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How can a young e-journal develop its reputation?

Case: The Finnish Business Review

Ildiko Rita Csapo

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Abstract

Printed and electronic resources have both been contributing to the academic world because they are important sources. The usage of e-journals is rising. Many institutions have decided to launch their own publication channels to contribute to the open access (OA) knowledge sharing and to promote research among their students. The object of this study was JAMK's e-journal, the Finnish Business Review. The aim of this research was to find ways of how a young e-journal could increase its number of readers and received manuscripts for online (OA) publication.

In this study, the qualitative research technique was used, and the design research strategy was composed. After semi-structured interviews with academic professionals in Finland, action research was also implemented. In order to obtain more extensive information, secondary data were also collected and studied. In the analysis of all the collected information, the SOSTAC® model was used as guidance for the thematical phases.

The semi-structured interviews established the directions of the study and accentuated Van Noorden's study (2014) about scientists using social network sites. Furthermore, they helped to understand the motivation factors in academic journals. Afterwards, the action research was able to provide specific ways to increase the number of readers.

This research provided a wide overview on community building, brand awareness and marketing campaigns for a young e-journal. The social media ecosystem model (Schultz 2007) was applied to FBR's case. This study found that researchers sought a closer connection to the managerial world. The major limitations were the lack of data on 'e-journal marketing' and the unavailability of numeric data in the Statistics Finland database.

Keywords/tags (subjects)
Social media, Digital marketing, Networking, Reputation, Community building, Publications, e-journals

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1 Introduction

The purpose of this research was to provide an overview of the concept of e-journal marketing and the possibilities of obtaining recognition in the case of a young academic e-journal, the Finnish Business Review (FBR). This research explored the relevant interrelated social media tools and traditional marketing channels in order to build a community around FBR.

The advent of Information Technology has caused an intensive growth in academic publications as well; nowadays information technology for scholarly publication is used all over the world. Whereas printed resources are still very important to researchers, e-resources have also become popular due to bringing information directly to the desktop (Malemia 2014).

There has been very limited research and literature available on e-journal marketing. Therefore, the chosen digital marketing elements were explored from the e-journal marketing point of view with a focus on developing reputation and building a community around the e-journal.

Background

Although there is a myth that scholarly journals have been used rarely, several studies from the 1970s for over thirty years show that journal articles are important information sources and extensively read by scientists (Tenopir & King 2001). The e-journal usage has been increasing and its role is becoming more important. A survey of electronic journal usage at Ohio State University noted the increased use of e-journals and decreased use of printed journals by the faculty and the graduate students during 1998 to 2000 (Vasishta & Navijyoti 2011).

According to Woodward, Rowland, McKnight, Meadows and Pritchett (1997), a journal is published mostly because its authors wish to publish and because its users wish to read it. Publishers and editors know that if they can attract the best authors in a field, then the academic libraries, which are the major market for such journals, will be under pressure to buy them.

In order to be accepted by other administrators, electronic journals must have many of the same qualities required from print journals. These qualities include wide

dissemination, citations by other researchers, good organization and presentation of content, peer reviews, indexing and abstracting sources consulted by researchers in the field, and reputable editors and editorial board (Peek & Newby 1996).

Digital resources have been increasing. E-journals can play an important role in supporting research activities. The use of electronic journals depends on the field of science, but studies show a steadily rising increase in electronic journal use (Tenopir & King 2001).

Due to the Internet and the digital media, the whole marketing field has been transformed since the first website went live in 1991. Over one billion people use the Internet regularly to find products, entertainment and other content. Consumer behaviour and the ways companies market their businesses have changed dramatically (Chaffey & Ellis-Chadwick 2012).

The four primary ways to engage people with social media are communication, collaboration, education, and entertainment. The goal of all social media in a business context is to engage and retain people. There are literally thousands of social media tools available today; applications and tools are coming and going all the time. The important issue is to learn how to distinguish the tools in certain categories (Safko & Brake 2009).

Recently, social networks have become increasingly popular as they have made their way into the mainstream society, mainly because users have the ability to communicate in both real-time and asynchronously with a wide group of people. It is important to remember that the ability to use the Internet to communicate with a diverse and worldwide audience is not new and cannot be attributed solely to tools such as MySpace, Facebook, and Twitter (Carter & Levy 2012).

In Europe, the total number of active social media users was 412 million in 2017 – that is almost 50% of its total population (Digital in 2017 Global Overview). According to Schivinski and Dabrowski (2016), as well as Mangold and Faulds (2009), consumers are increasingly using social media to search for information and turning away from traditional media.

In a simple way, social media marketing means promoting a company and its products via social media channels. This kind of marketing should be a subset of the online marketing activities, complementing traditional web-based promotional strategies such as e-mail newsletters or online advertising campaigns. Furthermore, it qualifies as forms of viral or word-of-mouth (WOM) marketing (Barefoot & Szabo 2009).

Research motivation

The aim of this research was to promote JAMK University of Applied Sciences' academic e-journal both in Finland and internationally. Another aim was to find the most efficient methods that could help FBR to increase the number of the submissions of articles, and to discover how and with which marketing activities they could increase FBR's readability and build its reputation.

It is all about reputation when it comes to journals. It is important that researchers can easily find a suitable journal within their discipline that has high quality and high reputation and that still accepts their manuscripts. Researchers, for example PhD students are usually active, and publication possibilities can be good motivators. However, they have to be realistic concerning the targeted journals since bigger, elite journals reject most of the manuscripts sent to them. In other words, this young academic FBR journal is a perfect and relatively easy opportunity for young (PhD) researchers to start publishing.

The FBR e-journal is an academic electronic journal that was launched by JAMK in the fall of 2014 in order to provide an international forum for the publication of research on managerial issues for teaching purposes. There are three types of publication possibilities differentiated in the journal: articles, blogs, and cases. Researchers from both Finnish and foreign universities can send publications to the journal, both in English and Finnish. (The Finnish Business Review)

Building a community around FBR could help the journal to become a more known and more popular e-journal platform. It would be beneficial for FBR to receive more articles to be better known. By receiving more submissions of articles, blogs and cases, FBR would contribute more to PhD researchers' studies, to Bachelor and

Master students' work and to help business professionals move forward in their careers as well as bring managers closer to the academic world.

My personal motive originates from my Bachelor studies where my major was marketing. Considering my professional background in marketing, my motive was to provide FBR with a high quality, real and applicable study that could be implemented further in practice with the traditional marketing and social media marketing channels in order to build, maintain and further develop its reputation. Since I can see myself in the near future as a digital marketing professional – at an agency, as an entrepreneur or as a PhD student – this research could give me the opportunity to study, investigate and develop an effective marketing strategy for any company from different industries. I became interested in this topic after I had heard about FBR's current exiguous marketing strategies and reputation-building activities.

Research questions

According to Silverman (2013), selecting a research topic can be a complex process where personal interests, financial resources, and access to data collection form the ideal research question. The roles of research questions are the following: to organize the project and give direction, to define its boundaries, to keep focus, to provide framework, as well as to point to the methods and the data that are necessary.

The research questions are the starting point. They contain concepts and categories (behaviors, attitudes) that the researcher is interested in studying (Seale et al. 2004).

The research problem is that FBR e-journal does not have enough readers and possible manuscript submitters. In order to reach the research objectives, the following research questions were created:

1) *How can a young e-journal obtain more readers and writers?*
2) *How can a young e-journal develop its reputation?*

In this thesis, a study with a qualitative research approach was conducted in order to answer the research questions and to form a wider understanding of the topic. Both secondary and primary research was implemented.

Structure of the thesis

This thesis consists of six themed chapters. The Introduction chapter gives a brief overview of the history of electronic journals, presents the motive of the research on different levels, and introduces briefly the FBR e-journal. Following the introduction to the research in Chapter 1, the thesis continues with a theoretical background in Chapter 2. The second chapter presents the existing literature that is available, the related digital marketing, social media marketing theories, strategic planning, results measuring and academic journal and publishing literature. At the end of the Literature review, the Theoretical framework is presented. Chapter 3 deals with the research design chosen in the research process. Chapter 4 is a presentation of the results of the empirical study. Chapter 5 is the discussion chapter that starts with answering the research questions, presents the research results and compares them with the literature review, gives further recommendations and discusses the research limitations.

2 Literature review

Chapter 2 explores the theoretical background of the research. The objective of this section is to provide information about scholarly publication, electronic journal publication, and marketing literature. Furthermore, the objective is to investigate, identify and outline the existing literature before starting the practical research problem.

Written materials are needed to support the theoretical framework. Theories, models, prior studies and reports should be reviewed in order to demonstrate where research has advanced in the field of the research problem (Kananen 2013).

The focus of the research is on academic journals, digital marketing, including social media marketing planning and implementation. Since this field of the digital and social media marketing world is extremely wide, certain areas of literature, trends, blog entries, certain social media aspects were excluded.

In this study, the key concepts are academic e-journals, open access publication methods, e-mail marketing, social media, social media ecosystem and reputation. These concepts are defined in the following subchapters.

2.1. Academic e-journals

Several definitions exist for electronic journals. According to Abdulla (2005, 48), Smith (2003) defines e-journals as “any journal that is available online, including both electronic-only journals, and journals that are available both electronically and in print”. Fayolle and Wright (2014) define a journal as a sequence of conversations, one of which a submitted paper attempts to join.

On the other hand, Sridevi, Satyanarayana and Murthy (2005) highlight that every author uses the term of ‘electronic journals’ differently. They state that “electronic are often referred to interchangeably as ‘electronic publishing’, ‘electronic serials’, ‘online journals’ and ‘electronic periodicals’ (Sridevi et al. 2005, 317-318). There are two forms for electronic journals: digital journals that are also published in printed form, and electronic only journals (Rowley 2000, 46).

Rudasill and Dorta-Duque (2013, 38) quote Castro (2007) "Since the 1990s the Internet and the World Wide Web have led a progressive restructuring of the production flow of scientific information in the world." This initiative includes regional strategies: publishing in open access in full text for free with use and impact measures, development and contribution to the quality of publications in both content and format, the establishment of digital repositories that are multidisciplinary and subject-based, indexing of quality journals and support for the management towards international flow. One of the first electronic journal projects was the BLEND project in the 1980s, and its aim was to successfully archive articles and to give recommendations for future developments (Rowley 2000, 46).

It is argued how the first electronic journals were launched. According to Lo (2001, 134), the first researchers who started to spread scholarly journals in electronic format were probably Sondak and Schwartz in 1973. According to Patra (2006, 820), it is debated when the first e-journal was published, however, it is placed to the 1990s. Hovav and Gray (2002) found that there were over five thousand electronic journals listed by the Association of Research Libraries in 2001.

Open access and other digital storage development initiatives provide important scholarly works to the public: theses, dissertations, working papers, policy papers, conference proceedings and newsletters, which are all important materials in the existing resources. Open access digital repositories are mostly found in partnerships with higher learning institutions. Interestingly, supporters of open access are the governments. Digital repositories provide acknowledgement to authors on their works and ideas (Rudasill & Dorta-Duque 2013).

Lo (2001) suggests that a scholarly journal is an archive of scholastic achievements for the libraries, as it records the development of human knowledge. For the institutions, the journal is more like a transcript of academic work that is done by the members of those institutions. Moreover, it provides tracking of the research work progress. (Lo 2001, 134.) As the importance of sharing knowledge grows, it also becomes substantial for institutional repositories to take their scholars' work and to promote the access and the material services’ availability (Rudasill & Dorta-Duque 2013, 22).

As Abdulla (2005, 48) points out: due to the technological changes and innovation, the UAE University Library Deanship decided to cancel printed journals and to transfer to an all-e-journal collection in 2002. The migrated databases were Elsevier's Science Direct, Springer-Link, Blackwell-Synergy, Wiley-Inter Science, Institute of Physics (IOP), Oxford University Press online, JSTOR, and Emerald.

According to Fayolle and Wright (2014, 228), Summer et al. (1990) advise PhD students in strategic management to publish a case to sharpen their organizational study abilities as well as to teach using the case method in strategic situations.

It is interesting how European scholars may face disadvantages compared to North-American academics, for example. In the American institutions, there is a high focus on preparing PhD students for academic careers as well as on 'pushing' them to publish as part of the PhD programme. However, in the UK, for example, it is more typical to not publish until completing a PhD degree (Fayolle & Wright 2014, 228).

According to Statistic Finland's University education statistics, 120 licentiate degrees and 1900 doctorate degrees were completed in 2016. The number of new doctoral programme students decreased by 3% in 2016, when approximately 1700 students enrolled to a doctoral programme. In total, 18900 post-graduate students, 1050 licentiate students and 17800 doctorate students were pursuing their degrees. (University education 2016)

Rowley (2000) states that through publication, journals and authors acquire standing and prestige, and publishers accumulate profits, and these profits must be sufficient to support continued business success. She also points out that publishers need to develop new multimedia skills and facilitate interaction between scholars as well as acquire much more in-depth knowledge of licensing internationally.

Awareness of available materials is low among university employees and students in conjunction with the low demand and the insufficient promotional and communicational techniques (Harle 2010, 9). According to Crawford (2011, 16), open access literature is "available online to be read for free by anyone, anytime, anywhere - as long as they have Internet access." Another aspect of online availability is when institutions encourage researchers to realize open access publishing possibilities (Rudasill & Dorta-Duque 2013, 22).

Open Access Journals in Finland

Most Finnish journals are published by low-budget learned societies. Mainly their sources of funding are membership fees and government assistance. A centralized OA fund was created in order to re-channel quality publication. Significant part of the Finnish research comes from 150 Finnish journals, mostly published in Finnish and Swedish. Almost 9% of all peer-reviewed journal articles produced at Finnish universities are published in these journals. Roughly one-third of Finnish journals are openly available (See Table 1), most of them (681) immediately and the rest (189) after an embargo period. Elektra and Edilex are subscription-based services (Ilva and Lilja 2015).

