s important to ask for permission before reposting the image.
2. Ask fans questions and ask for their opinion. Not only is this a great method to interact with fans, but also it makes them feel as if their opinion is valued and that they may have impact on the company’s decisions.

**Attention!** It is important record the answers fans give, as his information can give insights for the company.
3. Encourage fans to tag themselves in images. This does not only engage fans, but will also grow the reach of the post.
Reward fans.

1. Host competitions. Try hosting different types of competitions and see which receive the highest engagement rates.

Hosting image sharing competitions is a great way to gain visibility for the brand’s products, while engaging and rewarding fans.

2. Provide exclusive information, such as; behind-the-scenes and first-to-know material.

Let fans see new products and collections before they are launched to reward them for being a fan.
3. Provide fans with information on timely offers and even special offers only for them. Also inform them about ongoing campaigns in stores and online.

Show fans what happens behind-the-scenes. Introduce the office and employees.

Inform fans of relevant and timely offers.
Tells stories to fans.

1. Tell the story and inspiration behind a product.

2. Introduce the designers and employees behind the products.
Be relevant and relatable.

1. Post content that is timely. Refer to days of the week, celebrate holidays and take into account seasons.

Use the days of the week to post time-relevant content.

2. Be aware of and take advantage of trends.

Participating in relevant trends makes brands seem current as well as can entertain fans.
Educate and help fans.

1. Answer questions they may have on the industry and product manufacturing.

Provide interesting facts and answers to frequently asked questions.

Provide instructions on how to take care of products.
2. Show how product can be used or how the can be mixed and matched.

Help fans by showing how the product can be used, or combined with other products. Not only does this help fans, but can also lead to additional sales.

Show how great the product or company is.

1. Post about awards, titles or valuable mentions.

Tell fans about honorable mentions. This makes the brand seem valued and interesting.
2. Share interesting media hits the company has been featured in.

![Image of media hit]

The product can gain value when seen on someone interesting or famous.

3. Make the product more appealing by stating how well it has sold, or if it has sold out.

![Image of sales numbers]

Informing numbers of how many products have been sold is not only interesting, but can make the product seem trendy and wanted.

**Display values and be transparent.**

1. Communicate the values of the company.
2. Show when and where products are manufactured.

By having and informing values the company becomes more relatable.

Factory tours and other behind-the-scenes material of the manufacturing of the products creates trust and honesty between the company and the fans.
Top 5 posts

To find the most suitable content types for Finlayson, different types should be tested and results obtained. Finlayson’s top 5 posts according to engagement rate during the past 6 months (8/2016) are listed in table 1. These give us an idea on what works for the company already, and gives benchmark values for future posts.

Table 1. Engagement rate and content types of top 5 posts by Finlayson. (8/2016)

<table>
<thead>
<tr>
<th>Engagement rate %</th>
<th>Content type and descriptions of posts:</th>
</tr>
</thead>
<tbody>
<tr>
<td>9</td>
<td>First-to-know: Posted before stores opened on the day a product was launched in stores. Values: Environmentally conscious product which are manufactured locally.</td>
</tr>
<tr>
<td>8</td>
<td>Guerrilla marketing: Finlayson patterns were painted on the streets of the Tampere Finlayson Art Area. First-to-know: The post displayed images of the streets and an explanation of what they were.</td>
</tr>
<tr>
<td>8</td>
<td>Behind-the-scenes: Photographed at the office. Values: The new Rag Rug Pieces are very environmentally conscious as they are made out of old sheets collected from customers. First-to-know: The products arrived in stores only a month after the post, providing followers with an exclusive sneak-peak.</td>
</tr>
<tr>
<td>6</td>
<td>Timely: Posted a couple of days before midsummer, which is a big holiday in the Finnish market.</td>
</tr>
<tr>
<td>5</td>
<td>Behind-the-scenes: Showing all steps taken when producing the Rag Rug Pieces. Values: Environmentally conscious products and also highlights that the whole production chain is in Finland.</td>
</tr>
</tbody>
</table>

Measure and adjust

There are multiple variables that can be changed when it comes to testing content. Here are few as examples to test:

- **Type of content.** Was the post a link, video, event, single image, image album, GIF or something else?
- **Content of post.** What was the content like? For instance, was it a behind-the-scenes image of the office, a commercial image or a story about a product.
• **Length of copy.** This can be compared between similar posts with different length copies.

