

Laura Säisä

SOCIAL MEDIA BRANDING OF FINNISH RAW CHOCOLATE

Degree Programme in International Business and Marketing Lo-
gistics
2018

SUOMALAISEN RAAKASUKLAAN BRÄNDÄYS SOSIAALISESSA MEDIASSA

Säisä, Laura

Satakunnan ammattikorkeakoulu

Kansainvälisen liiketoiminnan, markkinoinnin ja logistiikan koulutusohjelma

Toukokuu 2018

Ohjaaja: Blue, Riitta

Sivumäärä: 61

Liitteitä: 1

Asiasanat: sosiaalinen media, brändäys, brändäys sosiaalisessa mediassa

Tämän opinnäytetyön tarkoituksena oli selvittää mitä on brändäys sosiaalisessa mediassa ja miten kohdeyritys Goodio voisi käyttää sosiaalista mediaa brändätäkseen itseään paremmin Suomessa. Tavoitteena oli tarjota parannusehdotuksia kohdeyritys Goodiolle.

Teoreettinen tausta koostui mahdollisimman viimeaikaista kirjallisista lähteistä ja internetlähteistä ja pyrki selittämään mitä sosiaalisen median brändäys on ja mitä työkaluja voitaisiin käyttää. Teoreettinen tausta jaettiin neljään osaan: sosiaalinen media, brändäys, brändäys sosiaalisessa mediassa ja käytettävät analyysityökalut.

Valittu tutkimusmetodi oli laadullinen tutkimus. Tutkimus tehtiin kohdeyrityksen markkinointipäällikön puolistrukturoituna haastatteluna ja ei-osallistuvana, puoliksi kerronnallisena ja puoliksi strukturoituna kohdeyrityksen sosiaalisen median tilien havainnointina. Haastattelu ja havainnointi analysoitiin teoreettista taustaa vasten.

Opinnäytetyön tulos viittasi siihen, että Goodio ymmärtää mitä sosiaalinen media on ja heillä on erityisen hyvä osaaminen Instagramissa, mutta parannettavia alueita sosiaalisen median brändäyksen kannalta löytyi. Opinnäytetyö loppui sosiaalisen median brändäyksen parannusehdotuksina Goodiolle ja loppupäätelmiin. Parannusehdotukset jaettiin seitsemään osaan; käytettäviin sosiaalisen median foorumeihin, foorumispesifeihin ehdotuksiin, sisältöön, sitouttamisen lisäämiseen, yhteistyöhön, kohderyhmiin ja suunnittelurakenteen käyttöön ja sosiaalisen median brändäyksen suorituksen mittaamiseen. Opinnäytetyön tuloksen avulla Goodio pystyisi paremmin brändätä itseään sosiaalisessa mediassa.

SOCIAL MEDIA BRANDING OF FINNISH RAW CHOCOLATE

Säisä, Laura

Satakunnan ammattikorkeakoulu, Satakunta University of Applied Sciences

Degree Programme in International Business and Marketing Logistics

May 2018

Supervisor: Blue, Riitta

Number of pages: 61

Appendices: 1

Keywords: social media, branding, social media branding

The purpose of this thesis was to find out what is social media branding and how the case company Goodio could use social media to better brand themselves in Finland. The objective was to provide improvement suggestions for the case company Goodio.

The theoretical background consisted of as recent literature and online references as possible and strived to explain what social media branding is and what analysis tools to use. The theoretical background was divided to four parts; social media, branding, social media branding, and analysis tools.

The chosen research method was qualitative research. The research was conducted as a half-structured interview with the marketing manager of the case company, and non-participating, half-narrative half-structured observing of the social media accounts of the case company. The interview and the social media accounts were analyzed against the theoretical background.

The outcome of the thesis suggested that Goodio understands social media and they have an especially good competence on Instagram, but there were areas for improvements regarding social media branding. This thesis ended with the social media branding improvement suggestions for Goodio and the conclusions. The suggestions were divided into seven parts; social media platforms to use, platform specific suggestions, content, increasing engagement, collaborations, target groups, and use of planning framework and measuring performance on social media branding. With the help of the outcome of the thesis, Goodio could better brand themselves on social media.

CONTENTS

1	INTRODUCTION	6
2	CLARIFYING THE CONCEPTS	7
2.1	Purpose.....	7
2.2	Objectives and research questions	7
2.3	Boundaries and ethical issues	8
3	FRAMEWORK FOR THE EFFECT OF SOCIAL MEDIA BRANDING	8
4	SOCIAL MEDIA	8
4.1	Social media channels.....	10
4.2	Finnish people on social media.....	13
5	BRANDING	15
5.1	What brands are	15
5.2	Building a strong brand.....	16
5.3	Branding today	17
5.4	Brand leadership	17
6	SOCIAL MEDIA BRANDING	19
6.1	Social media branding today.....	19
6.2	Engage consumers	20
6.3	Consistency	22
6.4	Choosing the right platforms	23
6.5	Participating in the conversation.....	24
7	ANALYSIS TOOLS	27
7.1	SWOT-Analysis	27
7.2	SOSTAC Framework.....	28
7.3	Key Performance Indicators	30
7.4	Measuring tools.....	31
8	METHODOLOGY	32
9	THE CASE COMPANY – GOODIO	34
9.1	Goodio.....	34
9.2	Raw chocolate	36
9.3	Competitors.....	36
9.3.1	Foodin	36
9.3.2	Kultasuklaa	37
9.3.3	Puhdistamo	37
9.3.4	CocoVi	38
9.3.5	Vegeway	38

10 INTERVIEW WITH THE MARKETING MANAGER	39
10.1 Results of the interview	39
10.2 Conclusions of the interview	42
11 OBSERVING THE SOCIAL MEDIA ACCOUNTS OF GOODIO	43
11.1 Instagram.....	43
11.2 Facebook.....	45
11.3 Twitter.....	46
11.4 Blog.....	46
11.5 LinkedIn.....	47
11.6 YouTube	47
11.7 Conclusions of the social media accounts	48
12 SWOT-ANALYSIS OF GOODIO'S SOCIAL MEDIA BRANDING	49
12.1 Strengths	49
12.2 Weaknesses	49
12.3 Opportunities.....	50
12.4 Threats.....	50
13 IMPROVEMENT SUGGESTIONS	51
13.1 Social media platforms to use	51
13.2 Platform specific suggestions	52
13.3 Content.....	53
13.4 Increasing engagement.....	55
13.5 Collaborations	57
13.6 Target groups	57
13.7 Use of SOSTAC planning framework and measuring performance on social media branding	58
14 CONCLUSIONS	59
14.1 Utility of the outcome for the case company Goodio	59
14.2 Reliability and validity of the thesis	60
14.3 Final words.....	61
REFERENCES.....	62
APPENDICES	

1 INTRODUCTION

This thesis handles branding Finnish raw chocolate on social media in Finland. Social media branding has a rapidly growing importance in how brands are formed and thought of. Social media is the fastest growing form of marketing and it is inevitable for a company to use social media to brand themselves and spread their message. The consumers today are more aware of how their decisions can affect the world and they demand and value transparency, sustainability, and the option to choose healthy products. As a product, raw chocolate is the culmination of how consumers' awareness has risen and how they have chosen to support products and companies who stand behind and live by those values.

The main objective of the thesis is to give suggestions to the case company Goodio on how they can improve their branding on social media in Finland. The thesis starts off with clarifying the concepts then moving onto theoretical background, methodology, and practical research. The practical research consists of an interview with the marketing manager of the case company and observing of the case company's content on social media. The thesis finishes with the improvement suggestions for the case company Goodio and conclusions.

The case company Goodio was founded in 2015 with the idea that there should be a food brand one can trust. They produce handmade raw chocolate bars with the basis of sustainability, well-being, and transparency. They are currently in five countries; Finland, Sweden, UK, USA, and Hong Kong. On their website Goodio states that they have three social media channels; Facebook, Instagram, and Twitter. (Website of Goodio 2018)

2 CLARIFYING THE CONCEPTS

2.1 Purpose

The purpose of the thesis is to find out what is social media branding and how the case company Goodio can use it to brand themselves on social media in Finland. To find out what social media branding is and what it consists of, the different parts are researched: social media, branding, social media branding, and analysis tools. With the help of the results from the thesis, the case company Goodio can learn to better brand themselves on social media.

2.2 Objectives and research questions

The main objective of the thesis is to provide improvement suggestions for Goodio on how to brand raw chocolate on social media in Finland. The improvement suggestions are based on theoretical findings, an interview with the marketing manager of the company and analyzing the social media accounts of the company and the competitors. The outcome of the thesis should help Goodio to reach potential new customers, create relationships with the current customers, and spread their message by improving their social media branding.

The research questions are the following:

1. How Goodio can improve their branding with the help of social media?
 - a. What is branding?
 - b. What is social media?
 - c. How to brand raw chocolate on social media in Finland?
 - d. What are the different ways of branding on social media to reach consumers?

2.3 Boundaries and ethical issues

The problem with the topic is not to focus on only raw chocolate and turn the thesis into a health thesis, but to analyze how to use social media branding to meet the customers' needs. The thesis will not handle social media branding for raw chocolate outside of Finland.

3 FRAMEWORK FOR THE EFFECT OF SOCIAL MEDIA BRANDING

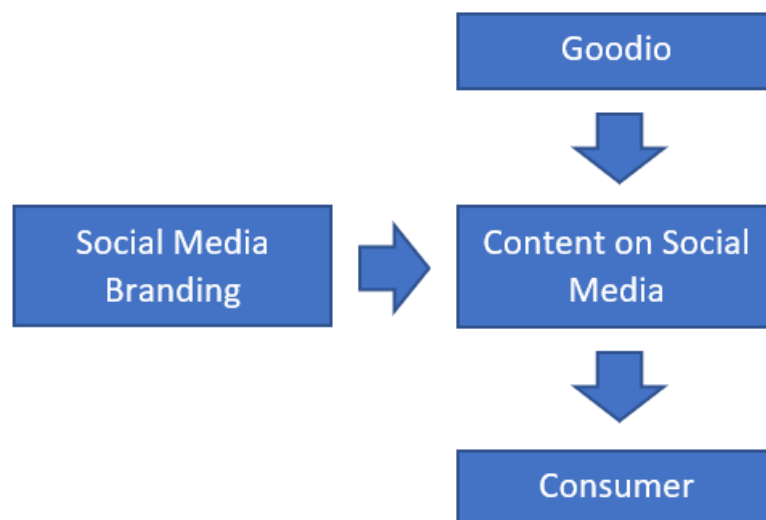


Figure 1. Conceptual Framework

The figure describes how the case company is producing content on its social media channels to reach consumers and how social media branding comes in to improve the quality of the content to deliver a message to the consumers.