Table 1. Number of peer-reviewed articles published in Finnish journals in 2011-2012 by researchers affiliated with Finnish universities (Ilva and Lilja 2015)

Articles in OA journals	870
- without embargo	*681*
- with embargo	*189*
Articles in Elektra and Edilex journals	686
Articles in other Finnish journals	928
Articles in all Finnish journals	**2484**
The share of articles in OA journals	35,0 %
- without embargo	*27,4 %*
- with embargo	*7,6 %*

The Finnish Publication Forum (JUFO) provides a classification system for academic journals, book series, book publishers and conferences. There are 3 classification rates for the main foreign and Finnish publication channels: 1: basic level; 2: leading level; 3: highest level. The Publication Forum operates under the Federation of Finnish Learned Societies (TSV). The Publication Forum is updated and the classifications are rewieved regularly (see Table 2). (Finnish Publication Forum 2017)

Table 2. Implementation of evaluation at JUFO (Finnish Publication Forum 2017)

TYPE OF EVALUATION	LEVEL	GROUNDS FOR PROCESSING	SCHEDULE
Complementary evaluation	non-evaluated → 0 or 1 0 → 1 1 → 0	• Proposals from scientific community • Non-evaluated publication channels gathered from MinEdu publication data collection	Yearly / continuously
Review of ratings	2 3	• Proposals from scientific community • The Panellists' views	Every four years

On the Publication Forum, there is a possibility to search for publication channels targeted by the field of research, based on the following search criteria:

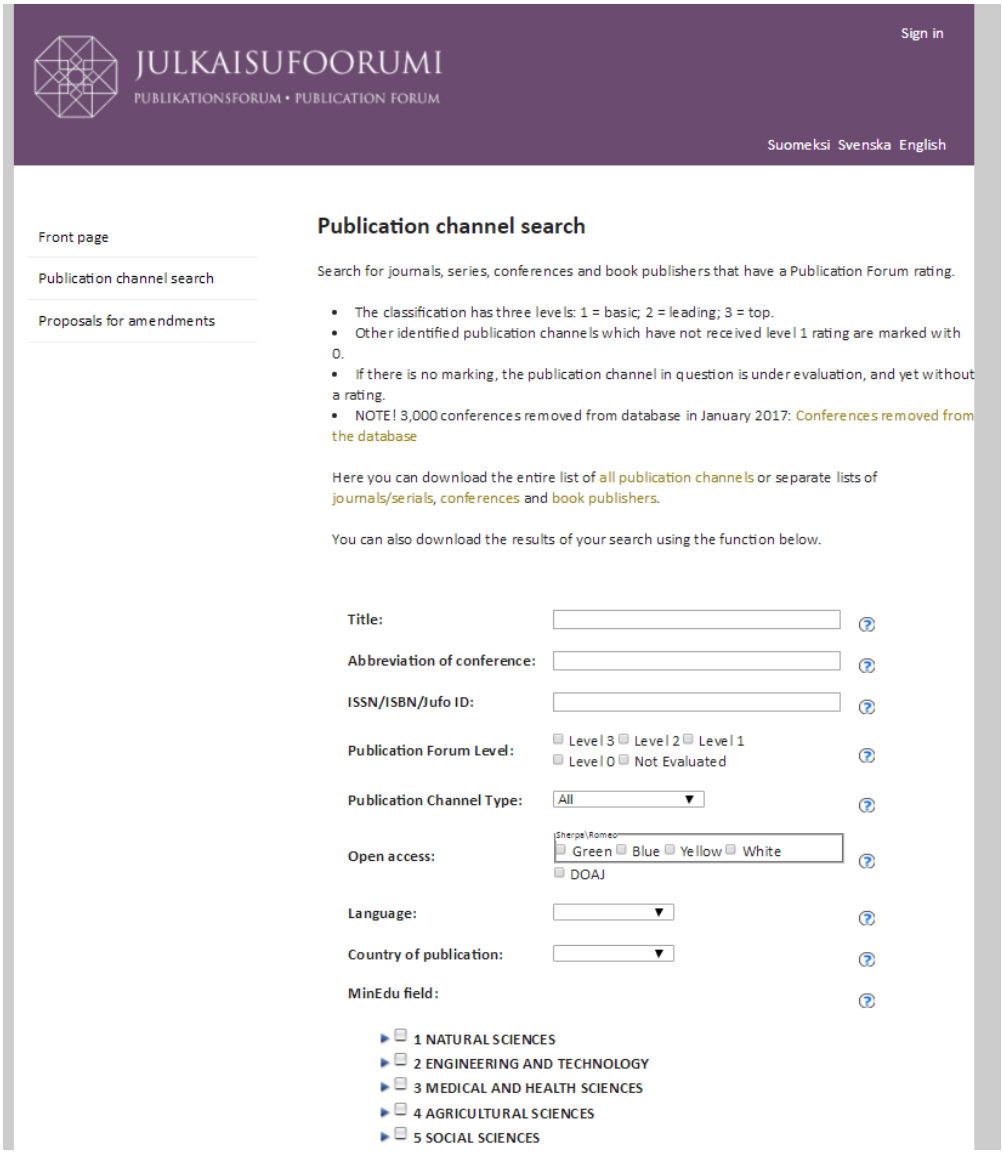


Figure 1. Publication channel search in JUFO (Finnish Publication Forum 2017)

Hedlund (2014) presents peer reviewed journals in Finland. There were around 20 Finnish journals ranked level 2 and more than 100 on level 1. The JUFO classification is created by expert panels and not affected directly by citation impacts. (Measuring Research Impact: Publication Forum 2018)

The other important supporter and developer of scholarly communication is the Federation of Finnish Learned Societies (TSV) that was established in 1899. Their major activity is to contribute to the cooperation between learned societies and to promote research procedures. (The Federation of Finnish Learned Societies 2017)

2.2. How researchers publish

Ware and Mabe (2015) introduced researchers' needs and motivations behind publishing: to be the first to report an idea, to show readers their results, to get recognition for their work, for dissemination, and to achieve career goals.

The University of Oulu highlights the main topics about publishing in scientific journals. They present the current situation on open access publishing in Finland, they report journal evaluation tools, they suggest methods to find a potential journal, and they identify characteristics of quality journals. Quality journal attributes are high standards for acceptance of manuscripts, having a peer review system, high frequency of citations by other journals, coverage by major abstracting and indexing services and having high confidence level of scientists in the contents. (Choosing a publication channel 2017)

Impact factors of journals

Sadeghi, Kianifar and Zarifmahmoudi (2014, 103) define impact factor (IF) as the "the major indicator of scientific importance of journals". The IF can be calculated by the Institute for Scientific Information (ISI) for example. However, not all journals are listed by ISI therefore researchers need other indices.

According to the Helsinki University Research Guide: the journal impact factor (IF) is a defined numerical value that can be found in the Journal Citation Reports database (after login). Journal ranking shows the category where the journal is classified in. There is another tool to search journals' and their impact factors, the Eigenfactor.org Journal Ranking search. This search shows journal impact by Clarivate Analytics data

with PageRank algorithm. There are three Scopus based journal indicators suggested by the Helsinki University Library: CWTS, Journal Metrics, and SCImago Journal Rankings (Measuring Research Impact: Journal Impact 2018). The citations in peer-reviewed articles referencing other articles are widely accepted measures of scientific impact. The impact factor is used to evaluate the scientific impact of journals. (Eysenbach 2011)

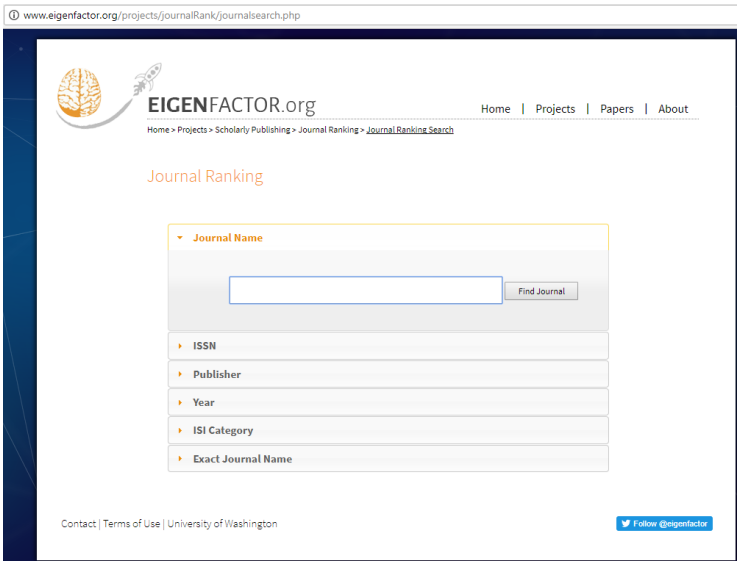
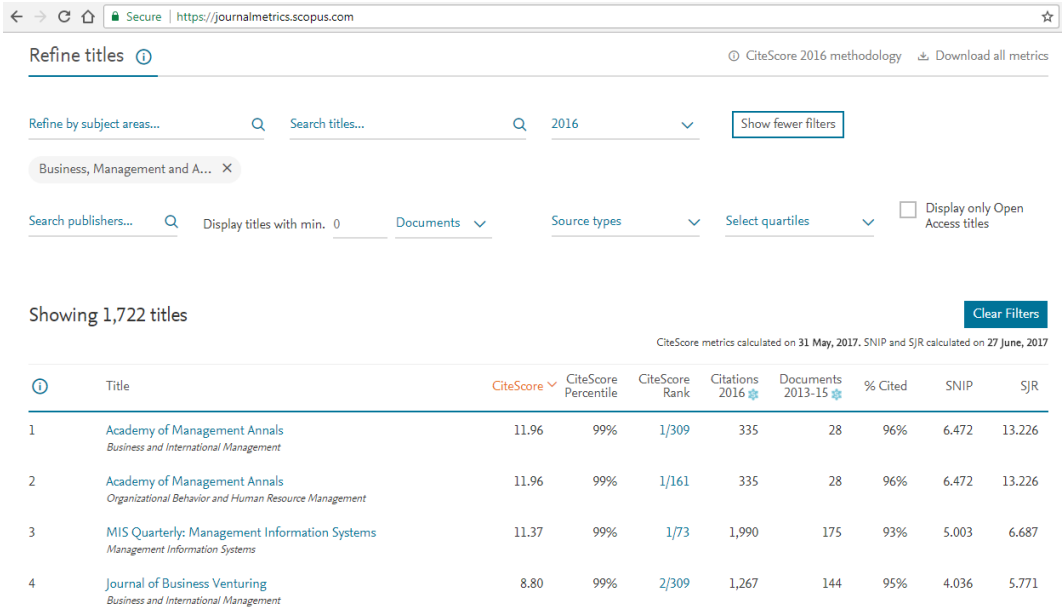


Figure 2. EigenFactor Journal Ranking search (Measuring Research Impact: Journal Impact 2018)

Eigenfactor score (ES) is an index of journal scientific impact that uses the similar algorithm as Google's PageRank. (Sadeghi et al 2014)

Another good tool to search for journal metrics is the Scopus research metrics. In the Scopus Journal Metrics database, there are more than 22000 titles listed, providing search options for titles, publishers, subject areas, filter years, source types (see Figure 3). (Journal Metrics 2017)



	Title	CiteScore	CiteScore Percentile	CiteScore Rank	Citations 2016	Documents 2013-15	% Cited	SNIP	SJR
1	Academy of Management Annals *Business and International Management*	11.96	99%	1/309	335	28	96%	6.472	13.226
2	Academy of Management Annals *Organizational Behavior and Human Resource Management*	11.96	99%	1/161	335	28	96%	6.472	13.226
3	MIS Quarterly: Management Information Systems *Management Information Systems*	11.37	99%	1/73	1,990	175	93%	5.003	6.687
4	Journal of Business Venturing *Business and International Management*	8.80	99%	2/309	1,267	144	95%	4.036	5.771

Figure 3. Journal Metrics search for Business, Management and Accounting (Journal Metrics 2017)

The search results show the CiteScores, the CiteScore Ranking, the citations, the SNIP (source normalized impact per paper) and the SJR calculations.

2.3. How researchers network

According to Rudasill and Dorta-Duque (2013, 38), Albornoz (2001) states that "The momentum in networking that is bring together scientists, technologists, and even companies and other stakeholders involved in the production and use of knowledge is central to the strategies of cooperation". Feibelman (2011) points out that connections are needed for career development progress. Belonging to a network might be advantageous and lead to an interview call. It is even possible to establish a new network by starting to know people and showing them achievements. E-mail exchanges are not always enough. Scientific meetings, conferences are good opportunities to meet selected speakers and talk to them, it is important to make positive impression.

Bowden (2012) reviews a UK survey on how researchers rely on networking at conferences and seminars. As she observes: the survey comprised almost 500 researchers at eight universities in the UK, and found that less than a fifth use regularly online social networking to develop existing work contacts or make new contacts. Only 14% feel comfortable asking someone they know to introduce them to a new person in their field, and 85% rarely send copies of their work to these people.

Conferences can be good places for researchers to meet and discuss their work. Furthermore, it is important to promote the research papers in all avaliable online platforms that have academic readers. ResearchGate and MyScienceWork can be good e-promotional tools similarly to Twitter, LinkedIn and Google+ for a wider network and building connections (Gitanjali 2017).

According to Van Noorden (2014), the Nature Publishing Group (NPG) conducted a survey on social networks and online tools among academics. There were more than 3000 scientists and engineers, and 480 social scientists answered from 95 countries. These studies presented how researchers and scientists started to use social networking sites for academics.

ResearchGate

ResearchGate was founded in 2008 as a scholarly version of Facebook or LinkedIn. On this site members can create profile pages, share articles, track views and downloads, and discuss about research. The site has more than 4.5 million researchers registered (Van Noorden 2014).

According to Thelwall and Kousha (2014), ResearchGate enables researchers to upload their publications into their profiles. However, little is known about the use of ResearchGate for scholarly communication. Previous studies have been conducted on the use of research network websites: 54% use ResearchGate, 51% use Academia, 39% use LinkedIn and 35% use CiteULike among 160 researchers from Universitiy of Delhi.

The NPG survey shows that 88% of the respondents are aware of ResearchGate. In Figure 4, the answers were grouped based on intensity of user engagement, among 1589 regular visitors. It can be seen that most researchers signed up to ResearchGate in case of someone wants to contact them; to discover peers, and to post content (Van Noorden 2014).

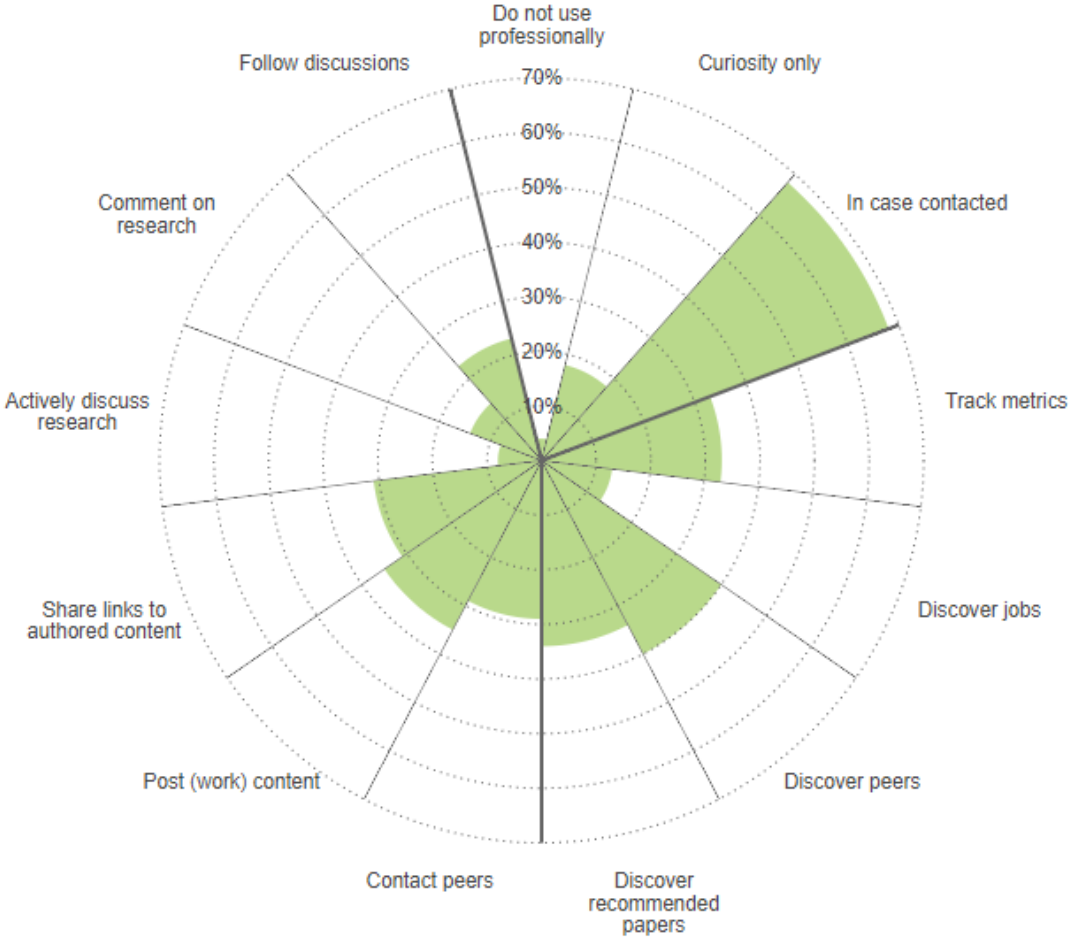


Figure 4. Why scholars use ResearchGate? (Van Noorden 2014)

Academia.edu

Academia.edu is less well-known than ResearchGate, only 29% of the respondents were aware of it. Similarly to ResearchGate, respondents said they registered to this site in case somebody wants to contact them; to discover peers and to discover recommended papers. Altogether, there were 283 regular visitors in the study (Van Noorden 2014).