• **Target groups** for and the length of boost.

When a post is published, about 24 hours or after the fans engagement comes to an halt, the engagement rate should be recorded, as well as a description of what was tested with the content. With a list of results, some conclusions can be drawn on what works best for Finlayson and its fans.

---

**Pay for larger reach**

As only 10 % of organic Facebook posts are seen by the page’s fans, boosting posts is an option that can be used to gain a larger reach.

Not all posts should be boosted, as this can turn out to annoy the page’s fans. Rather, boost the best posts only. Good posts to boost can be big product launches, trending topics or then posts that quickly start to generate engagement after being posted. Boost the post for only 5-10 € and add to the budget if the posts receive continuous engagement.

**Attention!** Only posts with less than 20 % of text can be boosted.

Boosting posts to a specific demographic that already likes the brand is usually more effective than rather than wasting time and money on an audience who do not care for the company.

---

**Audience demographics**

Using Facebook insights the largest audience for Finlayson was defined.

**Gender and sex:** Women of the age of 25 to 44. (Table 1)

**Location (Finland):** Top 5 cities are Helsinki, Tampere, Vantaa, Espoo and Turku. (Table 2)
**Location (International):** Top 5 countries are Japan, Sweden, USA, UK and Estonia. The international audience is split into groups as the audience is still too small to make assumptions according to cities. Once the fan count grows, it is recommended to consider constructing more market specific global pages for the biggest markets, and only then is it useful to look at what areas of the country are most interested in the brand.

Table 3. Gender and age demographics

<table>
<thead>
<tr>
<th>Percentage of all fans (%)</th>
<th>Demographics</th>
</tr>
</thead>
<tbody>
<tr>
<td>22</td>
<td>Women aged 25-34</td>
</tr>
<tr>
<td>25.5</td>
<td>Women aged 35-44</td>
</tr>
<tr>
<td>16.5</td>
<td>Women aged 45-54</td>
</tr>
</tbody>
</table>

Table 4. Location demographics

<table>
<thead>
<tr>
<th>Finnish page (top 5 cities)</th>
<th>International page (Top 5 countries)</th>
</tr>
</thead>
<tbody>
<tr>
<td>City</td>
<td>No. of fans</td>
</tr>
<tr>
<td>Helsinki</td>
<td>5,534</td>
</tr>
<tr>
<td>Tampere</td>
<td>3,269</td>
</tr>
<tr>
<td>Vantaa</td>
<td>2,511</td>
</tr>
<tr>
<td>Espoo</td>
<td>2,343</td>
</tr>
<tr>
<td>Turku</td>
<td>2,245</td>
</tr>
</tbody>
</table>

**Time and frequency of posts**

To gain the largest reach fans must be awake and online. Finlayson’s fans are the most active from 9.00am and starts declining at 9.00pm (EEST), UTC +3. Since there are many time zones that fans of the international page live in, the slope is slightly more flat. It is still recommended to concentrate on the times that the majority of the audience is online. If posting market specific post, the time zone for the specific market should be found out and posted between 9.00am and 900pm in that time zone.
The most important thing to keep in mind is that Facebook posts should be of quality rather than quantity. However, more frequent posting may lead to higher monthly reactions and an increase in page likes.

Currently Finlayson posts on average 2,45 times a week, while most big players with over 100,000 page likes post 4,67-8,89 times a week. The current monthly engage rate data (8/2016) for Finlayson is gathered below. Attempt to post at least 3-4 times a week and record the data below, to see if there is a change in the engagement rates.

Table 5. Frequency of post

<table>
<thead>
<tr>
<th></th>
<th>Posts per week</th>
<th>Page likes</th>
<th>Engagement rate %</th>
<th>Total reactions</th>
</tr>
</thead>
<tbody>
<tr>
<td>8/2016</td>
<td>2,45</td>
<td>45055</td>
<td>3,45</td>
<td>3915</td>
</tr>
<tr>
<td>10/2016</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11/2016</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12/2016</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Keeping track of results

To ensure that goals will be reached, the results must be tracked with the benchmarks below. If the results are not achieved adjustments to posts need to be adjusted.