4 SOCIAL MEDIA

Social media are online social networks where people share and consume content such as messages, opinions, pictures, and videos through social media platforms. Social media has a constant change to it, and wherever the consumers move with those

changes, the companies must follow. (Armstrong, Kotler & Opresnik 2017, 467) It enables companies to reach customers whenever and wherever. (Armstrong, Kotler & Opresnik 2017, 470) Social media “allow marketers and the community to create content and meaningful conversations online.” (Levinson & Gibson 2010, 2) For an entrepreneur, social media is a place to reach potential customers, attract attention, receive, and react to feedback, and search for new ideas. (Leino 2011, 18)

Social media are a type of direct marketing - communicating directly with a targeted customer or a customer community to build customer relationships. It is the fastest-growing part of direct marketing. To reach the consumers online, companies must be present online. In fact, some companies only market online. (Armstrong, Kotler & Opresnik 2017, 458 & 461) Social media enables consumers and companies to communicate with each other and for the companies to build a presence and a community online to reach consumers. Social media enables consumers to connect with brands in a way that was not possible before. Therefore, marketers should encourage consumers by engaging them. (Keller & Kotler 2016, 642 & 644) To engage consumers and create value for them, creating content is important on social media. With content, context is important as the content must be relevant for the targeted audience. The time, place, and the message must be right to capture the consumer. (Keegan 2014, 385-386) Customers are engaged by creating a community around the brand. With the help of the community the company can develop the brand and spread the message. (Armstrong, Kotler & Opresnik 2017, 470)

The good sides of social media include that it is free, it is observable, and measurable. Social media is near all the time. In the end, it is fairly easy to include it into business. (Leino 2011, 32-33) Social media offer real-time marketing for companies and they can use trending topics to their advantage by referring to them. (Armstrong, Kotler & Opresnik 2017, 53) Companies hesitate with adapting social media to their business because of its uncontrollability as they are used to being able to cover their mistakes. This is not easily done in the age of social media where almost everyone has a voice. There are many cases where one customer, with the help of social media, has been able to share their stories about their experiences with companies, and not all the stories are good. In her book, *Website Branding for Small Businesses*, Nahai mentions a case where a dissatisfied customer posted a video on YouTube about a bad experience with

United Airlines. The video went viral and United Airlines fixed the mistake they had made – breaking a customer’s guitar on flight and not agreeing to reimburse the damage. (Nahai 2014, 133-134) Nahai cites Ed Keller, CEO of Keller Fay Group, on the importance of word of mouth: “Word of Mouth is the most important and effective communications channel.” And this is especially true for social media. (Nahai 2014, 129)

4.1 Social media channels

There are a various number of social media platforms, the most famous and used being Facebook, Twitter, YouTube, Pinterest, Instagram, Snapchat, and blogs. (Armstrong, Kotler & Opresnik 2017, 461) Different social media channels offer different possibilities for companies as social media channels are built differently. Marketers are continuously learning how to navigate on social media to benefit the companies. (Keller & Kotler 2016, 644) Each social media platform is different, and it is important to understand how they work to be able to natively tell stories on each platform. (Vaynerchuk 2013) Companies use social media channels to engage customers and to seek new ones. (Ascierto 2017) The links to a company’s social media channels can often be found on the company’s website. (Armstrong, Kotler & Opresnik 2017, 52)

Facebook was founded in 2004 and it has 1.35 milliard active monthly users. The young are the first ones transitioning from Timeline communication to groups and private Messenger communication. The transition is due to users’ Newsfeeds becoming increasingly full of useless content from pages. (Kurio, Laurea Ammattikorkeakoulu, MTV 2015, 7-8) On Facebook companies should post videos, live videos, share blog posts and curated content. (Lua 2018) Curated content means discovering topics online, reading them and sharing what is most relevant. (Lee 2016) Videos are more engaging than other types of posts – pictures, links, and texts. (Lua 2018)

YouTube is an audio-visual search engine. (Ascierto 2017) It was founded in 2005 and it has over 6 milliards watched hours per month. Today, YouTube is full of how-to videos, music promotions, unboxing, video gaming, viral hits, movie trailers, televi-

sion extras, lectures, vlogs, politicians, company leadership, and cat videos. YouTubers – video bloggers, or vloggers – are growing more popular. One of the reasons behind their popularity, is that they are regular people producing video content about different areas of interest. Being regular people, they are more relatable than celebrities. YouTube has a lot of tutorial and testing videos that are mostly informative. These videos affect consumers buying behavior. When another person has reviewed a product or service on a YouTube video, the consumers are much more convinced of what they have said about it than of what has been said on a company website. (Kurio, Laurea Ammattikorkeakoulu, MTV 2015, 8-9)

Twitter was founded in 2005 and it has 284 million active monthly users. The strengths of Twitter lie in the diversity of the discussions: debates, news, celebrity revelations and conversation of ordinary people. Also, Twitter is instant. The latest news are first on Twitter, whether the news be about a war or reality television. (Kurio, Laurea Ammattikorkeakoulu, MTV 2015, 12) On Twitter users can post up to 140-character microblogs. (Ascierto 2017) When posting on Twitter, the company should check what are the trending hashtags at that moment and see if a trending topic could be included in a post to attract more attention and engagement. Asking a question on Twitter might make the viewer think about the answer, and if they took even the smallest time to think, the company has the attention. (Vaynerchuk 2013) Hashtag is “a word or a phrase preceded by a hash mark (#)”. Hashtags categorize content and with the help of hashtags, users can better search for content related to a certain topic. By clicking a hashtag, a user can find all the posts with the same hashtag. (Osman 2017)

LinkedIn was founded in 2003 and it has over 330 million users. It is the number one social media platform for professional use. LinkedIn is used for looking for potential employees, to offer competences and to strengthen customer relationships. For most LinkedIn users, the platform is in use momentarily, whether it is to look for a new job or to update the profile occasionally. (Kurio, Laurea Ammattikorkeakoulu, MTV 2015, 15) On LinkedIn companies can post jobs and career information, company news, and professional content. The company’s LinkedIn account can show what the company culture is like, what experiences the current employees have with the com-

pany, and what they have achieved. The professional content can be sharing news related to the industry. (Lua 2018) On LinkedIn, connections are more important than sales pitches. Joining LinkedIn Groups are a way to get connections. (Ascierto 2017)

Instagram was founded in 2010 and it has 300 million active monthly users. The platform is used to take, record, and share pictures and videos. Instagram enables living in the moment thinking. Half of the users use the platform daily. (Kurio, Laurea Ammattikorkeakoulu, MTV 2015, 18) On Instagram companies should post high resolution photos and videos, and stories. Instagram users prefer aesthetic visual content. Companies can post pictures of their products and behind-the-scenes photos such as making the product or the people behind the company. Re-posts of other users can also be posted. Instagram offers an Instagram Story- feature which allows users to post content that disappears in 24 hours. The feature can be used to expand the content a company shares on Instagram. With Instagram Story the company can tell stories, promote blog posts, announce offers, introduce Instagram takeover guests, and share announcements. (Lua 2018) On Instagram, links cannot be clicked on individual posts, only on the bio of the account. People are not likely to copy and paste the links from a post, therefore it is more effective to place the link in the bio. (Vaynerchuk 2013) By clicking a hashtag on Instagram, a user can find all the photos with the same hashtag. Companies should be careful not to overuse hashtags on their Instagram post, because with too many hashtags the purpose disappears. (Osman 2017)

Snapchat was founded in 2011, it has 100 million active monthly users and 700 million messages are sent daily through the platform. It is a combination of private and public communication. On one hand pictures and videos are sent to selected persons privately, and on the other they are posted to My Story where anyone can see them. (Kurio, Laurea Ammattikorkeakoulu, MTV 2015, 24)

Blogs are online forums where people or companies post content related to specific topics. (Armstrong, Kotler & Opresnik 2017, 466) Some companies use the same web page for their website and blog, but they differ in that blogs are updated regularly, and their content is intended to engage consumers and start up discussion. (Duermyer 2017) Blogs unite people with the same interests. While having their own blogs, companies are following other blogs as well to keep up to date. Blogs are an important

source of word of mouth. Consumers use blog as a reference to receive information about products and services. (Keller & Kotler 2016, 643)

Pinterest is an online pinboard where people can share visual content and make collections of pins based on selected topics. (Website of Dummies 2018) On Pinterest companies can post infographics and step-by-step photo guides. Pinterest as a platform allows for bigger pictures to be posted. This enables more information to be included in a post. Vertical posts are more popular as they are easier to read on a mobile device. (Lua 2018) If a company adds links to its website on the images it posts on Pinterest, it engages the viewers and can boost sales as the consumers are directed to the company website. (Ascierto 2017)

4.2 Finnish people on social media

In 2015, together with the Laurea University of Applied Sciences and Kurio, MTV wrote a white paper about The Use of Social Media by Finnish People in 2015. The writers of the paper remind that what is described in the paper is the situation of social media in Finland in the beginning of 2015, and that the situation constantly changes. The paper focuses on people between the ages of 15 and 55 as according to Tilastokeskus, this age group are the most active social media users - at least half of the age group use some form of social media. From the age group 15-55 only 7,3 % have not used any social media in the last three months. 32 % of social media users are on social media several times a day, 46 % daily or almost daily. Only 23 % of social media users use social media weekly or rarely. (Kurio, Laurea Ammattikorkeakoulu, MTV 2015, 1-3)

The most used social media platform is YouTube with 79,3 % of the age group using the platform. Facebook is the second most popular with 76,8 % user rate. On third place is WhatsApp with 49,4 % user rate. Instagram has a 17,5 % user rate, Twitter 14,9 % user rate and, LinkedIn 14,1 % user rate. The rest of the platforms have less than 10 % user rates. (Kurio, Laurea Ammattikorkeakoulu, MTV 2015, 3-4) As mentioned earlier, the change in social media is continuous, and the video platform Vine, shown in the figure below, no longer exists. The platform was shut down in 17th of

January 2017. (Fiegerman 2017) The young are the first ones to use new platforms and it is worth to follow their social media behavior to be able to keep up with the social media trends. (Kurio, Laurea Ammattikorkeakoulu, MTV 2015, 5)

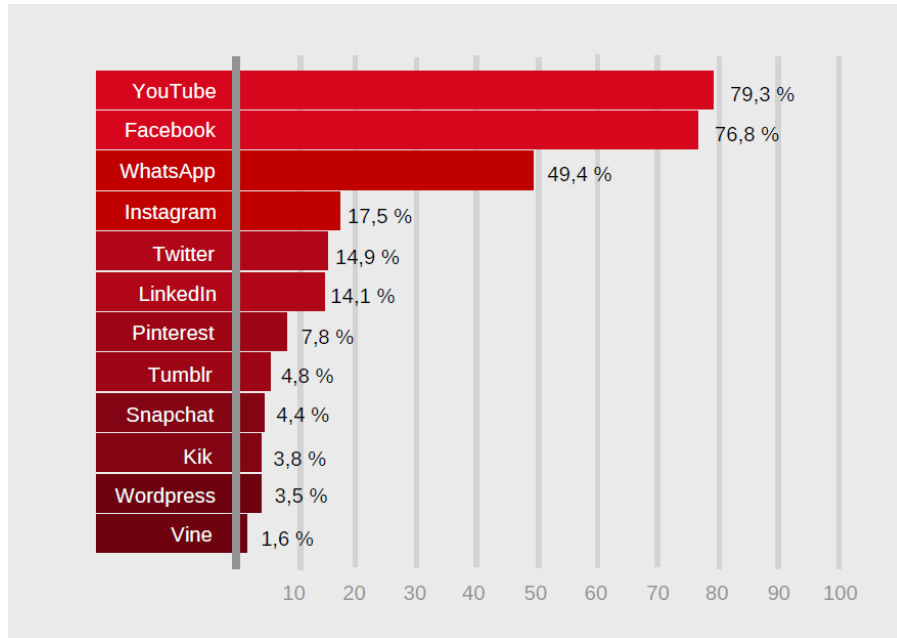


Figure 2. The user rates of social media platforms used in Finland (Kurio, Laurea Ammattikorkeakoulu, MTV 2015, 3)

Social media has an important place in the life of the Finnish people: over 90 % of the population uses social media actively. Brands must rethink their approach in the new media. A company cannot control its reputation, but it can lead it. (Kurio, Laurea Ammattikorkeakoulu, MTV 2015, 26) The reputation can be led by producing content on social media that engages consumers. (Armstrong, Kotler & Opresnik 2017, 470) The attitude towards companies being present online varies depending on how the content is delivered and how much value it gives. (Kurio, Laurea Ammattikorkeakoulu, MTV 2015, 4)

5 BRANDING

5.1 What brands are

Brands are thought to be just a name, concept, label, or a symbol that separates a product or a service from the competitors'. But, they have a more comprehensive meaning and are not only a way to advertise anymore. (Malmelin & Hakala 2007, 17-18) Brand is what makes the company stand out from the other companies and it is the main source of competitiveness. (D'Souza 2013) It is how consumers view the brand and how they see it in relation to themselves, competitors, and the surrounding world. (Armstrong, Kotler & Opresnik 2017, 237) Brand is an inner emotional reaction customers and potential customers have, and it is their view about the brand, not the entrepreneur's that matters. A company can affect the brand, but it can never control or own it. Brand management is more like "sitting as a co-driver in a race car where the person driving is the stubborn and defiant world." This means that a company can give directions and guide the way the brand goes, but the result is in the hands of the customers. (Watt 2015, 104) Brand is what "people talk about you when you are not in the room". (D'Souza 2013)