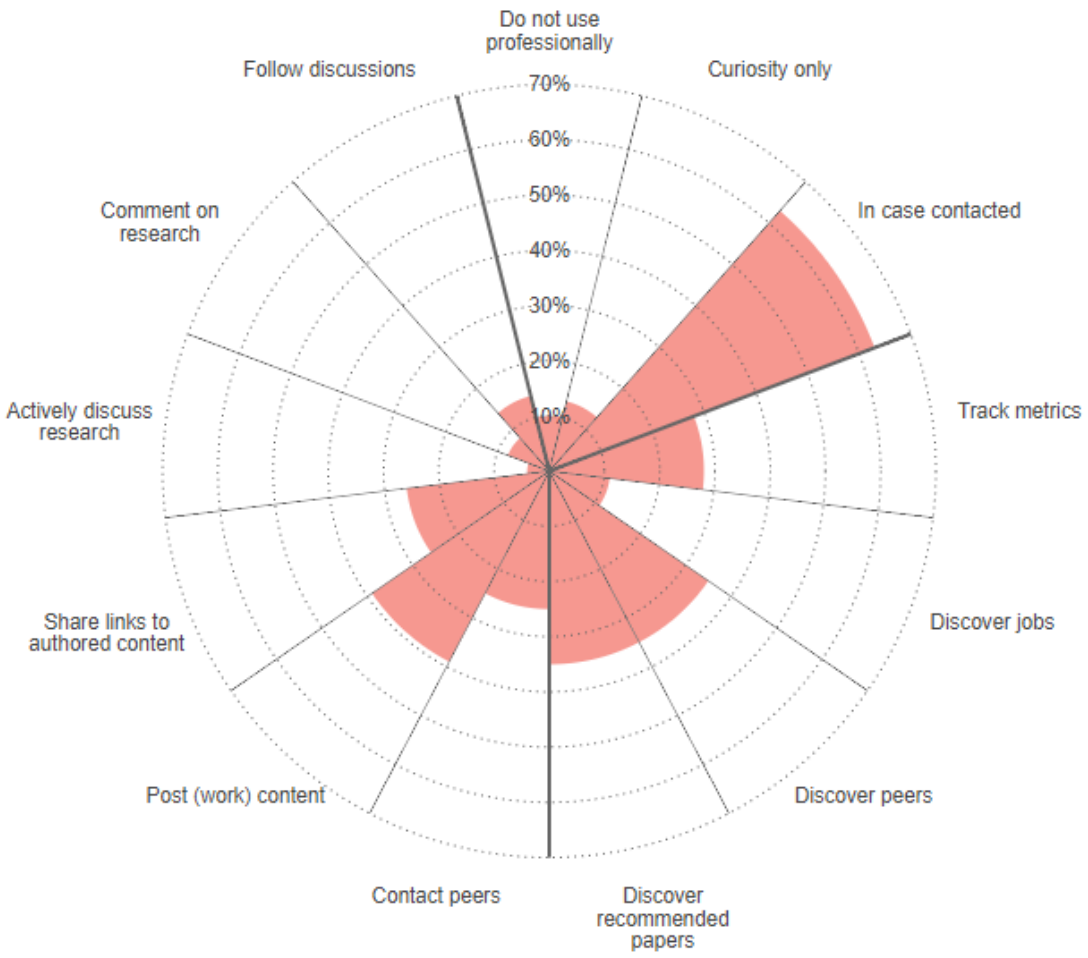


Figure 5. Why scholars use Academia.edu? (Van Noorden 2014)

Mendeley

Mendeley is a website for researchers to collaborate, to organize and to discover research. This social network site has a database with more than 570 million documents and 2.6 million users, including research groups and personalized contents. (Elsevier Social Media Guide 2017)

The Mendeley site is mostly used for discover recommended papers and if someone wants to contact them. One respondent said that it is more a reference manager, and the social component is less important. Another one said that it is useful as a document clearinghouse (Van Noorden 2014).

Twitter

In Van Noorden's study (2014), one of the respondents said that "Twitter is extremely useful in conference settings". Another respondent answered that Twitter is great to keep up-to-date on what is happenning in real time in the research community. Figure 6 presents the results concerning the use of Twitter among scholars in the study of Van Noorden. Almost 50% of researchers use Twitter to follow discussions and to post their work in tweets; 40% to comment on research and to discover peers; and about 35% to share links to authored content.

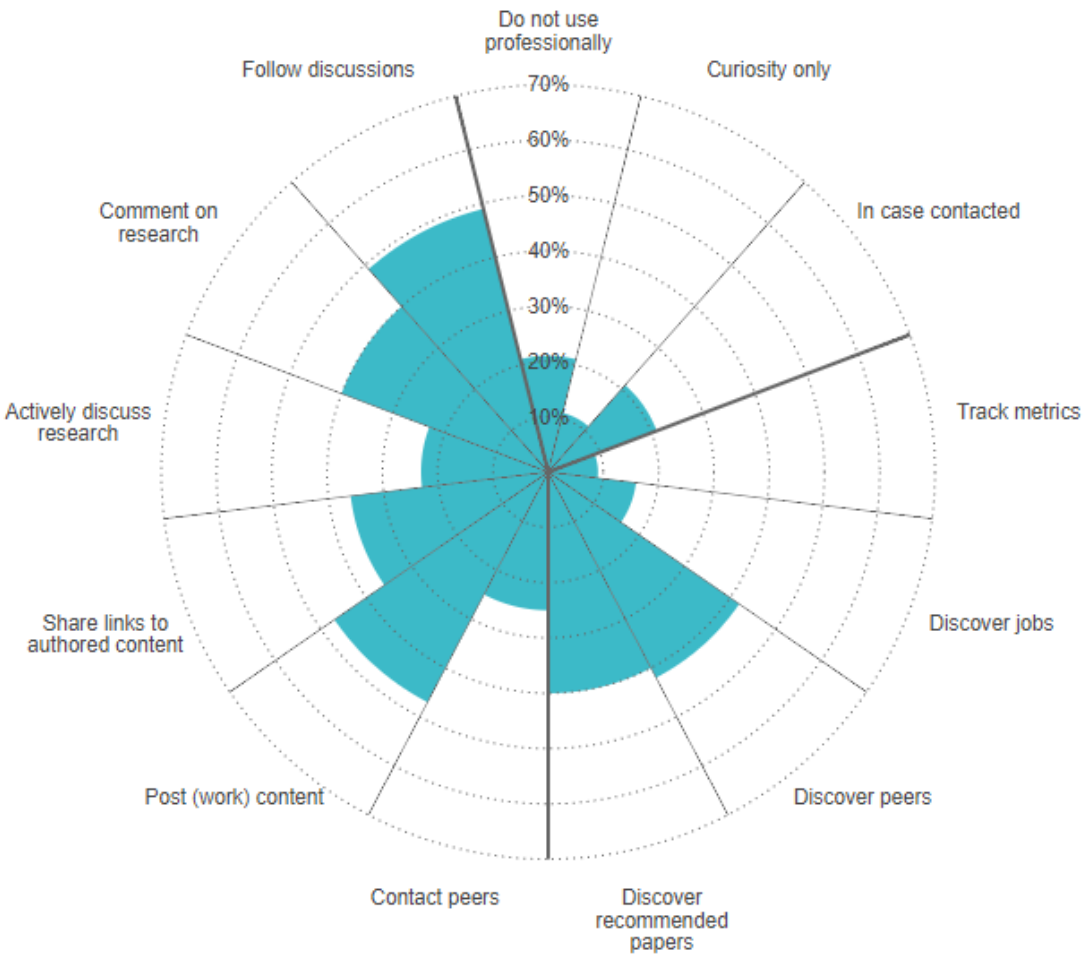


Figure 6. Why scholars use Twitter? (Van Noorden 2014)

In Van Noorden's study (2014), one respondent said that Facebook has zero credibility in the professional life.

2.4. Digital marketing

Several definitions exist for digital marketing. Chaffey and Ellis-Chadwick (2012, 10) defines digital marketing as “achieving marketing objectives through applying digital technologies”. Wymbs (2011) observes notable differences between digital and traditional marketing, he states that “the former uses digital technologies that are inherently measurable, permit conversations to be targeted, and facilitate the creation of relationships between customers and firms, whereas the latter is much more masscommunication oriented.”

According to Wymbs (2011, 95), Deighton (1996) states that “digital marketing includes both direct marketing, which treats customers as individuals and definesthem not only by their individual characteristics but also by how they behave, and interactive marketing, which has theability to address an individual and the ability to gather andremember the response of that individualabout digital marketing.”

Coles (2014, 4) provided examples on how to use the new marketing tools instead of the old ones:

Table 3. How to use new marketing tools instead of old ones (Coles 2014)

New marketing tool	Use	Current marketing tool
YouTube	Record seminars Demonstrate products Engage your customers	In-person demonstration Newsletters Telephone
Facebook	Build new relationships Engage with your customers Increase brand exposure	Networking events Telephone Newsletters Static website
LinkedIn	Networking business-to-business Build your business connection base Promote useful articles online	Networking events Online personal website Newspaper and magazine articles
Twitter	Publish your articles Short conversation posts	Newspaper and magazines Telephone

Most people are familiar with the different Internet-based advertising methods such as pop-ups, banners, affiliate programs, e-mail marketing or link exchanges (Keyes 2010).

In practice, digital marketing includes the coordination of different forms of online presence, such as websites, social media company pages, search engine marketing, social media marketing, online advertising, and e-mail marketing (Chaffey & Ellis-Chadwick 2012).

E-mail marketing

According to Nguyen and Wang (2011), Cho (2010) defines e-mail marketing as promoting the company's products to a known database of existing and possible customers by e-mail. Ryan and Jones (2009) argue that e-mail marketing is a very powerful element in the digital marketing toolbox and it allows a personal-level communication with a generally accepted digital medium.

Chaffey and Ellis-Chadwick (2012) differentiated outbound and inbound e-mail marketing. E-mail marketing actions are focusing on customer acquisition. Opt-in e-mail means that the individual agrees to receive e-mail communication. House list campaigns are periodic e-mails to support different objectives. They identified three main categories for receiving customers: cold e-mail campaigns; co-branded e-mails; third-party e-newsletter.

Despite the growth in spam, e-mails can still drive good response levels. The following advantages of e-mail marketing are described: 1) it is easy and low-cost; 2) Encourages immediate action; 3) Fast campaign arrangement; 4) Personalize e-mails is easy. However, some disadvantages were also presented: difficulty of getting e-mails delivered; difficulty of showing creative contents in inboxes; diffuculty of keeping people engaged. (ibid., 530.)

Ryan and Jones (2009) identify that e-mail campaigns can be sent to a specific customer list that usually contains a 'sales pitch' and a 'call to action'. They highlight that a connection is needed between the audience and the brand. It is also possible to manage and design the e-mails, then follow-up and track them. Before starting an e-mail marketing campaign, building up the list of customers is necessary. Encouraging receivers to opt in to receiving e-mails would be essential.

According to Strauss and Frost (2012), e-mail marketing has many advantages. It provides immediate and convenient access for a direct response; often it directs

readers to the company's website; and it can be tailored based on the individual users.

E-mail marketing is a good way to connect and maintain a relationship with the customers. Before planning the future e-mail campaigns, e-mail marketing tools help to analyse the previous email marketing campaign's success. The tool can show how many people opened e-mails ('open reach'); when; how many people did not open them; what is the click-through rate. Also as marketers become more advanced, e-mail marketing will deliver higher ROI (Ryan & Jones 2009).

Social media

As Barefoot and Szabo (2009) pointed out dialogues are the new markets. The combination of social media and Social CRM is powerful. Understanding the customers and the business aims are the base of showing what actions need to be taken on social media (Evans & McKee 2012).

Social network tools enable a single person to develop a personal brand or small business brand that can compete with other brands. The development of these personal brands, social networks and blogs enable people to be in control of what news other see. Furthermore, social networks allow for the management of online reputation (Carter & Levy 2012).

According to the Use of Information Technology in Enterprises (2013) e-publication, the use of social media in Finland had been investigated by industry in 2013. 38% of all enterprises use social media. One of the most common purpose of using social media is to improve the enterprise's image, but other reasons such as recruiting employees, collaboration with business partners, involving customers, development, exchanging views and knowledge within the entreprise are also common. (Use of Information Technology in Enterprises 2013)

Companies have already been recognizing that being active on the Internet and in social media is essential if they want to reach their customers (Hanna, Rohm & Crittenden 2011). According to Evans and McKee (2012), it is important to recognize the components of the Social Web and the ways customers and stakeholdersuse them. They highlighted that participation and social activity can be measured.

According to Kalenius (2016, 4), Schaefer (2014) states that "social media can deliver a lot to a company – brand awareness, market intelligence, customer insight, and a cost-effective platform for customer service."

The author of this thesis believed that the following social media channels are considered relevant and needed to be investigated in detail for the research topic.

LinkedIn

According to Nguyen and Wang (2011), Linkedin is the social networking site for professionals. LinkedIn operates the world's largest professional network on the Internet with more than 100 million members in over 200 countries. Its main function is professional networking which is used heavily by job seekers and recruiters. It is the only one of the four major social networking sites that charges a fee for some types of access.

LinkedIn is an online professional contact database that has been founded in 2002 and launched in 2007. The website allows its members to create a profile and network with the other millions of members (Safko & Brake 2009). Bozarth (2010) suggests that LinkedIn can also be used for training purposes. It is possible to set up groups, invite members, manage memberships and host private discussions there, too. Safko (2012) suggests that in case of professional audience, LinkedIn is a good channel.

Twitter

Twitter is combination of micro blogging and social network (Borges, 2009). Twitter, allows users to receive small updates and advertisements from favored producers as well (Hafele, 2011). Twitter gives opportunity to users to involve in real time sharing. (Nadaraja & Yazdanifard 2013) A tweet is no more than 280 characters, which followers of the user can see. (Perez 2017) According to Nguyen and Wang (2011), Twitter is considered as a typical micro-blogging. So-called 'Tweets' let people publish the information with links, photos, videos and with other media contents. Up to September 2010, there were more than 175 million registered users and 95 million written Tweets per a day.

O'Reilly and Milstein introduced The Twitter Book in 2012 and provided a very deep analysis on the tool. They pointed out the specific challenges and hints what companies and organizations should do in order to make their Twitter account successful. Macarthy (2017) presents Twitter tips and profile strategies to interact with customers. It is important to create a content strategy and to encourage re-tweeting.

YouTube

According to Safko and Brake (2009), YouTube is a video sharing website that allows its users to upload, view and share video clips. It was created in 2005 by former PayPal employees. Bodnar and Cohen (2011) emphasize that YouTube should be used in conjunction with SEO, that uploaded videos could also generate leads, when applying good descriptions for the videos. YouTube is still growing independently, and the number of videos and users is also growing dramatically (Pham 2014).

Instagram

According to the FlashStock Instagram marketing strategy e-book (2015), Instagram (IG) is a leading photo community and an online mobile photo sharing, video sharing and social networking app. Many brands can reach people who are open to new perspectives (FlashStock Instagram marketing strategy 2015). Jonhston (2017) discusses that the success for brands on Instagram takes more than just publishing attractive images: a thoughtful strategy, a well-defined brand identity is needed as well as visual creativity and community management. When discover the potential of Instagram for a specific business, keep in mind the particular strengths of visual media for telling a compelling story about the brand.

Blogs

A blog (shortened from 'weblog') provides an online space for posting chronologically ordered comments and ideas that can be text, photo, video, audio, and links to other sites, blogs, documents. The readers can write responses to entries. (Bozarth 2010) Coles (2014) presented a social media plan (see Appendix 1.) about a local flower shop called Daisy. In her case study, the Daisy team wanted to open another store and therefore they started with a SWOT analysis. After identifying their strengths

and weaknesses, they brainstormed about the goals, they provisioned achievements and put together their social media plan. They also identified the short-time and the long-time social media objectives. At the end, they completed a content plan that helped on what to focus in their social media plan. (See Appendix 2.) Coles (2014) also highlighted that in Daisy's social media plan, the following measurements can help to see the outcomes of the campaign: Google Analytics, Twitter followers, Facebook likes, Increased sales and enquiries, Customer feedbacks.

The social media ecosystem

Many businesses have benefited from social networks and integrating them as part of their marketing, communications, and customer service strategies. Using social networks has allowed businesses that embrace these tools to humanize themselves. Social networks have helped grow businesses, elevate normal people to web celebrities, launch music careers, change national sentiment toward entire industries, build and grow communities (Carter & Levy 2012). As noted by Safko and Brake (2009, 21) similarly to a biological ecosystem – which is the "sophisticated association of living organism interacting with one another" –, the relationships and interdependencies of tools and applications are live in the social media world. Up to now, there is no classification system for social media tools. The elements of the social business ecosystem are profiles, applications, communities and forums. It is important how to connect current and potential customers with the inner workings of the business organization, where collaboration can drive long-term benefits (Evans et al. 2010). In the social media ecosystem in addition to the social network tools there are plenty of other publishing sources to distribute information, too (Safko & Brake 2009).