**Goal 1.**
Growing brand awareness by gaining 90,000 page likes by October 2018.

<table>
<thead>
<tr>
<th>Month</th>
<th>Number of fans</th>
</tr>
</thead>
<tbody>
<tr>
<td>October 1, 2016</td>
<td>45000</td>
</tr>
<tr>
<td>November 1, 2016</td>
<td>46875</td>
</tr>
<tr>
<td>December 1, 2016</td>
<td>48750</td>
</tr>
<tr>
<td>January 1, 2017</td>
<td>50625</td>
</tr>
<tr>
<td>February 1, 2017</td>
<td>52500</td>
</tr>
<tr>
<td>March 1, 2017</td>
<td>54375</td>
</tr>
<tr>
<td>April 1, 2017</td>
<td>56250</td>
</tr>
<tr>
<td>May 1, 2017</td>
<td>58125</td>
</tr>
<tr>
<td>June 1, 2017</td>
<td>60000</td>
</tr>
<tr>
<td>July 1, 2017</td>
<td>61875</td>
</tr>
<tr>
<td>August 1, 2017</td>
<td>63750</td>
</tr>
<tr>
<td>September 1, 2017</td>
<td>65625</td>
</tr>
<tr>
<td>October 1, 2017</td>
<td>67500</td>
</tr>
<tr>
<td>November 1, 2017</td>
<td>69375</td>
</tr>
<tr>
<td>December 1, 2017</td>
<td>71250</td>
</tr>
<tr>
<td>January 1, 2018</td>
<td>73125</td>
</tr>
<tr>
<td>February 1, 2018</td>
<td>75000</td>
</tr>
<tr>
<td>March 1, 2018</td>
<td>76875</td>
</tr>
<tr>
<td>April 1, 2018</td>
<td>78750</td>
</tr>
<tr>
<td>May 1, 2018</td>
<td>80625</td>
</tr>
<tr>
<td>June 1, 2018</td>
<td>82500</td>
</tr>
<tr>
<td>July 1, 2018</td>
<td>84375</td>
</tr>
<tr>
<td>August 1, 2018</td>
<td>86250</td>
</tr>
<tr>
<td>September 1, 2018</td>
<td>88125</td>
</tr>
<tr>
<td>October 1, 2018</td>
<td>90000</td>
</tr>
</tbody>
</table>

**Goal 2.**
Growing fan engagement by having an average engagement rate of 4.5%. Each post should have an engagement rate of near to 4.5% or higher. Any lower results should be examined.
After discussing and look at October’s marketing material for Finlayson, an exemplary content publishing calendar was created. The calendar was filled into have 3-4 posts per week.

When creating a publishing calendar, it is important that the message displayed on Facebook is in line with what is happening in other social media channels, the online store and the physical stores. For instance, if the store windows have posters with a certain image for a campaign, then images that suit that image should be in the webstore and social media.
<table>
<thead>
<tr>
<th>M</th>
<th>T</th>
<th>W</th>
<th>T</th>
<th>F</th>
<th>S</th>
<th>S</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Story behind Kirsu design.</td>
<td>STOR YTELLING</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Commercial image of Kirsu products.</td>
<td>ENTERTAIN</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>New store opening preview into store.</td>
<td>EXCLUSIVE</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>7.10. Sneak peak into store.</td>
<td>EXCLUSIVE</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>7.10. Moomin questionnaire. Ask fans which Moomin towel is their favorite.</td>
<td>ENGAGE</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Special offer notice.</td>
<td>EXCLUSIVE</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Invitation to store opening party</td>
<td>ENGAGE &amp; TIMELY</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Publish winner of 7.10. vote.</td>
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<td>Happy Halloween weekend.</td>
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<td>Ask how fans celebrated Halloween.</td>
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Table 2. Example of October's content publishing calendar