The life cycles of products have shortened, which has led to the relationship between the customers and the brands being more important than the relationship between the customers and the products. This has become one of the current challenges in business. Brands have also grown to be an important factor in companies' value creation process. (Malmelin & Hakala 2007, 27-28) Brand capital is the assets and liabilities related to the brand that can increase or decrease the value of the brand. (Chaffey & Ellis-Chadwick 2016, 263) Brand capital is formed from brand awareness, experienced quality, brand image, and brand loyalty. The brand capital can either strengthen or weaken the opportunities of success for the company. Therefore, investing in the brand is equal to investing in the future. (Malmelin & Hakala 2007, 28) For a brand to be able to keep its strength and capability to renew itself, the company with its workers must develop a competence – to be able to follow and predict the changes in the business environment, the technological development, the consumption habits of customers and the changes in the business of the competitors. (Malmelin & Hakala 2007, 33)

Branding is a process where companies differentiate themselves from the competition in the eyes of the customer. A company's presence on social media is increasingly important as it creates opportunities for consumers to interact with brands. (Chaffey & Ellis-Chadwick 2016, 262-263) Brand is the most valuable matter for an entrepreneur. If branding is done well, the company has the most effective weapon to change the world. (Watt 2015, 103) Therefore, it is important to protect the brand. When a company knows who they are, they also learn who they are not. With this learning process the company "must resist the will to become all things to all people", because that leads to losing what the brand is. (D'Souza 2013) The entrepreneur and the employees must live with the brand, live according to the values and mission of the company, and thus let the customers decide what the brand is. Building a brand requires consistency, being compelling, openness, honesty, and relatability. (Watt 2015, 104) A brand is made up of everything a company does, how it communicates, what it looks like, what it sounds like and how it is talked about. It is more of a vision that combines action and communication and guides the company. (Malmelin & Hakala 2007, 17-18)

5.2 Building a strong brand

The first step to building a strong brand is figuring out who the company is, why the company was established, what are the strengths of the company and what problem did the founder of the company want to solve. Mission statement sums up the purpose of the company and the brand. The mission statement should show the values behind the company. The brand must be differentiated from the competitors' by analyzing how the competitors brand themselves and setting the company apart from them. Target audience needs to be defined as the brand cannot be everything to everyone. Otherwise the brand will become unoriginal. A company has to be consistent with their brand on each of its social media channel and make sure that the message is the same in every channel. After the basics of the brand are determined the company must apply the basics to everything it does, because everything a company does is part of its brand – everything the company produces and represents. Promoting the brand is done based on the target audience the company set for itself. The company must promote where

its audience is. Being original and sounding human when speaking with customers is important as customers appreciate authenticity. (Drennan 2017)

5.3 Branding today

Today everything that a company does is marketing and the brands do not belong to the companies, but to the customers. Marketing is two-way communication and the customers actively shape the brands. The days when big companies ruled the market with old-fashioned rules and techniques are gone. Therefore, it is important to be the one creating and shaping the future and those who have the courage and imagination to grasp the moment, can live through golden times. Companies must differentiate themselves from the masses as playing it safe does not work anymore in marketing, safe is boring and misleading. It is not useful to follow the crowd, but to lead, break the rules, and forget traditions and consequences. (Watt 2015, 103) The biggest mistake one can do is care about what others think, and that type of thinking traditions, and consequences should be disregarded. (Watt 2015, 122) Today, consumers prefer to figure out matters themselves instead of brands being forced down their throats. Great profits come with hard work and delicately planting seeds. When people notice something great, clever, lovable, and cool about a company, the excitement survives and pieces that consumers have found by themselves are more likely to hit the cord than mass marketing. Furthermore, this type of marketing is cheaper and more real than mass marketing. (Watt 2015, 107)

5.4 Brand leadership

Radical brand leadership is a combination of five factors that help guide the company, and it is all based on the company vision. With the word radical, Malmelin & Hakala refer to brands that demand big and significant changes in the way brands are imagined. (Malmelin & Hakala 2007, 17 & 39) The model for radical brand leadership is the following:

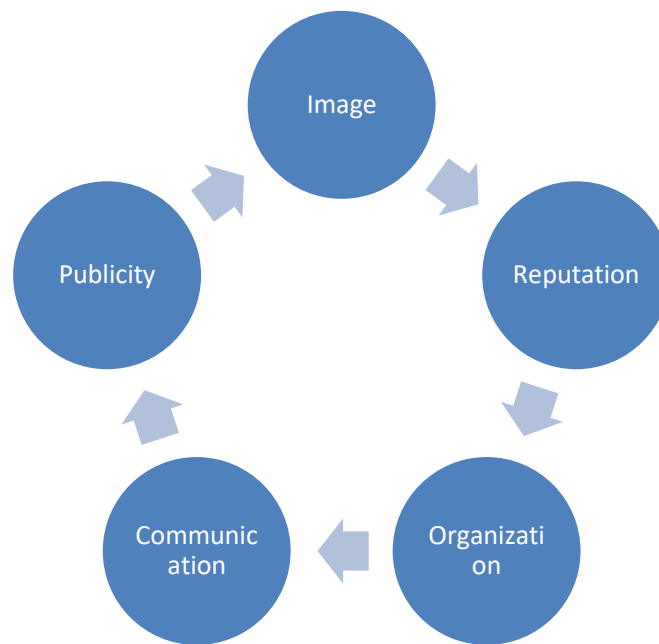


Figure 3. The radical brand leadership model (Malmelin & Hakala 2007, 39)

The values, visions and goals must guide the actions and communication of a company and the organization must be consistent in its communication to the stakeholders. The communication of a brand is visible in public, but the brand is talked of regardless of the company. The publicity affects the consumers and their views about the brand, and it is also affected by all the encounters the consumers and stakeholders have with the brand. The stories and discussions about a brand form a communal reputation that guides the actions of the consumers and value creation of the brand together with the brand image. (Malmelin & Hakala 2007, 40)

Brand have become immaterial – they are images and meanings, and the importance of brands has greatly grown. Today, the brand guides all activities and communications of a company, compared to before when brands were concrete labels. The whole organization is led with the help of the brand, and the whole organization builds the brand, too. The goal is to have the brand building uniting the organization, because all the actions affect the service or the product of the company on some level. Usually communications in a company have been understood as a department that enables the work of other departments that make the profit. But, when the communications are based in the brand, it is incorporated into every part of business and everything the company does is understood as communication. (Malmelin & Hakala 2007, 40-42)

A company should realize what are the channels and factors that affect the conversation about the company and anticipate the changes in the environment that could affect peoples' view about the brand. Publicity is one of these factors, it can enable many possibilities for a company. Following the news and the public conversation about the company or the area of business has great operational consequences. With the help of analyzing the publicity, weak points and new trends can be found out and help the decisions in the company in its favor. By following the public conversation, a company can have a chance of fixing problems before they escalate. (Malmelin & Hakala 2007, 43-44)

Brands are images, ideas and views and the relationship the company has with the customers and other stakeholders affect these views. Therefore, the communication that supports these relationships is vital for the operation of a company and the views of the stakeholders should be taken into consideration when planning the strategy for the company. With its activities and communication, a company affects the knowledge and views of the brand, and later when people discuss about the brand, the reputation of the brand is formed. It is a combination of the views of the community and it lives with the discussion. Before, reputation and brands were strongly separated, which does not serve today's purposes. Guiding of the reputation is part of brand leadership and good reputation follows good brand leadership. (Malmelin & Hakala 2007, 44-47)

6 SOCIAL MEDIA BRANDING

6.1 Social media branding today

On social media it is important to be aware of what and who the company is and to stay true to themselves - a company should not try to copy what others do. (Vaynerchuk 2016) Instead of old, traditional mass marketing people want authenticity, quality, passion, and integrity. For a low-budget social media branding strategy, key factor is rich online content that strengthens the way the company lives the brand, the mission, and the values. (Watt 2015, 111) Many big companies have social media strategies that are in line with their other marketing strategies and support one another and

which strive to create engagement within the community. (Armstrong, Kotler & Opresnik 2017, 471) In his book, *Business for Punks: Riko sääntöjä ja menesty*, Watt suggests that companies should forget target marketing, as it is old-fashioned and may lead to missing potential customers by belittling people and strengthening stereotypes (Watt 2015, 144) In target marketing, the market is divided to segments of customers and the company selects the segments to which it focuses on and tries to turn into their customers. (Armstrong & Kotler 2013, 37) To build a social media branding strategy, a company first has to see what are the factors to focus on: getting noticed, getting innovative and getting relationship. Then come the tactics of how to reach these goals. (Newlands 2011, 59) Social media branding is also learning by doing. The more a company spends time on different platforms and studies them, the better it brands on social media. (Cannel 2017)

6.2 Engage consumers

Social media is especially useful for engaging consumers and sharing content. This gives a possibility to create brand communities. (Armstrong, Kotler & Opresnik 2017, 470) The purpose of brand community channels, in this case social media platforms, is not to sell, but to create and share content that creates a community with the company and the customers. The content has to be engaging and valuable enough to get the consumers interacting with the brand and to stick around. Social media channels can include links to other social media channels of the company, such as the company's blog. (Armstrong, Kotler & Opresnik 2017, 463) When the customers interact with the brand, they are involved with shaping the brand, and therefore the brand content. Getting the customers involved with the brand requires actively delivering valuable content. (Armstrong, Kotler & Opresnik 2017, 470) When the content is worth sharing, the customers will further communicate the company's message. This makes social media branding effective and inexpensive, as the customers do part of the job for the company. However, this works only if the content resonates with the customer. (Armstrong, Kotler & Opresnik 2017, 465-466) This means that it is not enough to just post random content on social media channels, but to think through what the posted content is. It is not sensible to chase for mere likes, but to get the customers engaged. (Armstrong, Kotler & Opresnik 2017, 471) Engaging customers through building a

community around the brand is building a relationship with the customer. (D'Souza 2013)

On social media, a company should not sell a product, but sell information. Instead of competing with price or ads, they should compete with knowledge, information, and passion. This way the company can teach their clients and get rid of the competition that way. The more educated a consumer is, the more selectively they will buy. When information and passion is given to them, they go for the company's products and services on their own. Information is addictive and knowledge is power. Soon the customers will be begging for more, assuming the products are top notch too. The more knowing and acquainted the customer is, the better position they are in to make good decisions. People appreciate companies that use time to tell them something valuable that make the customers smarter and better. The age of simplifying and cheating consumers is over. (Watt 2015, 129) It is more important who the followers are and that the followers truly care about the brand instead of how many followers the company has. The customers should be able to feel close to the company. (Vaynerchuk 2016) The company must encourage the consumers to do business with them. Jacobson says that none of the online communication tricks work, unless the company knows exactly who they are talking to. (Jacobson 2009, 14) It is important to sound human when talking to customers. (Chaffey & Ellis-Chadwick 2016, 528)

Jacobson also speaks about how it does not matter how many followers a company has, but that it has the right followers, and rather to have friends than just followers. These friends will be involved with the brand, promote it, and do business with it. It is more sensible for small business to keep these friends and get in contact with potential new friends. (Jacobson 2009, 19) Watt agrees on this as he states that a company should turn customers into fans, because fans are active missionaries who help the company to succeed. (Watt 2015, 118) Fans who are committed to a brand are vital for a company. They are the ones spreading the positive vibe about a company, are ready to defend a company on social media. Communication with the customers does not necessarily make them care about the company, and without care there is no real commitment. (Leino 2011, 105) Fans bring added value for the company and it is important to thank the fans on social media, whether it is thanking them in one post or thanking them in several comments. (Vaynerchuk 2016) It is important to thank the audience

because they choose to be a part of the community and it engages them even more. (D'Souza 2013)

The most effective way to raise voice is grapevine, as no one cares about a company that does not do anything worth talking about. (Watt 2015, 122) People want to be part of a change, part of a revolution, and the company must be the one enabling that. A company should tell the customers about their mission, because they are tired of hearing about the products. (Watt 2015, 128) Companies whose products are recommended, succeed better. Recommendations are important when consumers make consuming decisions. With a good recommendation from someone else, a consumer is more likely to buy the product or service. This is the grapevine of social media. (Leino 2011, 73-74)