According to Chaffey and Ellis-Chadwick (2012), online maket ecosystem means the interactions between online systems related to hardware or software technologies which may be independent or developed by a brand. The purpose of online ecosystems is to explore the increasing importance of facilitating communications through online platforms and service providers. Major online players like Facebook, Google and Salesforce developed own infrastructure or online marketing ecosystem which connects websites through data exchanges and gives the opportunity to enhance customer experiences and extend customers reach and influence.

The ‘Social ecosystem’ chart had been introduced by Evans et al. in 2010. Figure 7 presents the extended functionality of the social connections between the social communities, social graph and social applications.

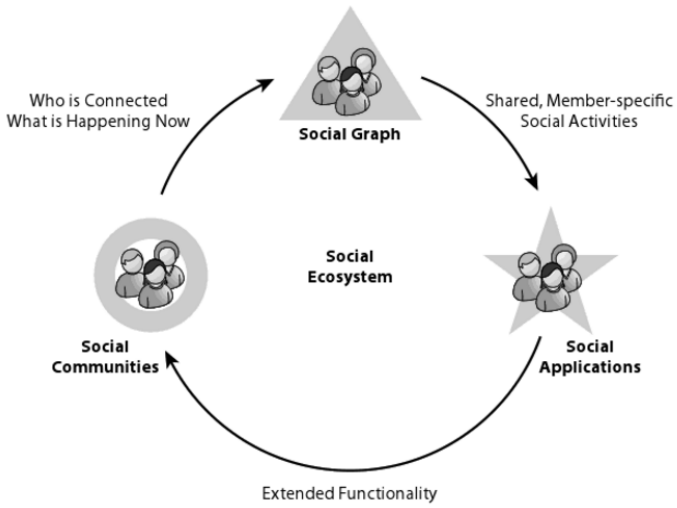


Figure 7. The social ecosystem (Evans et al. 2010)

According to Hanna et al. (2011), working within the ecosystem enables marketing managers to ask critical questions:

- WHO? - Who is the target?
- WHERE? - On which traditional and social media platforms do the targets live?
- WHAT? - What marketing content (story) does the company want to tell?
- HOW? - How can marketers implement this content through the ecosystem?

Researchers also state that a fifth question is also important to answer the *why* questions, *why* people doing something, what is the problem (Kananen 2015).

Mike DiLorenzo – director of social media marketingand strategy of the NHL – stated that ‘‘Social networks aren’t about Web sites. They’re about experiences.’’ (Hanna et al 2011).

Safko and Brake (2009) defined 15 categories as a functional overview of the social media ecosystem and presented the major tools in each category:

Table 4. Social Media Categories (Safko and Brake 2009)

Category Title	Tools
Social networking	Facebook, LinkedIn
Publish	Wikipedia, WordPress
Photo	Flickr, Picasa
Audio	iTunes
Video	YouTube, Hulu
Microblogging	Twitter
Livecasting	Live365
Virtual Worlds	Second Life, Kaneva
Gaming	World of Warcraft
Productivity applications	Google Docs, Gmail, Yahoo!
Aggregators	Google Reader
RSS	Atom, RSS 2.0
Search	Google Search
Mobile	SMS.ac
Interpersonal	Skype, WebEx

Schultz (2007) created the following ecosystem visual (see Figure 8). She wrote that this ecosystem is a dynamic universe of 'cool' tools and channels both individuals and companys have. People need to find out these new tools no matter what audience they are trying to network, friends, family or customers.

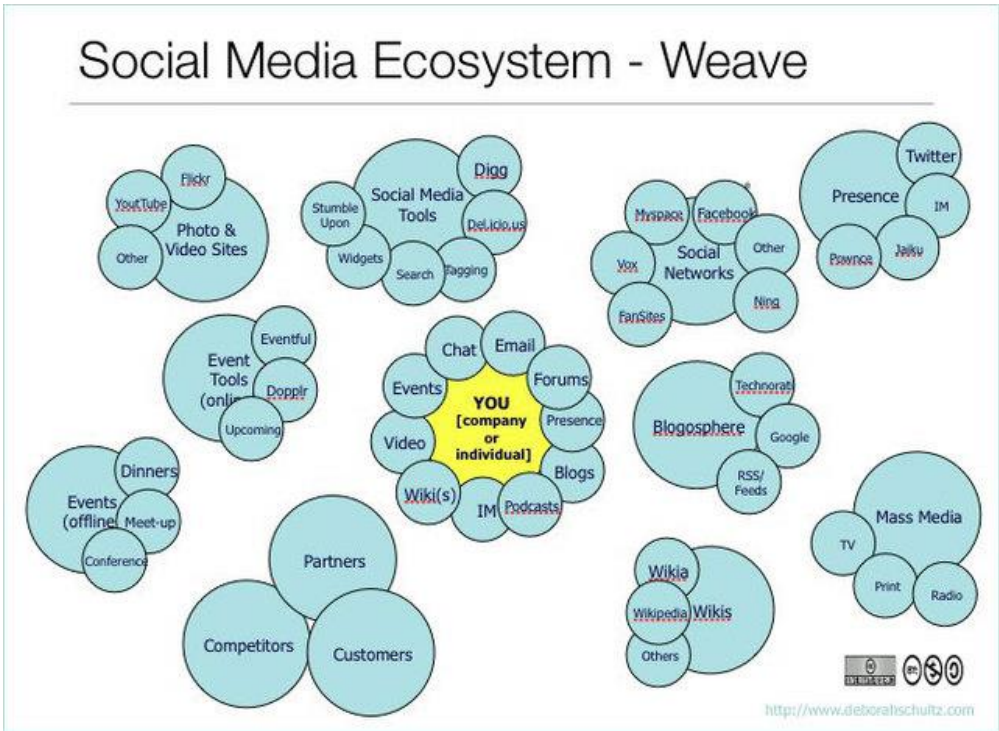


Figure 8. The social media ecosystem (Schultz 2007)

2.5. Reputation building

Burke et al (2011, 11) define the steps for a favorable corporate reputation building. They suggest that the first step is to formulate a corporate reputation strategy and key aspects. Then, integrate the communication and social responsibilities into the company's reputation strategy. After that a crisis management strategy is needed against the reputation-threats. Then, communicate the corporate story to stakeholders. And finally, build a corporate culture.

Carter and Levy (2012) show that building a community increases brand awareness. It increases trust in the brand; it increases customer loyalty to the brand therefore it could increase the company's profit (Carter & Levy 2012, 125).

There are several arguments about the relationship between the brand and the reputation of a company. One aspect says that reputation is a base of corporate brand. Previous studies suggested that by effective brand management, the reputation can be strenghtened and branding helps to develop the reputation. The corporate brand allows a company to show its activities, values and policies. The brand is the central point of the Corporate reputation chain (see Figure 9), it is the base of the stakeholders' views, that will contribute to the company's reputation (Roper and Fill 2012).

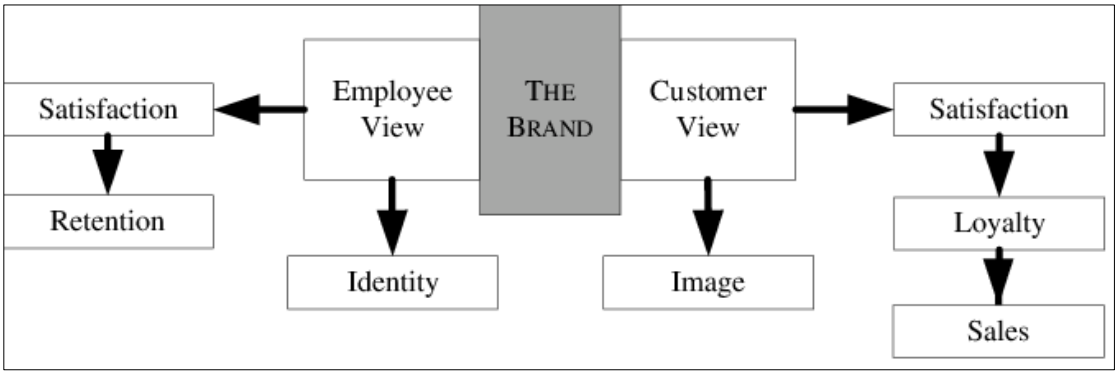


Figure 9. The corporate reputation chain (Roper and Fill 2012)

Burke et al. (2011, 12) pointed out that a new firm could also develop an initial reputation when its history is short. The company's partners, certifications accomplished, members of board directors, logos, focused communication and comparison to other firms can build reputation. Corporate reputation is an investment. Based on previous studies, they wrote that a favorable corporate reputation lies on competing successfully in the market place, achieving positive image, building a high-performance work culture and communicate effectly.

Hatch and Majken (2008) presented the healthy organizational identity aligned with the strategic vision:

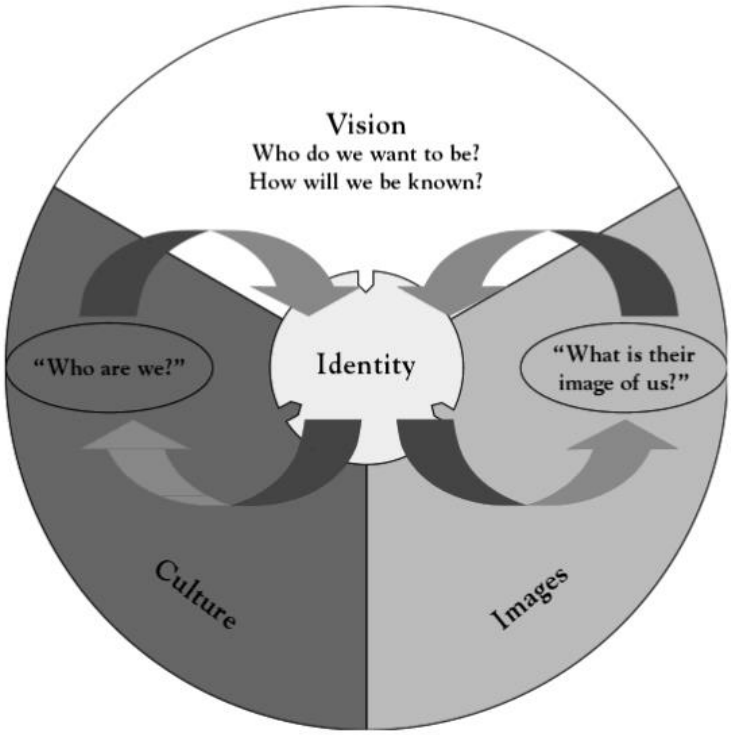


Figure 10. The Vision-Culture-Images Alignment model (Hatch and Majken 2008)

The aim of branding is to raise awareness, to extend customer loyalty, to build reputation and attract customers and businesses. Wheeler (2012) identifies the five types of branding: co-branding, digital branding, personal branding, cause branding, and country branding. Digital branding comprises web, social media, SEO and e-commerce activities. Launching a brand identity is a great opportunity to build brand awareness. Regardless of the scope and the budget, the brand identity launch

requires a communication plan. A new brand identity is also an emotional opportunity.

According to Rossiter and Bellman (2005, 385.), brand awareness must be increased by sponsorship, PR event or product placement, similarly to other marketing communication tool.

Launching a new product or a service always has opportunities. The main strategic launch goals are defined by Wheeler (2012, 197): increasing brand awareness; increasing preferences for the company; building loyalty for the company; promoting the new identity as a brand; creating emotional connection with stakeholders; make positive influence.

Similarly, Wheeler presents the Comprehensive plan elements also. These are (among others) the goals of the new brand; target audiences; implementation timeline and budget; key messages; communication strategies; direct marketing. (ibid., 197.)

Managing a journal's marketing and promotion activities can be handled in multiple ways: mailing flyers, catalogs and information to both individuals and to institutions; representing the journal in exhibitions and scholarly meetings; sending press releases; advertising in relevant publications and magazines, sales promotions. Furthermore, to create marketing materials for the sales representatives (Peek and Newby 1996).

2.6. Theoretical Framework

After examining the relevant literature, many theories and figures have been studied but finally, the following SOSTAC® model has been selected.
SOSTAC® model is a digital marketing strategy development design that has been created by Chaffey and Smith in 2008 (see Figure 11). The first step is the Situation analysis that includes a SWOT analysis, reviewing the micro- and macro environment and competitor analysis. The second phase is the Objectives. A vision of digital channels or numeric objectives can be defined in this phase. The third step is the Strategy. It describes the ways to achieve the objectives, including segmentation,

targeting, e-CRM, and Internet tools. The fourth stage is Tactics, defining the specific digital marketing, social networking and communication tools.

The next step is the Actions, including action plans and project management techniques. The last phase is the Control. It contains the web analytics, reporting and tracking and the examination of the results (Chaffey & Ellis- Chadwick 2012, 199).

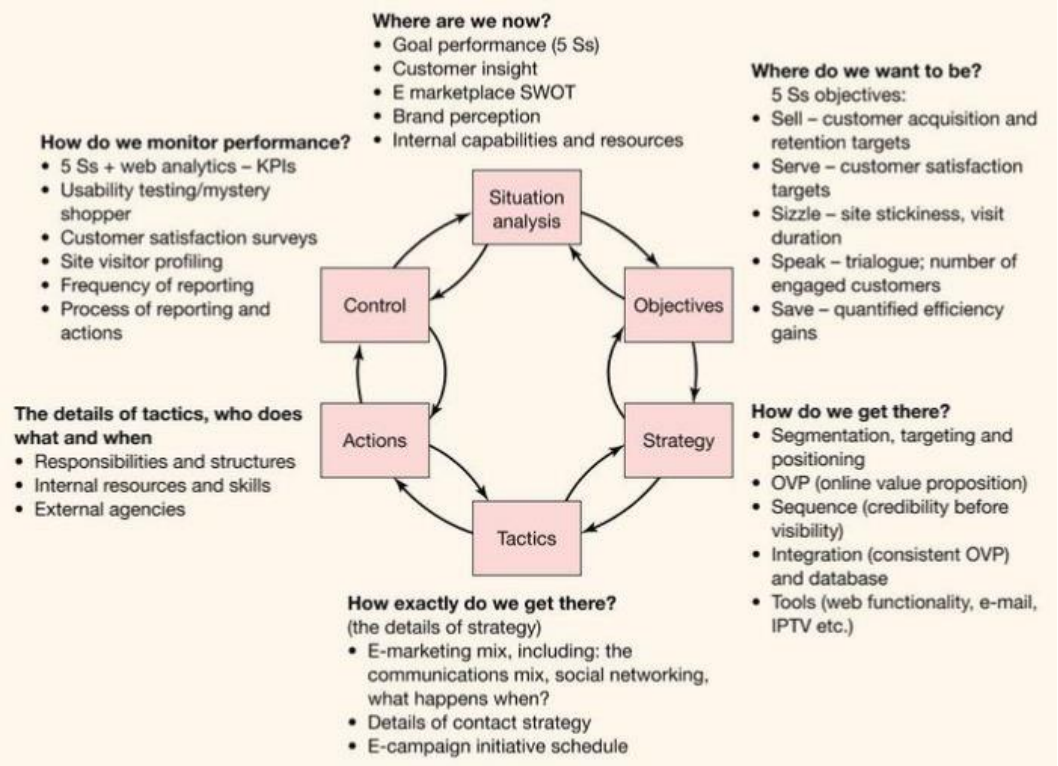


Figure 11. Theoretical framework – The SOSTAC® planning model (Chaffey & Ellis-Chadwick 2012)

1. Situation analysis

The first step of the SOSTAC Planning framework is to find out “where are we now”. This includes the current situation of the e-marketing. There are tools for assessing the current situation of the e-marketplace. It is important to set up clear objectives and a complete strategy to avoid poor e-marketing results.

2. Objectives

Some companies often jump into the action phase and apply e-marketing tools without setting the objectives first. The company needs to be clear where they want to focus for improving their e-marketing. The 5 objectives or benefits of e-marketing are: sales growth (Sell), adding value to customers (Serve), getting closer to customers (Speak), cost saving (Save), and extending the brand online (Sizzle).

3. Strategy

The third phase contains the e-strategy elements: after having clear objectives, defining the target markets and the mix of e-tools.