6.3 Consistency

Everything a company does, in this case, in relation to social media branding, has to be based on the mission and consistency is a key in this. Brands that stand time and stick out from the masses take years, if not decades, to build and the only way to meet these qualifications is to live by the brand. Customers want to become a part of something greater than themselves when they purchase products and brands must give them the opportunity to do this. (Watt 2015, 105) By being consistent, the consumers understand who and what the company is. (D'Souza 2013) Working against the company's mission and values is harmful and small mistakes can lead to bigger ones. The image given to the outside of the company, must match the inner culture of the company. The audience is smarter today and they recognize false marketing claims. Everything about the brand must be true, otherwise it will not feel authentic and essential which leads to the customers not believing the brand. (Watt 2015, 104-106) People will recognize dishonesty and it most likely will harm the business when the company gets caught. (Jacobson 2009, 24)

Before doing any tricks on social media to boost the brand, the basis must be built, which means actively delivering content and building the community. If a company does something on social media that is not in line with their mission and values, the

tricks will not work, because the customers will not buy what you are saying. (Watt 2015, 112) Consumers want to buy brands that live according to their values and defend the same things as they do. (Watt 2015, 118) To build a brand online, see where the company is now and what is said about the company online. Look into the company's vision, mission, and values and how to get these through on social media. All social media channels, together with the website, must be coherent so that there are no mixed messages. (Newlands 2011, 62)

6.4 Choosing the right platforms

As there is a variety of social media platforms, it is important to not get lost in them, but to pick the ones that work for the company and the customers. (Jacobson 2009, 56) The mistake many companies make is starting with choosing the social media platforms, as that choice is not a strategy, it is a tactic. (Chaffey & Ellis-Chadwick 2016, 529) When building brand on social media one has to start from forming a base – the consumers have to know who the company is. To do this, a company should choose social media platforms that support the brand image. A company should create content that the customers want to share, instead of posting content just for the sake of posting and meeting publishing deadlines. The content should reflect who the company is. Including visual content to social media presence attracts more views. A good way to engage consumers is to create campaigns such as competitions. It is important to have a social media strategy for the company. This helps to focus on the content posted and create better content. (Agius 2015) If a social media does not feel like it was made for the company and it cannot be updated, it should not be used by force. (Leino 2011, 25) It is better to stay off channels where the company does not have a lot of followers as it takes too much energy and sends a message of unpopularity. (Miles 2014, 169) To avoid having channels with only a few followers, a company should investigate where their audience is. (Jacobson 2009, 57)

An evaluation of the current social media presence of the company should be made. To be able to develop the social media branding, a company must see where they are currently with social media. The company should make a list of the social media chan-

nels they have and see what has been posted previously and how often. When the assessment of the current situation has been done, focus should be on the future. The company should think what they want to reach with social media, and then research the possible channels to do that and the content that supports the goals. (Newlands 2011, 13-16) A company can brainstorm their social media strategy with the following questions:

- What are the company's goals?
- What are the company's talents and strengths?
- What are the company's areas of weakness that need to be avoided?
- What capacity does the company have to manage multiple sites?
- Is the company willing to have a small and unpopular profile on any social platform?
- Is there a social media platform that the target market of the company uses more than others?

(Miles 2014, 168)

In addition to branding on their own social media channels, companies can use third-parties to brand themselves. This means that a third-party shares content on their own social media channels where they talk about the brand. This is a good and inexpensive way to start up the hype within a consumer community. But, it is good to remember that it is extremely difficult to control the conversation that starts from the third-party content, if it starts at all. The conversation can be used to see how the consumers view the brand and to pick up feedback. (Armstrong, Kotler & Opresnik 2017, 467) When using third-parties to brand the company on social media, it is efficient to choose people who other people follow, such as celebrities. (Jacobson 2009, 66) One of the risks in social media is having the brand bruised or having it pulled to a direction that the company did not set out to go to. (Sweeney & Craig 2011)

6.5 Participating in the conversation

Social media branding is not only for having as many new customers as one possibly can, but to participate in the conversation and through that investigate the recommen-

dations, reviews and ratings given about the company. When the positive and the negative is picked up from the conversation, it is possible to learn from the feedback and increase the positivity and decrease and manage the negativity. (Chaffey & Ellis-Chadwick 2016, 529) When a company tells its story on social media channels, people will respond to it, but the company must participate by following the comments. The tone of the community starts from the way the company communicates. When the company participates also, it has the chance to learn a lot from itself from the customers, and the company should take that opportunity. (Halligan & Shah 2010, 123) A company should reply to the comments people leave on the company's social media channels. (Vaynerchuk 2016) An online community is a two-way deal, which means that it requires discussion. When the customers have a chance to speak, the company can pick up feedback from the conversation and when the customers are heard, the connection to them grows. The conversation with the customers can prove to be extremely valuable, as they can give tips on new workers, partners, or venues. (Watt 2015, 118-119) When in doubt on social media, the company should listen more. Asking questions from people and that way seeing what the customers think of different topics gives the company valuable information. (Zimmerman & Sahlin 2010, 84-85)

Liking customers' pictures online, for example on Instagram, is an easy way to get noticed and it does not require a lot of time. When a company likes the pictures instead of following hundreds of people a day, it is less noticeable in the sense that following a lot of people just for a "follow back" tends to have a negative sense to it. If a company likes a lot of pictures, it is not so visible. Commenting on peoples' pictures is another way of attracting attention. Honest comment, question about the picture or statement related to the picture is good. But attention should be paid to whose pictures to comment on as is no use commenting on completely random pictures online. A company can get rid of clear spam comments on its posts by deleting them. (Miles 2014, 57-59) When a company wants to start up conversation on their channels, they should think about what topics are related to the brand and what makes sense to talk about. (Leino 2011, 97-99) Social media channels can be used to take a stand, which provides additional information in addition to the basic posts. (Leino 2011, 55)

A company should follow what its competitors are doing on social media. This is a good way to grasp an idea of how social media branding is valued in their area of

business. If the competitors are already in the game on social media, the company do cannot wait a second longer to join. In turn, if they are not in the game, it is a good chance for the company to be the first one. (Barefoot & Szabo 2010, 17) The most important part of communication is listening, which applies to social media. (Zimmerman & Sahlin 2010, 84) The basic marketing concepts apply to social media: listening to the customers and finding solutions to their needs, building, and maintaining a good reputation, following the competitors' actions, promotion and sales promotion, good customer service and differentiating communication. However, traditional notifying, campaigning, and advertising focusing only on making profit is a waste of social media. (Leino 2011, 31)

The decisions behind customers' views are not based on facts or logic, however reasoned they might be. Instead, the most important factor behind the view is feelings. As feelings lead the views, details become important. The smallest details can affect the customers' feelings and the reasoning behind their emotional decisions. Because little details can change everything, an entrepreneur must take care that everything is done well and grasp every moment to have a connection with the customer, be relatable and build the customer relationship. (Watt 2015, 106-107) Social media is for experimenting, taking the risk of making mistakes and trying new things. Curiosity can lead to unexpected results, and it is good to ask the questions "what if?" and "I wonder?" occasionally. (Levinson & Gibson 2010, 6) By following social media, the company keeps up with the developments and changes in business. (Levinson & Gibson 2010, 14) As the customers own the brand, they can "lift that brand up or tear it to shreds." A company should pay attention to the efficiency of their responds, and the tone it has. Social media can also be used to inspecting the customers, and when the company find out who they are, it can customize the service. When the customers feel that the service is personal, they will think of the company as a friend instead of a marketer. (Levinson & Gibson 2010, 169)

7 ANALYSIS TOOLS

7.1 SWOT-Analysis

SWOT is a basic business analysis tool, it evaluates a company's strengths, weaknesses, opportunities, and threats. (Armstrong, Kotler & Opresnik 2017, 84)



Figure 4. SWOT analysis. (Armstrong, Kotler & Opresnik 2017, 85)

Strengths are internal capabilities, resources, and positive situational factors that can help the company to serve its customers and achieve its goals. Weaknesses are internal limitations and negative situational factors that can interfere with the company's performance and ability to reach its objectives. Opportunities are external factors that the company can exploit to its advantages. Threats are unfavorable external current and emerging factors or trends that can challenge the company's performance. SWOT is used to find the best opportunities for the company and identify threats. The strengths are supposed to match the opportunities and the weaknesses are supposed to be eliminated or overcome and the threats are supposed to be minimized. (Armstrong, Kotler & Opresnik 2017, 85)

7.2 SOSTAC Framework

SOSTAC is a marketing planning framework and it comes from the words situation, objectives, strategy, tactics, action, and control. The different stages can overlap as the planning evolves. (Chaffey & Ellis-Chadwick 2016, 188)



Figure 5. SOSTAC planning framework (Swan 2018)

Analyzing the current situation of the company consists of figuring out who the company is, what it does and how the company communicates online. SWOT analysis is a basic tool to understand the present situation. The company should also do a competitor analysis to see who the competitors are, what are their competitive advantages and how they compete. The company's customers online should also be analyzed – who they are, what channels they use and what are their demographics. With the objectives of the strategy the company has to ponder what it wants to reach with the strategy. Swan suggests using two objective frameworks for this phase: SMART objectives and the 5 S's. SMART consists of specific, measurable, actionable, relevant, and time-related. The objectives must focus on specific issues, be measurable, help improve performance, be solvable by the marketing department and have a period of time in which they have to be reached. (Swan 2018) The 5 S's make sure that the objectives cover all aspects of marketing: sell, speak, serve, save, and sizzle. The objectives have

to grow sales, help communicate with the customers, add value, save costs, and build the company's brand online. (Chaffey 2010)

In the strategy phase the company must figure out how to reach the objectives they have set and decide on the market segments to focus on. (Swan 2018) In market segmentation the company divides the market into groups that have a different set of needs, characteristics, and behavior. Then the company chooses the target segment or segments to focus on and positions itself in the minds of the target customers and differentiates itself in relation to the competitors to create value for the customers. (Armstrong & Kotler 2013, 77-78) To help conduct the strategy, the company can use the results from the situation analysis to see their strengths and how to use them and other factors that came up to build the strategy. (Swan 2018)

Tactics are the tools to implement the strategy. (Swan 2018) It is important to go through the previous steps thoroughly before stepping into tactics, as the tactics chosen by intuition may not serve the strategy and objectives. (How to use SOSTAC... 2017) Choosing the correct social media platforms is a key tactic for social media branding as is being consistent on the platforms the company chooses to use. The visual look of each platform has to be coherent, so the company is easily recognized. Another tactic is to choose topics for your social media channels that are related to the brand and engaging with other social media users. Posting regularly is important as otherwise the company's social media account will be forgotten. In addition to posts, the company should pay attention to their biography on social media and use it to pitch themselves. (Jackson 2017) A relevant tactic for social media is the ability to tell stories and through that engage people, this includes stopping to chase bare tags and likes. Live videos on social media channels are gaining popularity and their unpolished content is a fresh point of view. Showing personality and not playing it safe is another social media tactic. (Barnhart 2018)

Action defines the measures needed to realize the plan and use the tactics – what is to be done, who does it and when. The phase also includes considering if all can be done within the company or if something has to be outsourced. (How to use SOSTAC... 2017) When choosing content on social media channels, it is important to study the platforms to see what suits which platform. Vertical video format does not suit

YouTube whereas it fits to the concept of Snapchat. To save time on producing content on social media, a company can badge produce content instead of only shooting a video here and there. (Cannel 2017) Control is where the company plans how it monitors the performance and measures if the objectives have been reached. Part of control is defining the KPI's for the tactics and deciding on the monitoring schedule for the indicators. (Swan 2018)

7.3 Key Performance Indicators

KPI's are key performance indicators with which the company can evaluate the performance of the company. (Chaffey 2015, 211) There is a variety of KPI's available, but it is important to choose the ones that are related to the objectives. To measure engagement, a company should follow the number of clicks, likes, shares, comments, brand mentions and active followers on their social media channels. Clicks show the number of times people have clicked open linked content. If the number of clicks is high compared to number of likes, shares and comments it shows the content did not match expected quality of the post, whereas a high number of likes, shares and comments compared to a low number of clicks shows that the titles and visuality of the content needs to be improved. Shares and comments are a better indicator of engagement than likes, because they show that the content is worth sharing and starting a conversation. A large number of brand mentions indicates that the brand is talked about without the active incentive of the company. Active followers are people who have logged in and interacted with a company's content within the last 30 days. However, it is important to remember not all likes and followers guarantee that the content is viewed. (Sukhraj 2017)