4. Tactics

Tactics are the details of the strategy. Tactics define the management of the digital communication tools, including details of the marketing mix, e-CRM, communication and experience.

5. Actions

Action phase is the project management, the change management and the action planning phase.

6. Control

Conrol phase is the analysis of the objectives and improvements, also called goal setting. This phase includes the web analytics as well.

Applying this model in Finnish Business Review's case is further investigated in the Research design chapter.

3 Research design

As Wilson (2010, 102) defines a research design is "a detailed framework or plan that helps to guide you through the research process, allowing a greater likelihood of achieving your research objectives." Moreover, Creswell (2013, 12) writes: "Research designs are types of inquiry within qualitative, quantitative and mixed methods approaches that provide specific direction for procedures in a research design. Others have called them strategies of inquiry."

According to Kananen (2013), design research produces functional and practical solutions as well as combining development and research in a cyclic process. Kananen (2013) cites Barab and Squire's (2004) work and states that design research arises from a need for a change, and from this a product is created. The direction of the change is always for something better.

3.1. Research problem and research questions

The FBR e-journal does not have enough readers and possible manuscript submitters. The nature of the research problem is two-fold: the FBR staff would like to make this e-journal more popular, and they aim to reach increased readability. In addition, at the same time, they would like to receive more submissions. Being an Assistant Editor at FBR helped me to form a broader insight on FBR's operation.

- How can a young e-journal obtain more readers and writers?
- How can a young e-journal develop its reputation?

Due to the problem specificity and the research topic, a qualitative research strategy was chosen in order to find the answers and form a deeper understanding of the e-journal marketing possibilities and reputation-building in the case of FBR.

3.2. Research methods

Seale et al. (2004) state that the choice of a research design depends on the nature of the research problem. Wilson (2010) determines the qualitative research approach that is subjective and involves data collection methods like interviews. Briefly, data are collected and a theory is developed as a result of the data analysis (Saunders et al. 2009, 127-128).

Merriam and Tisdell (2016, 15) quote Van Maanen (1979) when defining qualitative research as "an umbrella term covering an array of interpretive techniques which seek to describe, decode, translate, and otherwise come to terms with the meaning, not the frequency of certain more or less naturally occurring phenomena in the social world". Qualitative researchers are "interested in understanding the meaning people have constructed; that is how people make sense of their world and the experiences they have in the world." (Merriam & Tisdell 2016, 15)

Researches are typically divided into two categories of basic and applied research. Basic research has intellectual interest in a phenomenon, aims at the extension of knowledge, and tries to know more about a phenomenon. Applied research is undertaken to improve the quality of practice in a specific discipline. Applied social science researchers generally hope that their work will be used by policymakers to improve the ways of targeted areas. (ibid., 16.)

Design research is not its own methodology of research but a group of different research methodologies that are used for an aim for development. The objectives of design research in working life involve processes, activities, products, services and situations towards continuous organizational development (Kananen 2013).

According to Koivusalo (2016), Yin (2014) states that a research design is more than just a work plan; it can be called a 'blueprint' for the entire research. Research should deal with at least four major problems, such as: What are the questions studied? What data is relevant? What data to collect? And finally, how to analyze the results?

Figure 12 presents the model for design research according to Kananen (2013).

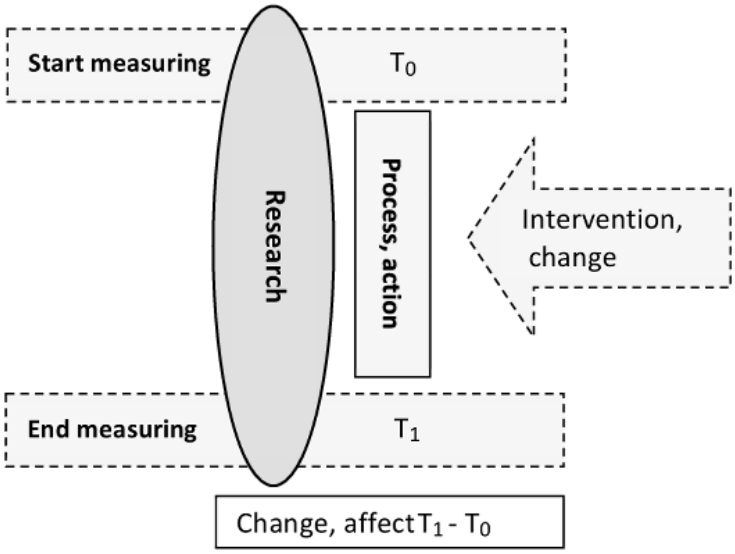


Figure 12. Model for design research (Kananen 2013)

In the SOSTAC® model, P.R. Smith (2011) uses 'Action' which refers to action plans and project management competences. (Chaffey and Smith 2008)

In interventionist research the key role lies on the utilization of the philosophy and prior research, the theoretical foundations, reports explaining a phenomenon in addition to evaluating the potential impacts of an intervention. (Kananen 2013)

According to Wilson (2010), in exploratory research there has been very little published in the research area. The aim is to develop a better understanding on the research topic.

Some researchers say that qualitative data are naturally more 'interesting' than numbers. Therefore, there are less aesthetically oriented and more perceptive reasons for choosing qualitative methods. (Silverman 2013) Merriam and Tisdell (2015) recall Braun and Clark's (2013) definition when emphasizing that the distinction between qualitative and quantitative research is simplified.

Action research

According to Helin (2013), Saunders (2008) says the following about action research: it is unique from other research techniques because of its emphasis on action, more specifically, because of bringing about a change within a business. It is therefore useful for providing answers to *how* questions. According to Merriam and Tisdell (2015), Herr and Anderson (2015) identify the goal of action research as addressing a specific problem in a practice-based context, such as a classroom, a workplace, a program or an organization. According to Kalenius (2016), Lowe defines action research as a holistic approach to problem solving. It is more than a single method for collecting and analyzing data.

In action research, recommendations are tested in practice, which means that an intervention takes place. Since action research aims for a change, it is important that the researcher participate in the change and the realization of the change cycle. The researchers need to have knowledge and understanding of the phenomenon and they need to eliminate the problem and measure to show the change (Kananen 2013).

Action research design gives an active role to the researcher, and it can be useful for organizational improvements. There are four elements in the spiraling cycles of action research: Planning, Action, Observation and Reflection. The reflection phase is usually followed by a revision stage (Wilson 2010).

The action research flow is presented in Figure 13:

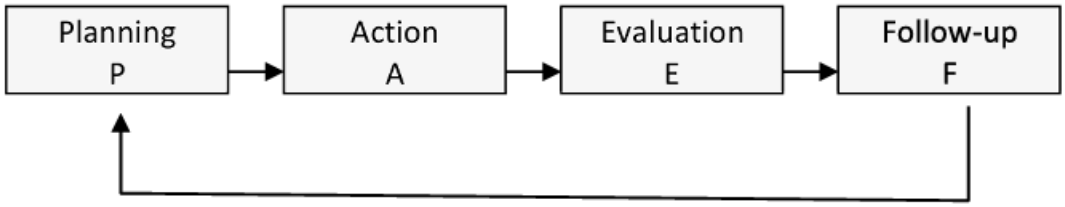


Figure 13. The action research flow (Kananen 2013)

In action research, four stages can be differentiated: Planning and setting objectives (P), action or change (A), evaluation (E) and follow-up (F) (Kananen, 2013, 42). According to Joyner, Rouse and Glatthorn (2013) most action research records how educational problems can be identified, understood and solved by experts.

In this thesis, action research was used which is one form of interventionist research. The reason of choosing action research is due to a change is required, in addition, the researcher is an actor.

3.2.1. Data collection

The empirical data was collected from action research, including semi-structured interviews, secondary data collection: benchmarking other e-journals and documents, traffic (website) analysis and interventions. The first interview questions are presented in Appendix 3.

Semi-structured interviews

In qualitative research it is hard to define the number of interviewees in advance. If the phenomenon is complex and contains many themes, the number of interviewees is large, but this depends on the research problem. Continuous interaction is needed for the data collection and the analysis stages in order to find the saturation point (Kananen 2011).

It was important to explore this field as deep as possible and find out the answers to various *how* questions. Semi-structured interviews were conducted with professionals from the field of journal publications, education and marketing:

- FBR Editors-in Chief (Int.0)
- Hanken professor (Int.1)
- FBR Advisory board member (Int.2.)
- SeAMK teacher (Int.3)
- JYU PhD Student & JAMK lecturer (Int.4.)

Additionally, a sixth interview was also organized via Skype, with a Digital Marketing Manager. However, that interview was not recorded only notes have been written. It lasted for 45 minutes.

The first interview was held at JAMK in September 2016 with the two Editors-in-Chief of the FBR. The interview language was English as that is the common language of the participants. This first interview had not been recorded, however notes had been written.

The second interview took place on 31 March 2017 at 14.00 via Skype. The interviewee was a Hanken School of Economics professor who completed his doctorate degree at Hanken School of Economics in 2014, from the field of Open Access (OA) in scientific publishing. The interview was held in English, as that was the common language between the researcher and the interviewee. The interview questions had been sent to the professor one day in advance. The interview lasted one hour, and other topics have come up in addition to the previously planned interview questions. The conversation was recorded with the permission of the professor. A voice recorder of an iPhone SE (iTalk application) was used for recording. In the following days, a transcript was written from the recorded answers.

The next interview was held on 6 April 2017 at 15.00 via Skype with one of the FBR Advisory Board members. The interview was held in Hungarian, since that was the common language between the researcher and the interviewee. The interview questions had been sent to the interviewee one day in advance. We were able to explore several extra topics in addition to the interview questions. The conversation lasted one hour and has been recorded with the permission of the interviewee. A

voice recorder of an iPhone SE (iTalk application) was used for recording. In the following days, a transcript was written from the recorded answers.

Before the fourth interview, the interview questions have been modified since it was necessary to talk separately about the different roles that researchers take when interacting with journals. The re-phrased interview questions are presented in Appendix 4.

The fourth interview was held on 12 May 2017 at 8.00 via Skype with a Finnish SeAMK teacher. The researcher's and the interviewee's common language was English, so the interview was held in English. The interview questions had been sent one day before. The conversation lasted about an hour and has been recorded with the permission of the interviewee. A voice recorder of an iPhone SE (iTalk application) was used for recording. In the following weeks, a transcript was written from the recorded answers in Microsoft Word.

The fifth interview was held on 17 May 2017 at 14.00 via Skype with a JAMK lecturer who is also a PhD Student of JYU. The interview questions had been sent to him in advance. This interview was also in English as that was the common language of the interviewer and the interviewee. The conversation lasted about 45 minutes and has been recorded with the permission of the interviewee. A voice recorder of an iPhone SE (iTalk application) was used for recording. In the following weeks, a transcript was written from the recorded answers.

Two email initiatives have also been conducted: First, with the JUFO Publication forum concerning JUFO Level 1 ranking application and classification inquiry. Second, with the Liikesivistysrahasto (Foundation for Economic Education) about possible funding opportunities.

Benchmarking

At the same time as conducting interviews, a secondary research has been implemented. As part of the research design, secondary data collection is benchmarking other journals:

- Aalto University Publication series
- Arcada Working Papers
- Finnish Economic Papers FEP
- Finnish Journal of Education (Kasvatus-lehti from JYU)
- HAMK – UAS Journal

The other part of secondary data collection included among other things documents, analytics tools, website and e-marketing data collection. The documents among others include JAMK student assignments (in Finnish) in which their task was to conduct research and work out a development plan for FBR.

Interventions

1. E-mail marketing activities

First, in autumn 2016 an e-mail marketing campaign has been implemented: in September 2016, a Jyväskylä-conference book has been provided in order to write to the conference participants about the FBR publication possibility. 47 e-mails have been sent in October 2016. 2 publications have been sent to FBR.

In April 2017, this e-mail marketing activity was continued and targeted to PhD students in Finland. 24 e-mails have been sent to PhD Students in Finland about the publication possibility in FBR, also they were asked for an interview about their publication background and two of them answered to help with interviews.

2. Action plan

The Action plan has been created on 10 September 2017 and it has been discussed in a meeting with Chief Editor and JAMK Marketing Assistant. The detailed Action plan has been designed from September 2017 until end of October 2017. The 7 interventions have been defined and planned. The list of interventions (Action plan) can be found in Appendix 5.

FBR website statistics have been received on day 12 Sept 2017. Twitter account has been created on 13 September 2017. (twitter.com/FBR_ejournal)

What is Finnish Business Review?-YouTube video had 112 views on 13 September 2017. (116 views on 28 October 2017). 'Mikä on Finnish Business Review' Finnish version had 166 views on the same day.

3. Networking

It was planned to participate at autumn conferences, representing Finnish Business Review, for example at the 11th Entrepreneurship Education Conference in Oulu, on the 20-21.09.2017. And at the 24th Nordic Intercultural Communication conference, on 23-25.11.2017 in Jyväskylä. Unfortunately, the author of this research could not participate at these conferences, however, the organizers have been contacted by her about the publication possibility in FBR.

Additionally, all secondary data have been collected into a USB drive, including PDF and Word documents, Excel tables and e-mail texts.

3.2.2. Data analysis

Qualitative analysis comprises two actions: first, the development of awareness of the data that can be examined, described and explained and second, the practical activities or practicalities of qualitative data (Gibbs 2007). According to Merriam and Tisdell (2015, 195), Flick (2014) defines data analysis as "the classification and interpretation of linguistic (or visual) material to make statements about implicit and explicit dimensions and structures of meaning-making in the material and what is represented in it."

Adams, Raeside and Khan (2014) present the qualitative data analysis in detail, including creating the theoretical framework, coding and content analysis. Kvale and Brinkmann (2009) introduce an interview analysis preparation phase. Before starting the analysis stage, they suggest first to think about the "what" and "why" first, instead of the "how".

It is important to simultaneously analyze the data as they are being collected along with practical guidelines for managing the data, also including the consideration on

how computer programs can facilitate data management and analysis. A preferred way to analyze data in a qualitative study is to do it simultaneously with the data collection. Data collection and analysis is an ongoing process that can be extended indefinitely (Merriam & Tisdell 2015).

After the transcription of the interview, divide the text into two segments, convert the text into a table format. (Kananen 2011) The label used for each concept, theme or event is code. The relationship between these codes is the coding structure. It is important to match goals with the aim of the study. After coding, the next step is to sort the data by arrange the units with same labels into one file (Rubin & Rubin 2005, 207-208). There are various levels of transcriptions: word-for-word, standard language and propositional (Kananen 2011, 57).

Auerbach and Silverstein (2003) present three phases of the coding procedure of qualitative data. 1. Making the text manageable, 2. Hearing what said, 3. Developing theory. The first phase is a filtering process with selecting the relevant texts. The second phase is to organise the relevant text into repeating ideas and organise these repeating ideas into more general themes. The last phase is the theory development when the general theoretical constructs will be developed into theoretical narrative. They recommend to do first data analysis by hand.

In the data analysis phase, the focus was on the research questions and topics. The transcribed interview texts have been first typed into Microsoft Word, then to an Excel sheet where all interviews' answers have been analyzed.

One Excel sheet (Coding) was created to see all the interviews' relevant answers in one table. There were 196 relevant answers (lines) altogether. The first coding task was to apply the three main themes from the theoretical framework – Situation analysis, Objectives, Strategy – to each line. After, the six main subcategories have been defined based on the meaning of the code (original sentence) and on the interview questions in the first Phase (see Table 5).

Following the Line-by-line coding of Gibbs (2007, 53) the main subcategories have been created for each line.