To measure the number of people the company reaches on social media, a company should monitor the number of followers, impressions, and traffic data. Number of followers show how many people can see the company's posts and show an interest in wanting to see the posts. With impressions, the company sees how many times its posts showed up in someone's newsfeed or timeline. The impression can come from someone following the company or by someone they know liking, commenting, or sharing

the company's content. Traffic data indicates how much traffic social media channels bring to the company's website. (Sukhraj 2017)

In addition to measuring engagement and reach of social media channels, it is necessary to follow up if the investments on social media channels result in leads. Whether or not a social media channel results in leads, the company sees where it needs to put more focus on and improve the content. A company should also follow if the investments on social media result in having more customers. (Sukhraj 2017)

7.4 Measuring tools

Online anything can be measured. The most common measuring tool is Google Analytics. (Leino 2011, 85) Google Analytics is a free tool which helps a company to understand how users behave online and what to improve in their own online behavior. (Website of Google 2018) With Google Analytics a company can view several reports of online metrics. On the Google Analytics toolbar under "audience" there is a section of "active users" where the number of active users within 1, 7, 14, and 28 days can be viewed on a figure. Additional segments such as social media users can be added to the figure. Under "audience" there is a section of "users flow" which includes a flow chart of how people continue interaction from different social media channels to other pages such as the website of a company. Under "acquisition" there is section of "all traffic" under which are "channels" where the amount of traffic from each social media channel can be viewed. Under "acquisition" there is a section of "social" under which is are "network referrals" where is information on which social media channels people engage with a company's content. Under "conversions" there is a section of "multi-channel funnels" under which are "top conversion paths" where a company can see the most common pathways of how people find their way through the web to making a purchase. Under "conversions" there is a section "assisted conversions" where the number of conversions the channels assisted can be viewed. (Website of Google Analytics 2018)

Many social media have their own analytics included in the platform. Page administrators on Facebook have access to Facebook Insights, where they can view reports of

posts, followers, and reach: actions on page, page views, page likes, reach, post engagements, messages, and videos. Having an Instagram Business Profile includes access to Instagram Insights, which has reports on impressions, followers' active times of day and active days, posts, and stories. Twitter has a built-in Twitter analytics where an overview of a 28-day-period can be seen. The overview includes information on retweets, mentions, favorites, clicks, and impressions on individual tweets. Individual tweets also have information on engagement of first 24 hours and the latest 24 hours. Pinterest offers business accounts reports on impressions, followers, audience, and website engagement. Individual pins and pin boards have reports as well. LinkedIn provides information on individual articles – number of views and engagement, demographics of readers, and who engaged with the article. Number of profile views is available on LinkedIn feed. For businesses, LinkedIn provides additional information on posts on a company's page such as impressions, engagement rate, clicks and social actions, and followers to see if the followers are organic or acquired. (Lee 2017)

8 METHODOLOGY

For theory, as recent material as possible was used to collect relevant information as social media changes rapidly. Because of the nature of the thesis, YouTube-videos were used as a reference in addition to traditional literature and article research to have a better insight of social media branding.

Qualitative and quantitative research were in consideration for the research method. Qualitative research strives to understand a phenomenon and it can be conducted by documents, observing, and interviewing. Quantitative research strives to generalize phenomena and it can be conducted by inquiries and statistics. (Kananen 2015, 70, 73, 81) Qualitative research was chosen as the research method as it better suits the concept of the thesis. The research questions of the thesis require understanding concepts instead of generalizing them. Understanding the concept of social media branding, observing the content and the community on social media, and interviewing the case company solves how Goodio can improve their content on social media to better brand themselves. Measuring social media branding with numbers through quantitative

methods do not answer to the research problems as well as qualitative methods do with the insights of interviewing and netnography – observing the actions of a community online. (Kananen 2015, 64-66, 69-75, 191-192) As qualitative research methods, interviewing the marketing manager of the case company and observing the social media content of the case company and its competitors were chosen. To support the research, number of followers between the case company and its competitors on social media are compared. (Kananen 2015, 69-75) The author's own followings were not counted in the number of followers.

Interviewing is a form of qualitative research where opinions, behavior, or un-known areas of research are researched. It is used when detailed questions cannot be asked and more profound and extensive answers are needed. A half-structured interview is a mix of structured and unstructured interview. In a structured interview the interviewer has a set of open-end questions that are presented in the same order. In an unstructured interview there are open discussions and the course the interview is heading towards is undecided. The interviewed person or persons are a part of the phenomenon or know about the subject of the interview. (Kananen 2015, 143-145)

The interview was conducted as a half-structured interview, with open-end questions chosen in advance of the interview. The interview questions are based on the theoretical background. By choosing the questions beforehand, it was made sure that all the necessary topics were covered during the interview and that the author of the thesis could not affect the replies from the interview. The marketing manager of the company was chosen to be interviewed as they are the person in the company who has the best knowledge and expertise in the field. (Kananen 2015, 144-145) The interview was conducted as a Skype interview on 26.2.2018 and was recorded and later transcribed. This minimizes the possibility of errors when compared to writing down the answers of the marketing manager while conducting the interview. To minimize the errors even more, the interview was first transcribed word to word and later the key points were picked for the final thesis. (Kananen 2015, 129) The research was limited by the fact that the case company could not engage resources in the thesis other than with the interview. In addition to the theoretical background, the interview questions were based on an e-mail from the marketing manager in which she states that the company has an upcoming big change in relation social media. (Lehikoinen 2018)

In non-participating observing, the person conducting the observing does not participate in the community they observe. (Kananen 2015, 137) In a narrative observing the observer writes down everything about the phenomenon being observed. In a structured observing the observer knows beforehand what is observed and written down. (Kananen 2015, 139)

The observing was conducted online as non-participating observing. The communities that were observed did not know that they are being observed except for the case company Goodio. (Kananen 2015, 137) The observing is a mix of narrative and structured, while observing an online community, there were some pre-decided factors that was observed such as number of comments the company has on its social media posts, but the contents of the comments are not pre-categorized. (Kananen 2015, 139-140) Observing of the social media content of the case company were reflected to the information and contents the case company has on their website. Social media content of the competitors was observed as well to compare it to the case company. (Kananen 2015, 191-196) The results from the observing were summarized for analyzing. (Kananen 2015, 163) The social media content of Goodio and its competitors that was observed was posted during January to April 2018. Both the interview and the observing results will be analyzed based on the theoretical background. The analyzing strives to find similarities between the results and the theoretical background. (Kananen 2015, 171)

9 THE CASE COMPANY – GOODIO

9.1 Goodio

Goodio was founded in 2015 by Jukka Peltola with a question “What if there was a food brand you could trust?” Goodio produces organic handmade chocolate bars, which are made with raw cacao that is “high in antioxidants and classified as a superfood.” The company is inspired by Finland, and the products are made in Helsinki. (Website of Goodio 2018) The factory is in the Kalasatama-district of Helsinki and

Goodio is planning to open a new factory in Kallio-district. The new factory will be open for visitors and tourists will be attracted to the place. In addition, Goodio has a café in Kanavaranta. (Peltola 2017) Goodio is currently in 5 countries: Finland, Sweden, UK, U.S., and Hong Kong. (Website of Goodio 2018)

The principles behind Goodio are sustainability, well-being, and transparency. Goodio values organic and nutritious ingredients which they combine with unique flavors. Goodio's purpose is "to make a contribution by creating healthful treats for the mind and body while protecting our beloved planet". Goodio's slogan "It's all Good" sums up the purpose. (Website of Goodio 2018) Goodio is working for the benefit of an individual, the environment, and the society instead of maximizing the profit. Goodio has a goal to make the purchase of their product result in a concrete act of good. Peltola gives an example of buying a chocolate bar resulting in a child going to school for a week in Sierra Leone. (Peltola 2017)

Goodio's chocolate is processed as little as possible to maintain the natural ingredients of raw chocolate. (Website of Goodio 2018) Goodio produces chocolate without artificial ingredients or fillers. (Peltola 2016) Goodio uses organic and wild ingredients that are mainly raw, and they use as many ingredients as possibly from Finland. As a sweetener, Goodio uses Indonesian and Sri Lankan coconut palm sugar. The cacao beans come from organic, non-GMO farms in Peru, Ecuador, and the Congo. The nibs of the cacao beans are stone ground for three days to achieve a liquid texture. Afterwards the liquid is cooled down to a form of a chocolate bar. The bars are one-by-one put in biodegradable packages. (Website of Goodio 2018)

Goodio has received positive feedback from consumers with allergies and autoimmune diseases who could not enjoy chocolate before and now Goodio provides them with a solution. (Peltola 2016) The products are milk and gluten free. (Peltola 2017)

On their website, Goodio has links to three of its social media channels: Facebook, Instagram, and Twitter. Their blog is built within the website. (Website of Goodio 2018) Goodio has also accounts on LinkedIn and YouTube. On 19.4.2018 Goodio has 8 494 followers on Facebook, 6 972 followers on Instagram, 8 followers on YouTube, 393 followers on Twitter and 446 followers on LinkedIn. (Website of Facebook 2018,

Website of Instagram 2018, Website of YouTube 2018, Website of Twitter 2018 & Website of LinkedIn 2018)

9.2 Raw chocolate

Normal procedure for making chocolate is the following: cacao beans are picked, fermented, roasted, ground, pressed and mixed with fat and sugar. Raw chocolate differs from this in the way that it is never heated above 42°C. The temperature of raw chocolate is controlled through the whole production line, meaning that even friction levels of grinding machines are adjusted to not heat the chocolate above 42°C. This temperature controlling enables the preservation of nutrients such as iron, zinc, and vitamin C in the chocolate that would otherwise be destroyed in the producing process. (Magazine Monitor 2014) Raw chocolate contains approximately 1200 different active ingredients. (Viikkouutiset 2015) Another distinctive feature between regular chocolate and raw chocolate is that in addition to cacao beans, regular chocolate is made of sugar, milk, saturated and hydrogenated fats and flavorings, and raw chocolate is made of cacao beans, cacao or coconut butter and natural sweeteners such as agave syrup and natural essential oils, berries, and nuts. (Corr 2011)

9.3 Competitors

9.3.1 Foodin

Foodin is a family business founded in 2009. They produce and import a range of organic food and raw chocolate is one of them. Quality of raw materials, purity, authenticity, ethicality, and sustainability are important for the company. Foodin makes yearly visits to its farmers and producers and by collaborating with small farmer communities they ensure the origin, and quality of the products and the wellbeing of the farmers and the environment. Foodin has a blog included in its website. (Website of Foodin 2018) Foodin has 14 832 followers on Facebook, 6 400 followers on Instagram, 116 followers on LinkedIn and 66 followers on YouTube. Their slogan is “Sharing happiness”. They have made one post about their raw chocolates on their social

media accounts this year, which was on Instagram. Over all the photos they post have good quality. They post recipes, photos of the raw ingredients, pictures of the products, information the fairs they are attending, sales promotions, collaborations, and giveaways. (Website of Facebook 2018, Website of Instagram 2018, Website of LinkedIn 2018 & Website of YouTube 2018) Foodin's competitive advantages are that their values are clear, and they are conducting their business according to their values and it shows on their social media channels. They show where their ingredients come from and they have been in the business for nearly a decade.

9.3.2 Kultasuklaa

Kultasuklaa was founded in 1991 and produces a variety of chocolates and raw chocolate is one of them. Their products are handmade in their Iittala-factory. Kultasuklaa uses Finnish raw materials whenever possible. They have a blog included in their website. (Website of Kultasuklaa 2018) Kultasuklaa has 989 followers on Instagram, 11 835 followers on Facebook, 8 followers on LinkedIn and 86 followers on Twitter. Overall the quality of the photos they post on their social media channels is mediocre most of the time. On all their social media accounts they have had three photos of their raw chocolates posted in 2018. They post about giveaways, photos of their products, articles about chocolate in general, collaborations, and about the area where their factory is located in. (Website of Instagram 2018, Website of Facebook 2018, Website of LinkedIn 2018 & Website of Twitter 2018) Kultasuklaa's competitive advantage is that they have been in the chocolate business for 30 years and they have expanded to raw chocolates.

9.3.3 Puhdistamo

Puhdistamo was founded in 2008. They have a range of superfood products and raw chocolate is one of them. (Website of Puhdistamo 2018) Puhdistamo has 25 600 followers on Instagram, 41 181 followers on Facebook, 308 followers on LinkedIn and 4 followers on YouTube. They have made 4 posts about their raw chocolates this year. They post about collaborations, photos of their products, recipes, and giveaways. (Website of Instagram 2018, Website of Facebook 2018, Website of LinkedIn 2018 &

Website of YouTube 2018) Puhdistamo's competitive advantage is that they have a large follower base on Instagram and Facebook.

9.3.4 CocoVi

CocoVi's mission is to make finding the better version of yourself easier, more fun, and more enjoyable. They have a range of superfood products and raw chocolate is one of them. (Website of CocoVi 2018) has 12 300 followers on Instagram, 53 750 followers on Facebook, 794 followers on Twitter and 5 followers on LinkedIn and 73 followers on YouTube. They have made 4 posts about their raw chocolates this year. They post about recipes, photos of products, sales promotions, giveaways, collaborations, and blog posts. (Website of Instagram 2018, Website of Facebook 2018, Website of Twitter 2018, Website of LinkedIn 2018 & Website of YouTube 2018) CocoVi's competitive advantage is that they post a large number of recipes on social media.

9.3.5 Vegeway

Vegeway is a brand of Leader, a Finnish food company founded in 2001. Leader was founded based on a vision to bring domestic, high-quality, and healthy products to the market and were first known for their products targeted for people who do sports. (Website of Leader 2018) Leader has 2825 followers on Instagram, 10 851 followers on Facebook and 302 followers on LinkedIn and 7 followers on YouTube. They have made 8 posts about their raw chocolates this year. They post about collaborations, tastings at super markets, giveaways, training, photos about their products, and recipes. (Website of Instagram 2018, Website of Facebook 2018, Website of LinkedIn 2018 & Website of YouTube 2018) Leader's competitive advantage is that they have been in food business for nearly 20 years and they have a competence in consumers who do sports.

10 INTERVIEW WITH THE MARKETING MANAGER

10.1 Results of the interview

Goodio is undergoing changes in relation to social media, some changes have already been made, but the strategy is not completed yet. Before, the company invested in sales only and focused on getting the products in stores. There was not a lot of marketing directed for consumers. Goodio used to have one person handling social media part-time, but now they have a marketing manager and a team that is brainstorming social media. (Lehikoinen, personal communication 26.2.2018)

Goodio's social media has been superficial before and they have posted photos of their packages and pretty pictures, which is why people mainly recognize them from their packaging. There has been a lot of reposts and some posts of their own. The conscious consumers know that in addition to their packaging, Goodio has a lot of good values in the background. But, the packaging and good taste are the top features that comes to customers' minds about Goodio. (Lehikoinen, personal communication 26.2.2018)

Goodio has tried to bring up its values on social media, but they have also posted content about their café in Helsinki on their social media accounts which might have been confusing. To be better able to focus on the message they communicate through social media, they have registered separate accounts for the café on Instagram and Facebook to have the café-related topics there. Now, Goodio is starting to make social media more systematic and bring up their values. They have posted photos of cacao beans and talked more of subject matter. (Lehikoinen, personal communication 26.2.2018)

Goodio has three target groups on social media. First one is quality-aware consumers who like premium-products and often buy their products as gifts. This consumer group wants quality and Goodio's design and good raw materials are important for them. The second group is conscious consumers who value responsibility and sustainability. These days a lot of responsibility is required from companies. Third group is called "young hopes", the consumers in this group are conscious, and follow trends. Many

who post photos of Goodio's products on Instagram might not necessarily know what the values of the company are and think that the products just look good and they follow trends. On social media there's a difference in who use which social media channels. (Lehikoinen, personal communication 26.2.2018)

The channels Goodio uses are Instagram, Facebook, a blog, Twitter, and LinkedIn. Goodio does not invest a lot on Twitter, because it is not a big thing in Finland. However, they do think that it is important to have an account on Twitter especially for the U.S. market even though they are not active there. Lehikoinen states that Facebook and Instagram are the channels on which they have performed the best out of the accounts they have but have not necessarily succeeded in them. Their social media has worked well, but it could work better so they are investing in it and making a strategy that will hopefully show in the results. Goodio will focus on the social media channels they are currently on. They might start a newsletter, but that is not a social media channel. (Lehikoinen, personal communication 26.2.2018)

Goodio has not had commercial collaborations with third-parties, because they are a small firm and do not have big marketing budgets. They have contacted third-parties that seem appropriate and asked whether they would want that Goodio sends chocolate to them. Because Goodio is not paying the third-parties they cannot ask them to post anything about them, but some have still ended up posting about their products. (Lehikoinen, personal communication 26.2.2018)

Goodio has not had a separate strategy for marketing and social media, but with ongoing changes they will have. They are making a content strategy for social media and have plans to communicate the values and the good actions the company makes in a more systematic way. Before they only had goals on the number of posts they should make in a week and seeing what content fits which social media, but now they are figuring out themes they want to communicate and how often they will post and make a real strategy for social media and different strategies for different channels. Social media is learning by doing and one should be curious to try different and new things. Goodio has a plan to know one month beforehand what they are going to do on social media and what are they going to post. However, as the changes are in the works, there

could still be many changes coming to social media. (Lehikoinen, personal communication 26.2.2018)

Goodio has a global strategy for social media and their Instagram account is global so they cannot target content separately for a specific market area there. One reason for having a separate account for the café was that content about a café located in Helsinki would not take too much space on a global account. On Goodio's Facebook account they have targeted topics for Finnish consumers such as articles that are written in Finnish. Overall, Goodio tries to keep the same strategy for everyone in every country. (Lehikoinen, personal communication 26.2.2018)

The time schedule for the changes on social media can still change, but now the goal is to have new type of content and videos on week 17. The first change Goodio made was registering separate accounts for the café and deleting approximately 90% of their Instagram posts on 23.2.2018. There might still be changes in what Goodio does with social media. (Lehikoinen, personal communication 26.2.2018)

One of Goodio's goals is to grow the number of followers they have on social media, but they realize that the number of followers does not showcase everything on social media. Goodio has not done paid advertising before, but they figure that a company is not seen by a lot of people if it does not invest money in advertising. They are trying to gain more visibility and getting people to participate and have a high level of commitment from the consumers, which is challenging because the posts that receive the biggest number of likes are the ones that have visually great photos and have captions such as "Have a great Friday!". Those type of posts do not communicate the values they would like to communicate. Goodio needs a solution that enables them to communicate their values and what customers appreciate with what the customers really want. (Lehikoinen, personal communication 26.2.2018)

Goodio's objective is to communicate their values and think about what they want to say, and they hope they would be known for what they do and why they do it on Instagram. The packaging is important for Goodio, because that is what catches the eye of the customer in stores, but they would like that people could connect the values and the actions to those packages. It is important to have pictures of the packages on social

media as well so that consumers can connect what the company does with the products in stores. (Lehikoinen, personal communication 26.2.2018)

10.2 Conclusions of the interview

The fact that Goodio is undergoing changes in social media shows that they are open-minded and are willing to develop themselves. Goodio has strong values on which the company is based on and they want to bring those values up, but at the same time they are struggling to get the consumers involved on posts that bring up their values.

Goodio is using five social media platforms: Instagram, Facebook, a blog, Twitter, and LinkedIn. They claim that it is good to have Twitter even though they are not active there. The theoretical background suggests the opposite, that either a company actively updates their social media account, or they get rid of it.

They do not have commercial collaborations with third-parties due to budget limitations, but in the future when their budget allows it, they should start making collaborations with third-parties as even without the commercial deals third-parties still end up posting about their products. This could be developed further.

Goodio will have a separate strategy for social media which will improve their social media branding, because they will have a strategy of what they are posting instead of posting for the sake of posting. As their objective is to communicate their values on social media, they are on the right path, because everything a company does has to be based on the brand and the values behind the brand.

11 OBSERVING THE SOCIAL MEDIA ACCOUNTS OF GOODIO

11.1 Instagram

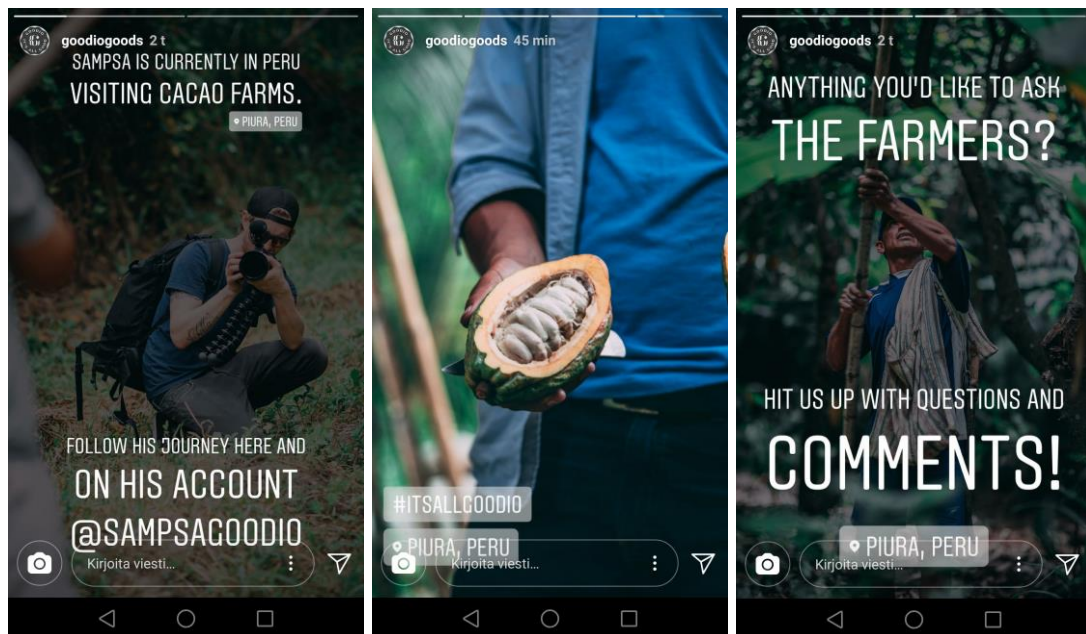
In the bio of their Instagram-account, Goodio writes “We accelerate positive change with the world’s best chocolate. #itsallgoodio”. They also have a link to their most recent blog post on their bio. In the photos, Goodio tags accounts on the countries where their farms are in, other chocolate companies and the people appearing in the photos. Goodio has 6 972 followers on Instagram. (Website of Instagram 2018)

The photos Goodio posts are high-quality. All the photos posted in 2018 are vertical photographs. In 2018 they have posted one photo of the finished product, other photos are about the founders of the company, the farmers and the farming process and the production of making raw chocolate. They have made a series of posts on certain topics such as what happens in a cacao plant nursery. They post the photos related to the topic within a few days and in the description of the photo they explain what happens in each step of a process. The posts include information on transparency, the benefits of the farmers, and the people included in the process. (Website of Instagram 2018)



Picture 1. Screenshots of Goodio’s Instagram account. (Website of Instagram 2018)

Goodio has not posted videos on its Instagram account except in the Instagram Story-feature which it occasionally uses. In addition to videos, they post photos on their Story. The screenshots of their Story show that they maintain the high-quality photos also in their Story. (Website of Instagram 2018)



Picture 2. Screenshots of Goodio's Instagram Story posts. (Website of Instagram 2018)

All Goodio's Instagram posts are written in English and most of the comments they receive on their posts are in English. Goodio replies to the comments receive, some of their replies are emojis, some are thanking the commenters, and some are answering the questions or letting the person commenting know that they will answer the questions later. Some of the comments Goodio receives on their posts are their own workers' comments and the comments are encouraging and cheering the original post. Goodio uses #itsallgoodio in all its posts and a set of other hashtags such as #rawchocolate, #beantobar, #vegan, and #goodio in a comment on the post. (Website of Instagram 2018)