After the multiple re-reading and reviewing of the first phase's answers (Situation analysis), a new Excel sheet has been created to narrow down the answers even more, based on the Interview questions in each interviews' case. Table 5 presents the data analysis for the first theme (Situation analysis) applying the comparison type of analysis to be able to see each respondent's coded answers around the same question. This coding technique idea originated from the Comparison (Gibbs 2007, 82) type of analysis to look for similarities and differences in the cells in one row in order to establish the criterium (see Table 5):

Table 5. Using 'Comparison type' of data analysis – in the 'Situation analysis' phase

SITUATION ANALYSIS	**Int. 1.**	**Int. 2.**	**Int. 3.**	**Int. 4.**
Introduction	teaching & researcher	FBR AB member	lecturer & researcher	teacher in Scotland, then PhD application (JYU)
	productive	living outside Finland, keep contact		
First publication	when starting doctoral studies	before PhD	for work, not for PhD	for PhD
Drivers in publishing / Motivation	UASs can get money for publications, depending the journal's classification	first research starts, then they start thinking in which journal to publish	1. Career (self-)development (high-quality journal)	1. Be compatible with the scope of journal
	Choosing relevant journals	researchers target high-quality journals, journals with high ranking	2. Funding in the university (publication points)	2. Ranking of journal (ABS List of journals)
	High quality AND high qty	researchers want speedy publication		3. Speed of publication
	targeting a highly-read journal			
	publishing with supervisor			
Co-writers	proximity, colleagues	common research interests	colleagues from the university	first time with co-writer now
	publish with supervisor, half-way to be independent	colleague, research fellows	research groups (good community)	feel more relaxed, more independent to write alone
		from University of Turku	expertise in many areas	
Relation with FBR	was new to him	AB member	was known (direct email)	Published already
		Possible reviewer	Considers to publish	Reviewer
Reviewing in journals	-	-	-	Review committee member for 5 journals

3.2.3. Reliability and validity

The whole research process including data collection and analysis was implemented based on the qualitative research methods theories.

Silverman (2013) suggests guides for evaluating qualitative research. His first set of evaluation criteria can be employed for evaluating research publications. These criteria consist quality indicators and questions that should be addressed in the research work. These questions focus on the methodological issues. It is also important to have a self-critical spirit when evaluating the research.

Saunders et al. (2009, 156) point out that attention has to be paid on reliability and validity. The main threats to reliability are subject or participant error, subject or participant bias, observer error and observer bias. Validity is in conjunction with the findings and if their meanings are really what they appear to be.

For a qualitative study, the number of interviews conducted should reach data saturation. Researchers should keep in mind the application of triangulation (multiple sources of data) and its long way towards saturation (Fusch & Ness 2015).

Qualitative researchers agree on strategies that promote trustworthiness in a study. Many procedures can be used to enhance validity and reliability in qualitative studies (Merriam & Tisdell 2016, 245-265).

- Employing triangulation (interviews, observations, documents)
- Member checks (respondent validation)
- Saturation, continuous data collection
- Peer reviews
- Audit trail
- Providing rich detail of the context of the study
- Plausible alternatives

Following Kananen's (2011, 69) reliability and validity aspects, in this study, assessability and documentation, consistency of interpretation and reliability from the informant's point of view have been implemented in order to provide the proper validity and reliability. This is further explained in chapter 5.

3.3. Research context

The case company of the research is JAMK's electronic journal, the Finnish Business Review (FBR), which was launched in the fall of 2014 in order to provide an international forum for publication of researches on managerial issues for knowledge sharing and for teaching purposes.

There are three types of publication possibilities in the journal: Articles, Blogs and Cases. Articles are to be written by academics (researchers or teachers), and they are also targeted to be read by academics. Blogs can be written by academics or managers, and they are targeted to be read primarily by managers. Cases can be written by academics or managers, and they are targeted to be used in classroom teaching, thus, target readers are teachers and students. Researchers from Finnish and foreign universities can send publications to the journal, both in English and Finnish. (The Finnish Business Review)

So far, there were a few actions from FBR's Editors-in-Chief in order to increase the journal's readability and popularity. Direct e-mails were sent earlier, in the fall of 2016 as a starter initiative of the project, also in the spring of 2017 as e-mail newsletter.

Prior to this Master thesis research (before 1 September 2016), 10 articles, 9 blogs, and no cases were published on FBR website.

The author of this thesis was working on this research to collect and analyze qualitative data, and – at the same time – to implement the theoretical methods in practice, to network, to conduct marketing campaigns and to develop this young e-journal's reputation and build its community.

4 Research results

This chapter answers the research questions that were presented in the Introduction chapter. The research questions are to find out *'How can a young e-journal develop its reputation? How can a young e-journal obtain more readers and writers?'*. This chapter will present the results from the empirical study's data analysis, using the Theoretical framework, the SOSTAC model. The interview transcripts had been analysed and the relevant information transferred to an Excel sheet for coding and theming. These – coloured – themes were chosen based on the Theoretical framework (See Figure 14). Only the first part of the model has been used, due to the theoretical 'guidance' that was followed in this research. The other phases are more action-related parts therefore they were not followed in this research since the author's own action research has been created and followed separately.

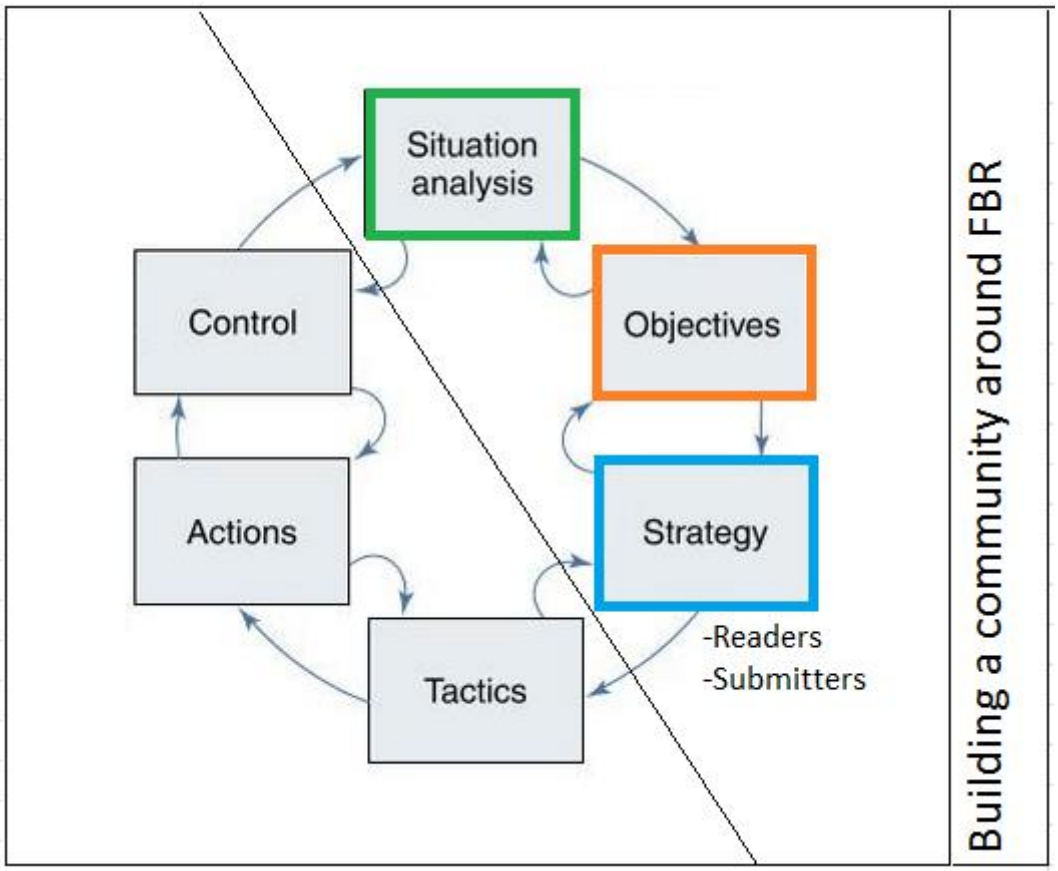


Figure 14. The modified FBR-SOSTAC model for data analysis

4.1. Results of 'situation analysis' theme

In FBR's case, the Customers are the potential readers, students, university and university of applied science staff, teachers and researchers.

4.1.1. How researchers publish

As we could see in Table 5, all interviewees had already teaching and researching experiences, including publishing scientific papers.

First publications

It is interesting, how all researchers have different publication history. Two out of four researcher's first publication initiative started as part of their PhD studies, one already before starting her doctoral studies, and one for work, not for the PhD studies.

My first publication initiative was related to a project, this entrepreneurial intention research in 2010. The head of the research project asked me to join the project and then we wrote together. So, it was not part of PhD studies. It was part of work. (…) And also, many publications from the start were related to my projects and work and not to my PhD. (Int.3)

The drivers behind publishing (motivation)

After the data analysis, it has become clear that the motivation, the drivers of publishing depend of each researchers' particular publishing situation:

1. The researcher can aim for career development – that means seeking for a high-quality journal with good ranking. 2. The researcher aims for getting university funding, to collect more publication points. In this case the 'quality' of the journal is less considerable.

Universities aim for more and more publication [for the funding coming from the government] and to be more and more known. (Int.2)

There are two drivers, the first one is the career development, my own self-development, I want to be an expert in my own area and I want to publish in good journals that have good JUFO ratings. Then, the other driver is funding behind the

university; you have to publish that you have to get points, and then it's not so important which journal it is, or high-valued journal it is. (Int.3)

Doctoral students usually publish together with their supervisors. Most doctoral students publish something in collaboration with their supervisor; it is a step to become independent. Before they start publishing on their own.

To where researchers aim to publish?

According to the fourth interviewee, there are three factors for researchers to decide where to publish their papers. When they want to publish in a journal, the first step is to start looking around for a journal that is compatible with the research topic.

- the journal should be compatible, and the researcher should be compatible to the scope of the journal
- the overall ranking of the journal
- the speed at which they process the paper

Researchers usually start working first on the research project, and then later start thinking in which journal they will submit that research.

Researchers have been encouraged to publish in the best or the top journals, and this does not help for newer journals who don't have at least Level 1 ranking.

According to the first interviewee, if encouraging researchers to publish in the best or the top outlets is good or bad – while it's very destructive for making it hard for new journals which are not yet established to get any manuscripts because everyone wants to publish in at least a Level 1 journal.

It is a complex question which journal researchers target as each case is different. The same researcher can aim highly-read journals for one research project, and then some time later, target to publish in a less-ranked journal if he/she aims for publication points.

Many researchers first explore the journal possibilities and the journals' JUFO classifications before deciding to which journal they will submit their paper. Researchers are picky, and they want fast reviewing journals. Furthermore, researchers have to be selective where to publish, due to limited quantity of material to be published; and they want the publishing in short time.

4.1.2. Perceptions of FBR

Three out of four interviewees had already heard about FBR before the interviews. FBR was new to the first interviewee. Later on, this research has found out that the researchers who knows FBR have positive attitude towards it.

According to the fourth interviewee, FBR team has done a marvelous job and they should have a wider range, it should be promoted more. And it's good that it’s e-journal: nowadays nobody buys the hard copies and the traditional journals. Even if the paper version is available, people prefer the e-versions anyway.

One interviewee, after our Skype conversation guaranteed to publish one article to FBR – possibly with other researchers from her institution.

The Advisory Board

Concerning the current Advisory Board at FBR, there were different point of views.

The third interviewee was asked to consider joining FBR’s Advisory Board. She is not editor in a journal yet, however she is a reviewer. And she said she would consider joining FBR’s Advisory Board, also because being an advisory board member is about networking, too. And it is important to network between other professionals.

The FBR website

According to the interviewees, it is not favorable that the English and the Finnish articles are mixed on the website. A Filter option, table of contents or a search field would be beneficial to help the readers in their search for articles.

Finnish Business Review website analytics

In October 2016, there was a peek in the number of page views reaching almost 500 page views. This is due to the e-mail marketing campaign mainly.

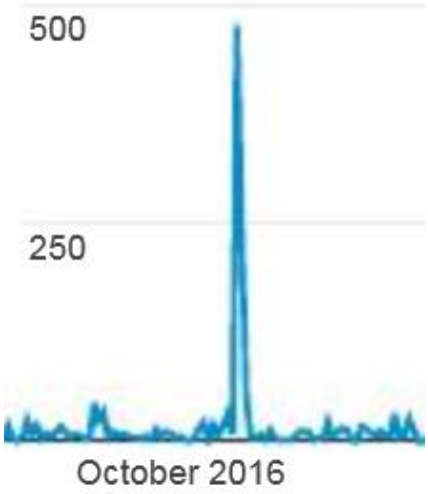


Figure 15. FBR Page views in October 2016.

In the autumn of 2017, we could also see higher amount of page views, not as steep as in October 2016. However, continuous page visits can be seen – due to the e-mail marketing activity and the Twitter campaign.

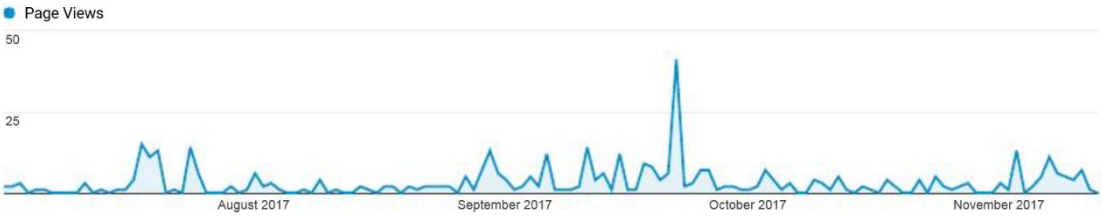


Figure 16. FBR Page views in 2017. (from 1 July, until 13 November 2017).

After this action research study (until January 2018), 13 articles, 26 blogs and 2 cases were published altogether.

In order to find out the answers to the website traffic analysis, the following analytics have been investigated:

MOZ Domain Authority

MOZ Domain Authority is a good (and free) online tool to compare a certain website and its competitor's website. In the following figure, UAS Journal's website was compared to FBR's website (see Figure 17). Unfortunately, many results of UAS Journal's website are better and they have higher readership with number of Total External links and Total Links. Total external links are all links that come from pages and not from the same root domain as this URL. (270 – 3293). Total links mean all links to this page.

	http://verkkolehdet.jamk.fi (default)	uasjournal.fi remove
Page Authority	46	43
Page MozRank	6.01	5.85
Page MozTrust	6.05	5.98
Internal Equity-Passing Links	1,863	53
External Equity-Passing Links	269	3,293
Total Equity-Passing Links	2,132	3,346
Total Internal Links	1,863	53
Total External Links	270	3,293
Total Links	2,133	3,346
Followed Linking Root Domains	2	7
Total Linking Root Domains	3	7
Linking C Blocks	2	6
Equity-Passing Links vs Non-Equity-Passing Links		
Internal Links vs External Links		

Figure 17. Page Specific Metrics (using moz.com URL comparison)

Buzzsumo

Buzzsumo is a website competitive analysis tool that helps in social listening and blog post planning. It shows the top blog posts social media sharing. Unfortunately, in FBR.fi website's case the Buzzsumo tool could not analyze verkkolehdet.jamk.fi, only the jamk.fi domain has been examined:

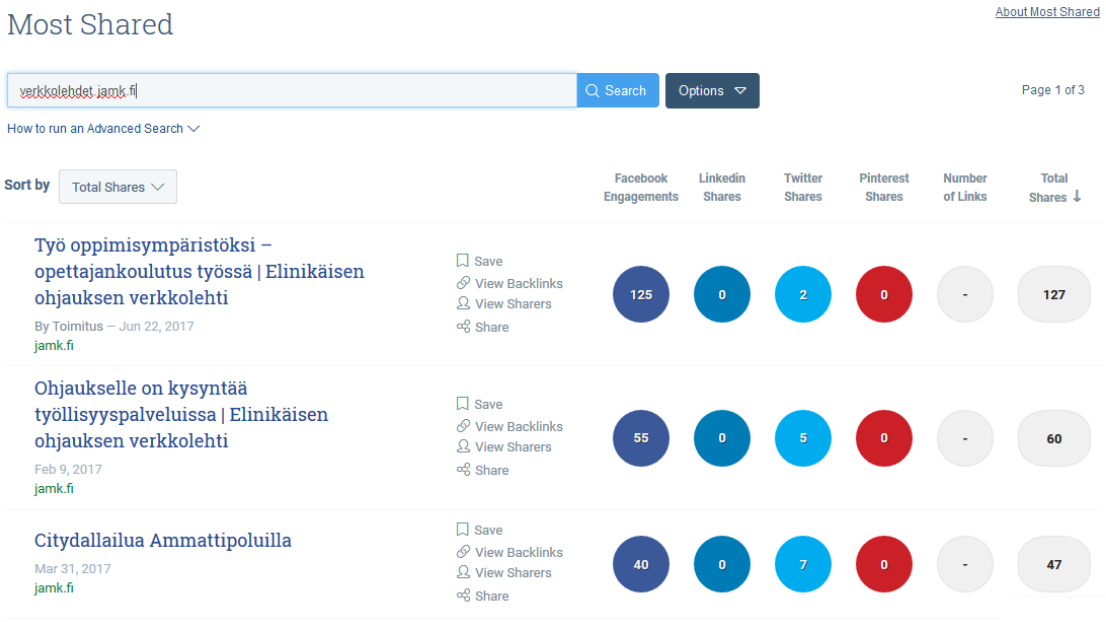


Figure 18. JAMK.fi domain's top social media sharing (Buzzsumo – Most shared)

Table 6 presents the FBR e-journal's SWOT analysis. Data presented here are collected from interviews, e-mails and secondary data.