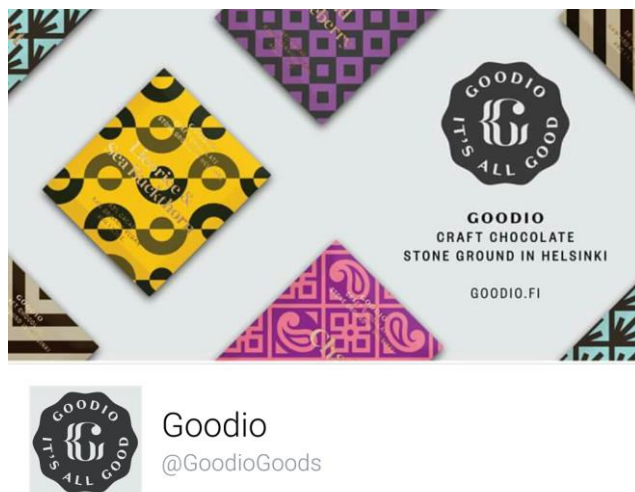
Goodio has made 35 posts on Instagram this year. Goodio receives an average of 165 likes in each post. Most likes, 483, are on a post with a photo about a farmer holding the finished products, the chocolate bars in packages, and a description that says that in the spirit of transparency Goodio is going to publish its chocolate recipes, so con-

sumers can try to make the products themselves and even improve them. In the description Goodio also suggests the reader to check their most recent blog post on transparency. Goodio receives an average of two comments on its posts, but a post about a giveaway received nearly 150 comments. Some posts have not received any comments. (Website of Instagram 2018)

11.2 Facebook

Goodio has 8 494 followers on Facebook. They post both in Finnish and in English, all posts except for links to articles in Finnish and posts about their café in Helsinki are in English. They have posted one video this year. (Website of Facebook 2018)

They have posted links to their blog posts, links to news articles about them or where they are mentioned, presentations on the founders of the company and other workers, posts about their café in Helsinki, one post about visiting a food fair in California and giveaways. (Website of Facebook 2018)



Picture 3. Screenshot of Goodio's account on Facebook. (Website of Facebook 2018)

Goodio has made approximately 40 posts on Facebook this year. They reply to the comments they receive on the posts. They have received an average of 85 likes on a post, an average of 10 comments on a post and an average of 3 shares on a post. The most comments they have received are on 2 posts about giveaways. (Website of Facebook 2018)

11.3 Twitter

Goodio rarely posts on Twitter, they have made 8 posts this year of which 4 are reposts. They post both in English and in Finnish. The posts in Finnish are links to articles written in Finnish. Their original posts this year are a link to a news article about them, a photo of the CEO in a food fair in Japan, about their café in Helsinki and another link to an article about them. Goodio has 393 followers on Twitter. They have received 1 or none comments to their tweets, 1 to 3 retweets on their tweets, and an average of 7 likes on their tweets. The hashtag they use on Twitter is #itsallgoodio. On Twitter they have liked posts about Goodio or posts where Goodio is mentioned. (Website of Twitter 2018)



Picture 4. Screenshot of Goodio’s account on Twitter. (Website of Twitter 2018)

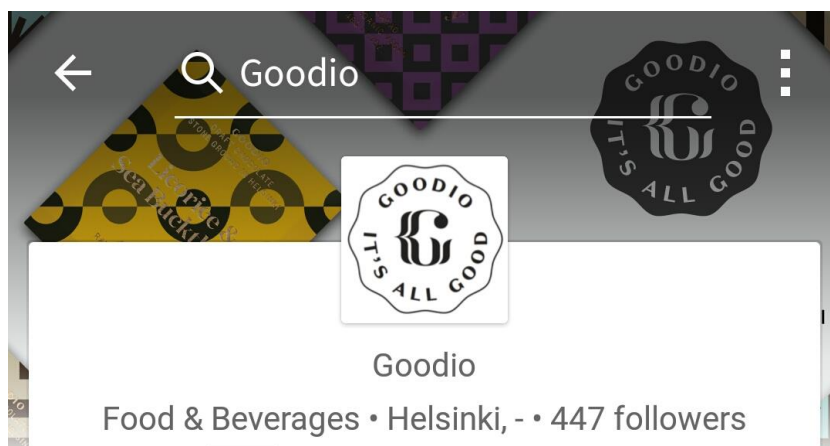
11.4 Blog

Goodio has made 10 posts on their blog this year. 9 out of the 10 posts were posted in January and February. They have received no comments on their posts this year. Their first post of 2018 was about “10 Goodio things of the year 2017”. They have made posts about recipes, their new factory, tips on improving one’s well-being, job opening, design fairs, and transparency. They have not asked questions from the audience in the blog posts, except in their post about their new factory they asked the audience to suggest names for their new tempering tunnel and in their latest post they asked the

audience's opinion on if they would like to hear more about transparency on a video series and what would be the best platform to post the series on. (Goodio 2018, Taru 2018, Moona 2018, Jutta 2018 & Peltola 2018)

11.5 LinkedIn

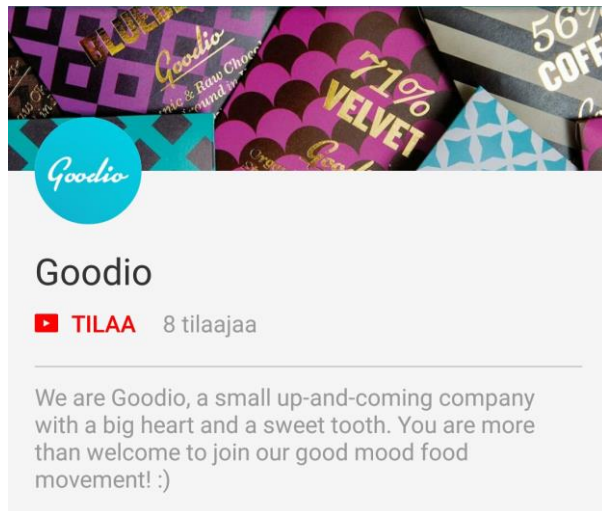
In 2018 Goodio has made one post on LinkedIn, which is written in Finnish and has a link to a news article about them. They received 38 likes and 2 comments on the post. They have 446 followers on LinkedIn. (Website of LinkedIn 2018)



Picture 5. Screenshot of Goodio's account on LinkedIn. (Website of LinkedIn 2018)

11.6 YouTube

Goodio has 8 followers on their YouTube channel and they have posted one video, which is in English. The video was posted two years ago. The video has no comments, but it has been viewed 3 809 times. (Website of YouTube 2018) The video is used on their website and on the video the CEO of Goodio introduces the company – why the company was founded, what their products are, and what is the production process. (Website of Goodio 2018)



Picture 6. Screenshot of Goodio's account on YouTube. (Website of YouTube 2018)

11.7 Conclusions of the social media accounts

Goodio's strongest competence on social media is their knowledge of how to use Instagram. They are posting the correct type of content there and invest in developing the content. Another platform where Goodio is performing well is Facebook, but it could too be developed further. While performing well on Instagram and Facebook, Goodio is neglecting their other social media accounts. They rarely post content on their blog and on Twitter, and during 2018, they have not posted any content on LinkedIn and YouTube.

Goodio is consistent in the message they deliver on each platform and the content on the platforms do not contradict with each other. This will make it easy for the consumers to believe in what the company says on each platform. The content they post on their social media accounts is made by Goodio or is about Goodio. They do not have curated content on their social media accounts, except the recipes on their blog.

The look on their social media accounts differ from each other. The background picture and the profile picture on their YouTube channel differs from the ones on Facebook, LinkedIn, Twitter, and Instagram. The overlook on each social media platform should be the same because of consistency and so that consumers recognize them better.

Compared to its competitors, Goodio has a small follower base on social media. Also, unlike its competitors Goodio does not post about collaborations. But, the quality of the photos they post is most of the time better than the competitors', especially on Instagram, which is a visual platform. Another Goodio's competitive advantage is that they are starting to strongly bring up their values on social media.

12 SWOT-ANALYSIS OF GOODIO'S SOCIAL MEDIA BRANDING

SWOT-analysis was done to gain an understanding of the case company's current social media branding and the possible opportunities and threats to know what the case company can utilize and be aware of in the future. Conducting the SWOT-analysis helped to develop the improvement suggestions for Goodio.

12.1 Strengths

Goodio has clear vision of who they are as a company and what they want to achieve. They have built a basis on their social media presence. Goodio is willing to improve, they are curious, want to try new things and are transparent in their business. They are focused on raw chocolate unlike their competitors who have a wide range of products. Goodio is willing to take risks which shows in their readiness to reveal their recipes in the spirit of transparency. They tell stories on their Instagram-account, post high-quality photos and they have an overall knowledge in using Instagram. Goodio replies to the comments they receive on social media. Goodio is already recognized from its design and packaging.

12.2 Weaknesses

Goodio does not invest in all their existing social media accounts, the focus is on Instagram and Facebook. They do not post videos except in their Instagram Story and they do not post photos of the packages, which are a key part of Goodio's brand and an interest of one of their target groups – consumers who favor premium products.

Goodio does not have the same look in all their accounts – the banner and profile picture on their YouTube account differ from the ones they have on Facebook, Instagram, and LinkedIn. Compared to their competitors Foodin, Puhdistamo, and CocoVi, Goodio does not have a lot of followers on social media. Unlike its competitors, Goodio has not posted collaborations on their social media accounts.

12.3 Opportunities

Goodio can learn from the comments and reviews they receive and as they are replying to the comments already they can develop the conversation further to learn more. They can follow the conversations online and see what is talked of the company. Goodio can create a community on social media and engage consumers to encourage them to spread the company's message. By paying even more attention to what they post on social media, Goodio can educate the consumers and help them make better decisions. Goodio can start to make collaborations with third-parties such as vloggers to gain attention and spread their message. They can follow trends on social media and use them to their advantage and learn how to use the different social media channels to their advantage. Goodio can further develop their storytelling they have done on Instagram and engage consumers through the stories. Goodio can get into Facebook groups that are in line with Goodio's mission and values and make collaborations with the administrators of the groups. By investing in LinkedIn and joining LinkedIn groups, Goodio can find new business partners to work with and follow what is happening in the industry. Goodio should also start investing in their YouTube channel as no other Finnish raw chocolate company is active on YouTube and it is the most used social media channel in Finland. After making their social media basis even stronger, Goodio can start taking more risks on social media.

12.4 Threats

There are big competitors in Finland who in addition to producing raw chocolate, produce a variety of other products so they can be more easily recognized and have a greater follower base on social media. Having target groups can lead to excluding potential groups, but there is also a risk in not having target groups as a brand cannot be

everything to everyone. To avoid excluding potential customers, the target groups should be based on values instead of factors such as age and amount of income. On social media possible negative reviews spread easily and the company must be able to handle them and minimize them beforehand. As an example, United Airlines have repeatedly been on the news and the incidents have become viral. Last year they were everywhere online with news about them assaulting a customer on board and the news spread within a day. (Temin 2017) This year United Airlines trended in negative way again when a flight attendant demanded a dog to be placed in the overhead cabin during the flight and the dog died. (Gibson 2018) Global events and developments on social media and changes in consumers' behavior on social media can have a negative effect on the company's social media branding, which is why it is important to follow the news.

13 IMPROVEMENT SUGGESTIONS

13.1 Social media platforms to use

Goodio should actively post content on each of its social media accounts. Now Goodio is investing on their Facebook and Instagram accounts and they should invest in their other social media accounts as well as it does not give a good impression to have social media accounts where there is no content. I would recommend for Goodio to post more often, especially on their blog, on Twitter, on LinkedIn, and on YouTube. If they are not able to update all the accounts they have, they should get rid of the account. The accounts Goodio uses must enable their social media strategies, if a platform is not suitable for putting the strategies into practice it should not be used. I would suggest that Goodio had links to all its social media channels on their website once they start actively posting content on all of them. Now they have links to their Facebook, Twitter, and Instagram accounts and they should include links to their YouTube and LinkedIn accounts as well.

Because Goodio is not investing in all their current social media accounts, I would not suggest that they add accounts to new social media channels for now. I would not

recommend for Goodio to start using Snapchat as its My Story is similar to Instagram's Instagram Story and it is easier to manage one account. Having a Snapchat account would not bring any added value and it is not sensible to have a social media account merely for the sake of having it. In the future they could consider sharing their blog posts about recipes on Pinterest to attract more consumers from a different type of platform that has a different user base than other platforms.