Table 6. FBR's SWOT analysis

	Helpful to Objective	Harmful to Objective
INTERNAL	***Strengths***	***Weaknesses***
	OA (Free) immediate availability online	Young
	Fast reviews process	FBR Community is small
	Fast publication process	Hard to reach target audience (readers)
	Targeting: doctoral 'starters' - Easy to publish	No monetary benefits
	Finnish and English articles	Lack of Finnish native & English native reviewers
	EBSCO partnership	Takes long time to get reknown
	International Advisory Board	Limited resources (time, FBR marketing activities)
	Setting up FBR Ambassadors - to promote FBR in conferences	Low level of reputation & WoM
	Twitter activities & Networking	Market FBR is hard: e.g. speed could undermine the scientific integrity
		Website design
EXTERNAL	***Opportunities***	***Threats***
	Managers could communicate more with the Academia	Fierce competition in the journals' market
	FBR articles that "translate" the academic scientific articles" to managers and consultancy firms	PhD Students aim for higher journals
	JUFO ranking; researchers look for ranked journals	Special topics are targeted to publish in special journals
	JUFO ranking; min. Level 1 more funding for the univ.	Some journals target Manager readers, too
	Aim to get Impact factor	Easy to found new journals (no entry barriers)
	Aim to get & increase citation metrics	
	Many universities "pressurize", incentivize doctoral students to publish (in any form)	
	Other journals charge for accepted manuscripts	
	"Big" journals reject most of submissions; realistic targeting for publishers	
	Follow US pattern: BA&MA students already publish	
	Reach other UASs research groups, network	
	Reach PhD supervisors	
	Reach important scholars to publish - become more reputable	
	Researchers can interact on social media	
	The number of researchers grow	

4.2. Results of 'objectives' theme

In the theoretical framework the Objectives phase concerns the case company's e-marketing strategy only and tries to answer to the "Where do we want to be?" question (5S objectives).

The main objective of this research was to find out the ways how this young e-journal could get more submissions and readers. In this research, the 5S objectives have not been applied. The interviewees have not been asked about specific objectives, since this was not directly related to this study. However, due to the 'open' interview conversations, after data analysis it became clear that the main FBR Objectives are:

- To get a JUFO ranking

- To understand the customers' needs

- Widening the readership to Managers

- Connecting with the community

- To set up international Advisory Board

It would be a good initiative to set up international Advisory Board, but it also would be important to have Finnish members. And English articles could be reviewed by a native English person.

The most important objective would be to connect with the community. And to meet Doctoral students at universities or in a specific programme which is in scope with the journal.

4.3. Results of 'strategy' theme

To build a community around a young e-journal, the first step in the Strategy theme was 'Planning'.

4.3.1. Planning

A young e-journal as a brand

Defining FBR as a brand and understanding JAMK as the owner institution led this research to the social media marketing and digital marketing planning campaigns.

Social media

The first interviewee suggested Van Noorden's study (2014), to find out more on how researchers use social media for academic purposes. ResearchGate and similar platforms would be useful for FBR. He also highlighted that many researchers interact and talk about published articles on social media. The second interviewee mentioned LinkedIn and Facebook as networking tools that could be used in FBR's case.

FBR's social media planning (from secondary data)

In the student assignment materials, the following social media strategies have been developed (in Finnish). Social media channels are good tools to communicate quickly. On FBR's **Facebook** page, it was suggested that publications should be also published in English. Facebook could be a good platform to publish the FBR-YouTube videos as well as to promote the YouTube channel. Also, Facebook posts can be more creative and people could 'stop for the effects'.

FBR's **YouTube** channel contains 'What is FBR-video', other interview-videos could bring values to the writers by letting them show their thoughts and themselves by telling more about their articles, backgrounds and topics. It also gives values to the readers/watchers because it goes behind the article and it gives a face to the publisher. Furthermore, it's easier to watch the videos than going through the full article if someone is not familiar with the topic.

FBR's **LinkedIn** Group meant for Finnish and international researchers for conversations and comments for published articles. The group brings value to the

members by giving a platform where people interested in the same things can share articles, comments and connect with each other. People working in the same field, the researchers know each other and already connected with each other so it's possible to share the information about the FBR in the target group. LinkedIn has good potential, customers are more likely to use LinkedIn than Facebook.

According to the student assignments, FBR should have **Instagram** page as well because almost all students are on Instagram and that would be also a good channel to start communicating with them, sharing contents and build FBR's community there.

Blog writing could also start conversations. It would be beneficial if the submitter writers and their organizations have blogs, they can link FBR to their blogs. This could bring also more customers.

Direct emails

The direct e-mail should be sent to different kind of research facilities – Universities and UASs. Students assignments pointed out a Forward-option that could be a good tool to send the e-mail letter to other research groups (Forward it). If they would want to publish in the business field, this FBR could also be a channel to publish. it should contain a link to FBR.fi - YouTube video link, for information. There should be a real sign. Not just anonym email. Sign makes it more reliable and the receivers can contact the senders. The newsletter should be sent in right timing, from reliable sender, it should be short with good contents. In the e-mail, it would be possible to do companion-marketing for submitters can link FBR.fi website to their own website - referring.

According to the first interviewee, the direct emailing should not be just sending out empty requests for manuscripts: it should raise more interest and the reader could be asked "We have this new article published – why don't you consider publishing?"

Direct emails could also be used to find possible submitters from the managerial world. Writing success stories of small companies or entrepreneurs in Case studies could be beneficial for all the players: the writers (managers), the readers (the community) and to the e-journal.

Digital marketing

The first interviewee pointed out that having a banner on the website, advertising rapid publication could undermine the scientific integrity of the journal; people could start thinking that *they don't do that good peer review because they only focus on speed.*

SEO

The first interviewee suggested search engine optimization. It is free; finding good keywords, having a good modern web platform and web standards implemented could be beneficial, trying to make it more likely that someone will land on the website when they search with specific terms.

He also stated that any kind of digital marketing strategy is useless unless there is a community around the journal:

It needs to have a good handful of people that are committed, are established within the discipline and also have a drive to push the journal forward. Without that even the best kind of marketing techniques and efforts and web platforms won't help much if there isn't this commitment and also community around the journal. (Int.1)

4.3.2. Results of implementations

JUFO-rating application

The following e-mail answer has been received from JUFO Publication Forum:

Currently FBR is evaluated as Level 0. In order to get at least Level 1 rating, JUFO criteria must be met. "Level 1 (the basic level) can be awarded to domestic and foreign journals, series and conferences considered to be most important from the Finnish research perspective, as well as book publishers who meet the criteria of an academic publication channel:

- specialized in the publication of scientific or scholarly research outcomes;
- editorial board constituted by experts;
- entire manuscripts of scientific or scholarly articles or books subject to peer review;
- registered ISSN or ISBN number.

Since FBR publishes scholarly articles, is double blind peer-reviewed and has an international advisory board it could possibly be awarded level 1 in the classification. Another positive aspect is that the articles are open access. Also, the journal is open to all researchers, not only JAMK's staff.”

The journal has been evaluated by Panel 16 in 2015 (one year after it was started). The Panel’s view was that in order to reach level 1 the journal needs to establish itself as an academic publication channel with an acknowledged editorial board and good-quality articles. They thought the journal was interesting and useful, and, that it may improve in the future.

Application for funding

Unfortunately, an external funding option is not possible for FBR. An email answer received to the researcher’s inquiry concerning a funding possibility for FBR from Liikesivistysrahasto - Foundation for Economic Education:

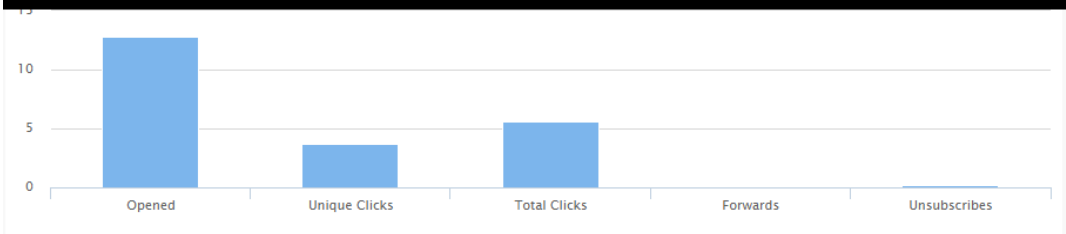
“Thank you for your message. According to LSR’s policy in funding academic research, the foundation supports Phd and post-doctoral research projects.”

Newsletter

The newsletter campaign was successful: on 17 November 2017, 1045 recipients from JAMK’s database received the latest FBR newsletter.

Table 7. The summary of newsletter sending – 17 November 2017

Microsoft Dynamics Marketing Marketing Execution Email Marketing



Summary

	Actual		Estimate		Variance	
	Qty	Rate	Qty	Rate	Qty	Rate
Total	1 095	100%				
Sent	1 095	100,00%	0	0,00%	1 095	0,00%
Blocked	0	0,00%	0	0,00%	0	0,00%
Sent	1 095	100%				
Delivered	1 045	95,43%	0	0 %	1 045	0,00%
Soft bounces	0	0,00%	0	0 %	0	0,00%
Hard bounces	50	4,57%	0	0 %	50	0,00%
Delivered	1 045	100%				
Unique Opens	134	12,82%	0	0 %	134	0,00%

As Table 7 shows, the total recipients of the newsletter were 1045. The success of the delivery was 100% as all the recipients have received the newsletter e-mail. Only one day after receiving this newsletter, already 134 unique opens were registered. This number increased by time, however, the researcher of this thesis has not been provided latter results.

Social media

ResearchGate, Mendeley, Academia.edu, and Twitter accounts have been created in September 2017 in order to start building a community around the Finnish Business Review e-journal on social media channels. On 12 September 2017, the author of this thesis decided to not pursue Mendeley and Academica.edu social media campaigns. Only LinkedIn, Twitter and ResearchGate FBR Accounts have been created.

The LinkedIn marketing campaign started in September 2017. The target group was PhD Students in Economics / Business in Finland. Network connection request and a message have been sent individually to each person. The message can be found in Appendix 6.

Conversations have also been started in the FBR LinkedIn group, the author posted a news on a current conference. (See Figure 19).

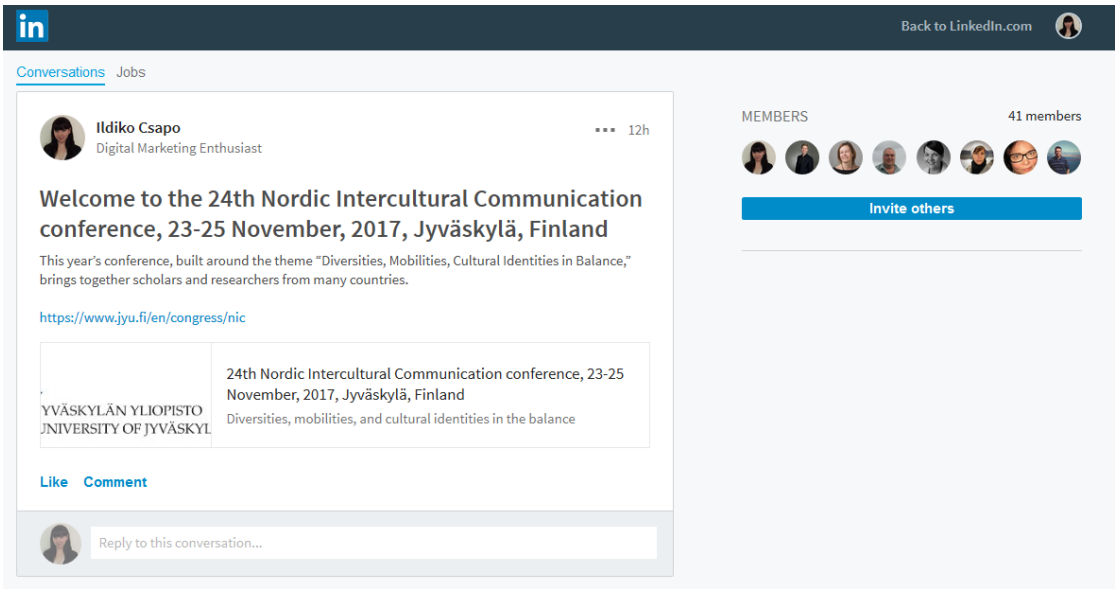


Figure 19. Example of LinkedIn networking campaign (LinkedIn group page of FBR)

The Twitter activities included the search for teachers, researchers from universities and from universities of applied sciences in Finland, to start following them, and hope for their answer and their 'following-us' request. Even if they would not have started to follow us, at least they receive the notification on FBR started to follow them. And there is a chance that our profile or website has been checked.

The following search methods have been applied: PhD, tohtori, and many other keywords, following Finnish business schools' followers, searching for names of publishers in other journals (NBJ for example) and start following them.

FBR had already 25 Followers on 21 September 2017. A professor from Metropolia UAS shared one FBR article with her class and Twitter followers (1000 users):

Figure 20. Louise Stansfield professor sharing FBR's Tweet (Twitter)

At the end of the action research, FBR had 160 Followers on Twitter. Researchers have been contacted to publish their papers in FBR. Furthermore, FBR's Twitter account has also been contacted by researchers to find out more about FBR and to ask for more details on publishing in FBR.

ResearchGate results

Unfortunately, the ReserachGate campaign was not successful enough. The reason might be the short period of time for the Interventions-phase. The researcher's project – that had been created for building a community around FBR – acquired only 2 followers, both of them are outside of Finland. However, the researcher's individual profile gained 16 researchers and/or teachers who are following the researcher's updates. Therefore, continuing this ResearchGate project, building a community and promoting FBR on this platform would be beneficial on longer time period.

Benchmarking other journals

Unfortunately, the contacted journals have not provided any information about their marketing or social media activities, therefore only a descriptive table was created to give an overview on the freely available information:

Table 8. Benchmarked journals

	Aaltodoc publication archive	Arcada Publikation, Arcada Working Papers	Finnish Ecoomic Papers	The Finnish Journal of Education	HAMKin e-julkaisut
Peer reviewed	N/A	N/A	Yes	Refereed articles and reviews	N/A
Publisher	Aalto University Library	Arcada UAS	Finnish Economic Association	Finnish Educational Research Association (FERA)	HAMK UAS & Theseus.fi
URL	https://aaltodoc.aalto.fi/	http://dspace.arcada.fi:8080/xmlui/handle/10478/3	http://www.taloustieteellinenyhdistys.fi/finnish-economic-papers/	https://ktl.jyu.fi/julkaisut/kasvatus	hamk.fi/tietoa-hamkista/julkaisut/Sivut/E-julkaisut.aspx
Started	N/A	N/A	1988	1998	2005
ISSN	1799-4829	2342-3064	1798-7423	-	1795-424X
JUFO ranking	0	0	1	2	0
Indexed	-	-	Yes	N/A	-
Language	Finnish & English	Finnish, English, Swedish	English	Finnish	Finnish
Subscription	Free (OA) online	Free (OA) online database	Free (OA) online articles	55 euros to the outside of Finland / 45 euros for students	Free (OA) online database
Issues	-	-	annually or biannually	5 / year	-
Best practice	Sharing buttons	Browsing options		grant for scientific publishing	Useful links

Social Media					
	Aalto University	**Arcada UAS**	**University of Helsinki**	**Kasvatus Kasvatuksentiedelehdet**	**HAMK UAS**
Facebook Likes	42k	7k	University of Helsinki (89k)	761	HAMK UAS (14.3k)
Facebook content management - related to publications	N/A	N/A	N/A	1 post / 2 days	N/A
Instagram (followers)	Aalto University (10k)	1035	University of Helsinki (10k)	-	1178
Twitter (followers)	Aalto University (28.5k)	533	Helsinki University (22.6k)	-	2535

This information was available freely on the Internet and all answers were collected using the benchmarked journals' websites and their social media platforms.

5 Discussion

The aim of this research was to find out the ways how a young e-journal can develop its reputation and what actions are the most effective to build a community around the e-journal. The case company was JAMK's e-journal, the Finnish Business Review (FBR) that has been established in the autumn of 2015.

The study began in September 2016 with interviewing the Editors-in-Chief of FBR. The research problem has been identified: this e-journal does not have enough submissions and the number of readers is also very low. The first phase of this study was to understand the key concepts and to study the relevant literature. Due to the problem complexity, qualitative research method had been chosen. The theoretical framework - SOSTAC model - was guided the empirical study.

Primary data was collected in 5 semi-structured interviews. Secondary data consisted benchmarking other e-journals, websites, documents, interventions and traffic analyses.

The interviews were based on themes and all interview questions aimed to examine this field and then, to find out the answers to the research questions.

Answering the research questions

The first research question was *How can a young e-journal develop its reputation?*

The answer is very complex: developing reputation highly depends on what field is about to be promoted. Reputation building involves several elements and aspects from the traditional marketing, digital marketing, branding, social media and business ecosystem worlds.

In order to provide answers to this question, the SOSTAC® model's first three phases have been used as themes in terms of both primary and secondary data. The "Situation analysis" theme has provided answers on how researchers publish; what are their motivation factors; how the interviewees first initiative has started; and to

where/to which e-journals do they publish? Another field were discovered and presented in this phase: how researchers see the current state of Finnish Business Review.

The semi-structured interviews found out the ways how researchers publish, also they have provided suggestions towards building a wider community around FBR.

These were further developed in the “Strategy” phase – which stood for basis for the action research study as well.

The second research question was *How can a young e-journal obtain more readers and writers?*

The second phase of the SOSTAC® model, the “objectives” theme’s results answer more to this question: the semi-structured interviews, the secondary data, and the action research’s results defined the target objectives that FBR – and this research – aims for.

Readability of an e-journal and the number or received manuscripts go hand in hand with the size and activities of the community around the e-journal.

The newsletter campaigns supported the improvement of FBR’s readability as they were targeted to the journal’s target audience and they contained latest publication links with descriptions. Social media campaigns also support the e-journal’s readability as it was presented in chapter 4.3.2. Good example was when a Metropolia UAS-professor shared one FBR article with her class on Twitter. (See Figure 20.)

Theoretical contribution

Due to planning and implementing the Action research flow – by Kananen, 2013 – this research has introduced the Action research for a young e-journal in order to find the potential audience and to communicate with them. Developing FBR's SWOT analysis helped the researcher find out the current state and to define objectives where FBR aims to be. Also, this research helped understand better FBR's customers' needs.

Assessing the results in the light of literature would start with the comparison of earlier literature with this research findings. Marketing strategies, brand management theories do already exist; however, implementing these brand management strategies, marketing activities and defining a young e-journal as a brand are developments of this study.

According to Carter and Levy (2012) building a community increases the awareness of a company's brand, also it increases trust in the brand; it boosts customer loyalty to the brand; therefore building a community around a young e-journal also increases FBR 'as a brand' – furthermore, also increases the customer loyalty towards FBR. As Chaffey and Ellis-Chadwick (2012) present, digital marketing is the coordination of the online presence forms, such as websites, social media campaigns, e-mail marketing, and SEO.

The Finnish Business Review's action plan contained almost all of above mentioned digital marketing activities. Social media activities, e-mail marketing activities have been implemented. The SEO (due to lack of financial support) has not been implemented in this study.

The social media ecosystem, introduced by Schultz (2007), is an expansive chart to present the players of a social media ecosystem with their inter-relations. The application of this social media ecosystem chart (from Schultz 2007) to a young e-journal's case is development of this study:

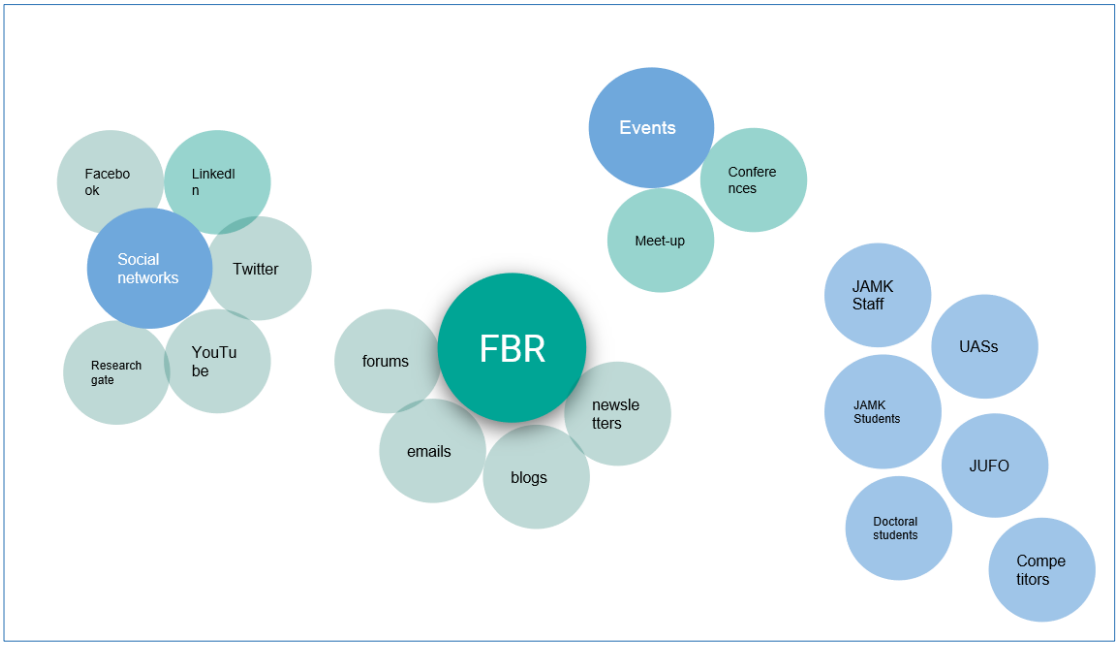


Figure 21. The FBR e-journal's Social Media Ecosystem model

Figure 21 presents the FBR Ecosystem, including its members, customers, players, competitors and the digital and traditional marketing channels.

Validity and Reliability

As it was already presented in Chapter 3, the concepts of validity and reliability are very important in the research. As it is discussed by Kananen (2011, 26) the research must be substantiated; and all the chosen methods, interpretations must be justified and documented.

Since there is no correct way to conduct qualitative research, due to its cyclicity it concerns also reliability and validity issues. The layers of the phenomenon should be peeled off. (ibid., 49-50.)

The reliability and validity aspects have been taken into consideration from the beginning of the research process. Documentation, recording actions, the collected data were thematized and coded.

This thesis – with all the chosen interpretations – has been documented and justified. Connections have been identified between sources and this thesis research, with a special attention on bonding them. The layers of the phenomenon were investigated as deep as it was possible.

Managerial implications

Based on this research results; a bigger community of Finnish Business Review e-journal could further improve JAMK's reputation among their colleagues, students, and fellow-researchers from other Finnish universities and universities of applied sciences. Especially for universities of applied sciences, FBR's increased readability and repute could bring extra assets into Finnish education.

In addition, FBR could be an excellent platform to bring closer managers to the academic world, both in Finland and in international businesses. This research supported FBR to start building a community around the journal, as well as to discover development opportunities how to start connecting with managers, driving their attention to both read FBR publications and send case studies. Therefore, their businesses could also be promoted and presented in the journal; contributed to the Finnish education at the same time.

This study has found out that researchers also seek to get closer to the managerial world, emphasizing that they would need to know what directions or research areas should be further examined; therefore FBR – with its social media community – could be an excellent tool for these communications also.

Community- and reputation building strategies, social media, digital and traditional marketing strategies and brand management are also useful for marketing managers and entrepreneurs as well to help them in planning and implementing their activities in their corporate reputation strategy.

Planning, developing and continuously maintaining an Instagram campaign would also be beneficial, both for FBR and for JAMK.

Another good idea for managers when they start to make their company's competitor analysis, the competitor analysis tool websites presented in chapter 4.1.2. (MOZ Domain Authority, Buzzsumo) could help them to understand website analyses in broader perspectives.

Limitations of the research

According to the researcher of this study, one of the major limitations was that the mother tongue of the researcher is not Finnish. Many online data, communication with relevant possible submitters or readers are only available in Finnish. Likewise, when the benchmarked journals had been contacted (in English) they did not answer to the researcher's messages, therefore the community-building and the marketing planning questions were remained without reply.

The time-schedule was another core limitation as this study could have been further implemented – especially the action research phase with the social media and the traditional marketing activities, nonetheless the desired events participation which is very limited in the Finnish academic world (4-6 main events per year).

The researcher had to compromise due to lack of data, e.g. in terms of existing literature on "e-journal marketing" or "community building for an e-journal" since an e-journal is not a product or a service that could "be sold". Similarly, the hardly any database of the Statistics Finland website (stat.fi) was another limitation on the research of current situation of young e-journals and their marketing/online strategies in Finland. They answered this also in e-mail to the researcher of this thesis.

Another major limitation was when making the competitor analysis for FBR, that these competitor analysis tool websites could be used only in 'trial' versions, however, much more features and tools are available with paid versions.

The LinkedIn campaign included inviting researchers to the FBR's LinkedIn group. This, however, was only possible when the contacted person was already connected with the researcher's network (LinkedIn friends). The invitation message length is unfortunately limited, therefore only a short message was sent to them. It would have been necessary to give a broader introduction with more details of both the author of this research and FBR.

Recommendations for future research

It would be interesting to compare this social media action research with a product or a service's social media action research campaign and the results of the two studies.

The well-developed and implemented action research of FBR should be further applied including the social media, e-mail marketing, and traditional marketing.

The Twitter activities can continuously be applied in order to grow FBR's followers numbers, to keep followers up-to-date about the latest publications on FBR's website, and to inform them about upcoming conferences both in Finland and internationally. Tweeting about conferences would also be beneficial for managers, for start-up companies (e.g. presence at Slush) concerning the case study publication possibilities.

SEO, Google Analytics and wider application of online marketing tools would help FBR to get more readers when researchers are using google and other search engines to find articles in specific topics.

It would be interesting to see how FBR's community has been growing with time. For example, to make another study in 3-4 years after continuing the marketing activities and the social media initiatives.

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Appendices

Appendix 1. Daisy's social media plan (Coles 2014)

What is the purpose? • educate our customers on flowers and grow our brand name online • create a dialogue to engage with our customers	**What are our 12-month social media objectives?** • 1000 likes and 1000 followers and continued customer feedback • understand what our customers want and value • be the number one choice for flowers online in the local area • page 1 of Google for local flowers
What will it achieve? • customers will get more from their bouquets • relationship building with us	**What are our six-month social media objectives?** • create 500 likes and 500 followers • understand our customers' desires
What is the outcome? • be seen as the expert in the flower field • understand our customers more	**What are our three-month social media objectives?** • create 200 likes, 200 followers, customer feedback on our wall • create dialogue with our customers to find out their desires
Our target market is: Female, 35–50, loves a little luxury	**Measured by?** Google Analytics, Twitter followers, Facebook likes, increased sales/enquiries, customer feedback.
	Team: Annie and Stella primarily. All team members are free to submit articles and stories for inclusion, but Stella is accountable.

Appendix 2. Daisy's Content Plan (Coles 2014)

What is their BIGGEST problem, need or desire? • need flowers in a hurry • a bouquet that shows their feelings • they have forgotten an event and need to make it up to that person • a great-looking bouquet • delivery when they need it	**Themes for the quarter** • Valentine's Day • Easter • love • continued: flower care • quick care tips
Articles to write • looking after your bouquet • origins of Valentine's Day • which flowers are in season during January, February and March • this year's fashionable colours • quick tips on creating your own small bouquet • what the flowers you choose mean	**Useful videos**Search YouTube for: • Valentine's Day funny videos • caring for your flowers Create a one-minute video on what we will be doing this Valentine's Day. Create a one-minute video on alternative gifts for Easter this year

Appendix 3. Interview questions

1. Could you please introduce yourself?

2. Have you heard about FBR before? *(I believe JAMK is highly known but it's e-journal, FBR is not.)*

3. How did your first publication initiative start; what was the background? At what age?

4. How do you "choose" your co-writers?

5. What are the drivers behind publishing? How you decide in which journal you publish?

6. What do you think about our initiative to make this e-journal more known?

7. What digital marketing strategy could you imagine to be effective?
   How could we target/find our audience – both readers & possible submitters?

8. Do you think a (free) Social Media marketing campaign could help FBR to be more popular among possible submitters/among readers?

Appendix 4. Re-organized interview questions (from May 2017)

Introduction

1. Could you please introduce yourself; education, why SeAMK?

2. Does SeAMK have a journal?

3. Have you heard about FBR before? *(I believe JAMK is highly known but its e-journal, FBR is not.)*

4. How did your first publication initiative start; what was the background? At what age?

Reading and submitting manuscripts to certain journals

5. Why do you read and submit manuscripts to certain journals?

6. How do you "choose" your co-writers?

7. What are the drivers behind publishing? How you decide in which journal you publish?

Editorships in journals

8. How do you decide to accept or decline requests for potential editorship in journals? Would you consider being an Advisory board member of FBR?

The Finnish Business Review

9. What do you think about our initiative to make this e-journal more known?

10. How would it be possible for FBR to get a ranking / rating?

11. What digital marketing strategy could you imagine to be effective?
    How could we target/find our audience – both readers & possible submitters?

12. Do you think a (free) Social Media marketing campaign could help FBR to be more popular among possible submitters/among readers? *(There is no budget from JAMK's side to do paid social media campaigns)*

13. How we could build the community around FBR?

Appendix 5. Action plan

Week 37/1. Current situation analysis (T1) (11-17 Sept)
Google Analytics: Page views, Number of submissions 2017; 40 LinkedIn group members; Number of Followers. Social media sites statistics.

Week 37/2. Intervention 1 (11-17 Sept)
Newsletter: "Call for papers"; EBSCO news, Future conferences.
Call for Papers to publish on FBR.fi & on the Social media channels.
(e-mail sender software to use - For statistics)

Week 37/2. Intervention 2 (11-17 Sept)
Twitter account to create.
Academics, Managers – network and share JAMK&FBR contents.

Week 38/1. Intervention 3 (18-24 Sept)
e-mail marketing, UAS PhD Business students, www.microentre.fi researchers.
e-mail marketing (on LinkedIn also)
ResearchGate project; invite researchers to join our LinkedIn group.

Week 39. Intervention 4 (25-30 Sept)
e-mail marketing: Contact Oulu conference participants (21 Sept), Personal meetings? Master students to publish about their theses.
ongoing ResearchGate &LinkedIn invitations and networking & Twitter

Week 40. Intervention 5 (2-7 Oct)
PDF & Paper Brochures to conferences.
e-mail marketing
ongoing ResearchGate &LinkedIn invitations and networking & Twitter

Week 41. Intervention 6 (9-14 Oct)
e-mail marketing
ongoing ResearchGate &LinkedIn invitations and networking & Twitter

Week 42. Intervention 7 (16-21 Oct)
Newsletter
e-mail marketing
ongoing ResearchGate &LinkedIn invitations and networking & Twitter

Week 43. Measurement (23-28 Oct) (T2)
End of Actions.
Google Analytics: Page views, Number of submissions; 46 LinkedIn group members
ResearchGate network (number of followers)
Twitter (160 followers)

Appendix 6. LinkedIn connection invitation message

Dear _____,

Please add me to your LinkedIn network: I'm a Hungarian JAMK Master student, currently working on my master thesis: to build a community around JAMK's e-journal, the Finnish Business Review (FBR). There is also publication possibility in FBR in Finnish & in English. Twitter: FBR_ejournal