13.2 Platform specific suggestions

I would recommend that Goodio starts to invest in its Twitter account as they have made only 8 tweets this year. It is not sensible to have a social media account merely for the sake of having an account, as people will not find the account attractive enough to follow it if there is no content on it. In addition to liking and commenting on tweets that are about Goodio, they should like and comment on tweets that are about their field of business and use hashtags to find those tweets. Goodio should check what is trending on Twitter, and if any of the trending topics is something they could use in their tweet, they should include that hashtag to their tweet to gain more attention. Also, Goodio should update their bio description on Twitter to match the one on Instagram. Goodio should use social media to take a stand. Consumers want to be a part of a change and taking a stand leads to changes in an industry. Twitter is a good platform for sharing opinions and Goodio should use especially Twitter to take a stand and spread the word.

I suggest that Goodio posts more often on their blog, now most of their blog posts were posted in the beginning of the year. In each of their blog posts, Goodio should ask questions from the readers and encourage them to comment and spark conversations. This would engage the readers and help build a community around the brand. In addition to having the links to their most recent post on their Instagram bio, they should share their blog posts on Twitter and Facebook and share the professional blog posts on LinkedIn.

Goodio should invest in their LinkedIn account more. They could share their professional blog posts on LinkedIn such as posts about innovations and founding the new

factory in Helsinki. To showcase that the culture within the company matches everything they do on social media, they should make posts on LinkedIn where the company workers tell their own Goodio stories. In addition to blog posts, Goodio should share curated professional content on their LinkedIn account. Joining LinkedIn groups related to Goodio's field of business can help them find new business partners.

Goodio should use hashtags on Instagram to like and comment on tweets that are about their field of business in addition to liking and commenting on posts that are about the company and its products. Also, they should take advantage of the Instagram Live feature.

The background picture and the profile picture on their YouTube account must be changed to the same ones as they have on their other social media accounts, because the overall look on all the social media accounts should match each other. Goodio should use their YouTube channel to tell more detailed stories about them and make questions and answers videos. Goodio should invest on their YouTube channel, because YouTube is the most used platform in Finland. Also, YouTube is used as a search engine and when people look for topics related to the videos Goodio would post, they could find out about the brand.

13.3 Content

When posting content on social media, Goodio should think if the content is valuable and worth sharing, and will the content encourage the followers to spread the message about the brand. For consumers to share content they have seen on social media, the content must resonate with them. There must be a purpose for each post, it is not beneficial to post just for the sake of posting. The content Goodio posts on social media has to be worth talking about in order them to use grapevine as a way to improve and expand the talk about the brand.

Goodio should start posting videos on their social media accounts, because consumers are more likely to pay attention to videos rather than regular posts especially on Facebook. All the photos that are posted on the social media channels should be of good

quality. Now the photos included in the blog posts are not as good quality as the photos on other social media channels. Goodio should spend time on the social media platforms and study them to learn what type of content works on which platform.

In addition to introducing the founders and the marketing team of the company, Goodio should introduce other workers of the company. They could let one worker at a time take control of their Instagram account for a day and post content on their Instagram Story. When Goodio attends fairs related to their field, they should make Instagram live from the events. This would build up the community and bring the people in the community together. To develop the relationship between the followers and the company and create a community from the starting point of the production to the end-consumer, Goodio could interview the farmers and the people in the communities Goodio has helped with its actions and choices and have messages from the farmers posted on the company's social media accounts.

As packaging and design is an important part of Goodio's brand, they should make posts about the packages and tell the story behind the design. As sustainability is one of the values the company is based on and the packages are biodegradable, it is important that the packages are seen on their social media accounts in addition to all the stories of how the chocolate is made.

Because one of the values behind the company is transparency, and Goodio has made stories about the farming process and are going to reveal the recipes of their raw chocolates, they could tell stories of how the ingredients from Finland are collected and processed. They should also emphasize the fact that they use Finnish ingredients whenever possible and where they source the ingredients from. This could help attract Finnish consumers who value domestic products. Because most of the content Goodio posts online is in English, they must take care that the content is interesting enough for the Finnish consumers too. Also, Goodio is inspired by Finland and emphasizing the use of Finnish ingredients would strengthen the brand and connect the values to it.

As Goodio has founded a new factory in Helsinki, they should make more posts about it. This could attract more Finnish consumers as it concretely shows that the raw chocolate is made in Finland and that Goodio wants to expand their business in Finland.

In addition to sharing articles about the company itself, Goodio should post curated content to share information for their followers on social media. The curated content they post must be relevant to what the company does and what its mission, values, and purpose are. They can share articles or blog posts related to their area of business. When sharing curated content, they have to think what would also interest their followers.

To avoid posting just for the sake of posting and meeting deadlines, Goodio should have a longer than one-month plan of what they are going to post on social media. There must be flexibility in the plans in case something unexpected happens what will affect the content posted. Also, in addition to planning what they are going to post, they should schedule time for researching topics about their field to be able to post curated content, as it takes time to research and read articles about the field.

13.4 Increasing engagement

Because Goodio has had problems in getting people involved in posts about their values, in addition to telling about the values they should engage people by asking questions related to the posts and start conversations. To get their followers on social media more engaged and involved, Goodio should ask questions from the followers on their posts and ask what opinions do the followers have related to topics about the company. They can use asking questions to their advantage by asking questions they want to find out the answers to. When starting conversations online, Goodio must think if the topics of the conversations are related to their brand and field and if it makes sense to talk about it.

In addition to posting stories about themselves, Goodio could ask the followers to tell their own stories in the comment sections of post. This could make the followers feel more a part of the community when they get to share their stories as well for example stories on how they first found raw chocolate. The key point is not to attract as many people as possible, but to attract the right people who will become fans and spread the brand's message further.

In addition to starting conversations themselves, Goodio should participate in the already existing conversations and keep on replying to people's comments on their posts. They much use every possibility to communicate with the consumers. I suggest that in addition to thanking their followers in individual comments, they should make separate posts where they thank their customers and followers. I recommend that Goodio follows what is said about the brand online, because they can learn from the discussion and further develop the positive and minimize the negative discussion.

To gain more visibility on social media, Goodio should like and comment on posts related to their area of business. Liking and commenting is more honest and real than the follow-for-follow method. To help find the posts related to their field, Goodio should follow the hashtags related to their field. However, instead of liking and commenting on every post that seems to be related to their field or has a hashtag related to their field, Goodio should pay notice what the posts they like and comment on exactly message. If they like or agree in a comment on a post that is against their values, it could harm their brand.

To understand what is going on in their area of business, Goodio should follow their competitors, both domestic and foreign. By following what their foreign colleagues do, Goodio can be the first one in Finland to know the new trends and use it for their advantage. But, when following what is trending globally they should keep in mind not to copy what others do and stay true to their own brand.

It is important that everything Goodio does on social media is based on the brand. When Goodio lives by their brand, good reputation will follow. After building a stronger base on social media, Goodio can start taking more risks. The risks must be in line with the mission and the values of the company, otherwise the consumers will not buy it.

13.5 Collaborations

When Goodio's marketing budget allows it, they should start having collaborations with third-parties. On Facebook there are groups that are related to certain topics and Goodio could get in contact with the administrators of the groups to discuss possible collaborations. The groups they would have collaborations on should be groups that are in line with Goodio's own mission and values. They should also start collaborating with Finnish social media influencers such as bloggers or video bloggers. The partners in collaborations have to be picked carefully, because if the partner says or does something that is against the values of Goodio, it could harm Goodio's brand.

Because Goodio's purpose is to "create healthful treats for the mind and body" they should post more about the health benefits of raw chocolate. With posts related to the nutrients in raw chocolate and the health benefits, Goodio can educate their followers and attract new customers who may not yet know what raw chocolate is. Also, Goodio has stated that they have received positive feedback from people with allergies and they could use that in their advantage. In Finland there is an allergy, skin, and asthma federation. (Website of Allergia-, Iho- ja Astmaliitto 2018) They could make a collaboration with the federation.

13.6 Target groups

I would recommend Goodio to ponder on the purpose of target groups. According to most of the references target groups are necessary so that the company knows who they are talking to and the brand does not become everything to everyone and lose itself. But, there was one reference (Watt 2015) that questions the need for and the disadvantage of target groups. According to Watt, having target groups can lead to excluding potential customers. When taking into consideration both sides of the matter, I would suggest that Goodio checks their target groups through and sees if there are any major factors such as age, which does not necessarily tell about the consumers values, that would exclude potential customers.

13.7 Use of SOSTAC planning framework and measuring performance on social media branding

To be able to better plan their social media branding in the future, I would suggest that Goodio uses a planning framework. SOSTAC is a flexible planning framework that takes into consideration every step of a change as the different steps can overlap and the planning starts from the situation analysis and ends in control and then goes to the new situation analysis again. Goodio can use the SWOT-analysis done in this thesis to help them with the situation analysis and see what the competitive advantages of their competitors are that were talked about in this thesis. Based on the situation analysis, Goodio should figure out the objectives of the plan such as building a community around the brand. Even though social media branding is intangible, there are some factors that can be measured such as the number of followers. The goals have to focus on specific issues, be measurable, improve performance and grow sales, help communication with the customers, add value, save costs, and build the company's brand on social media. (Swan 2018 & Chaffey 2010) With strategies Goodio reaches the objectives. A strategy for building a community could be increasing engagement within the followers. With tactics the company enables the strategy. A tactic for increasing engagement could be starting conversations with the followers on social media platforms. The action phase defines who does what and when. The marketing team who takes care of the company's social media accounts, could introduce topics, and ask questions from the followers every time they post. Then in the control phase, Goodio can use Google Analytics to see on which social media channels people engage with their content and decide on key performance indicators to follow.

To measure their success on social media branding, Goodio should use Google Analytics and the measurement features provided by the platforms themselves. On Google analytics Goodio should follow the amount of active users on their social media accounts, to which sites people continue from their social media accounts to see if the posts lead to people checking the website of Goodio, amount of traffic to their website from each social media platform, on which social media channels people engage with the company's content, what are the most common pathways people go through to make a purchase, and which platforms assisted most purchases. By using the built-in tools on the social media platforms, Facebook Insights, Instagram Business Profile,

Twitter analytics, and LinkedIn for businesses Goodio can easily access information on how well their posts on each channel have performed. Also, Goodio should follow the reviews they receive on social media as positive reviews and recommendations show that their social media branding has been done correctly and the reviews can be used as a tool of measurement.

I would recommend that Goodio follows the following key performance indicators: number of shares, comments, brand mentions, and active followers. Number of shares and comments show that the content is worth sharing and starting a conversation. Brand mentions show that the brand is talked about despite of the company. Also, Goodio should follow if the investments on social media branding result in leads.

14 CONCLUSIONS

14.1 Utility of the outcome for the case company Goodio

Goodio is a company that wants to improve themselves and is open for new ideas. They are invested in what they are doing and know who they are as a company. The open-minded attitude and authenticity will help them develop themselves further. Goodio has a basic understanding of social media which means that they know how each platform works, what they are used for and the importance of social media for business. They have an especially good knowledge of Instagram and how it works.

However, they still have areas of social media branding to learn about. The outcome of this thesis will help Goodio understand social media branding and what they can improve about it. The outcome of the thesis answers to the research problems set in the beginning of the process and fulfills the main objective of providing improvement suggestions for the case company on how to use social media to better brand themselves in Finland, though there could be more focus on Finland specifically. The improvement suggestions include concrete as well as conceptual suggestions. By applying the improvement suggestions on social media, Goodio can better reach consumers and spread their message.

I would suggest that Goodio continues to research social media branding by conducting a market survey online. Market survey is a form of quantitative research, where with the help of the replies to the questions in the survey a research problem is solved. An online market survey requires a survey platform to be used. (Kananen 2015, 73, 197-198) With a market survey Goodio could learn about the values of their customers and followers and find out how their customers behave on social media. Also, Goodio could ask their opinions and views about the brand to help develop it.

14.2 Reliability and validity of the thesis

The outcome of a thesis needs to be trustworthy, which means that the results are correct. Reliability means that the outcome of the thesis is stable, that if the research would be repeated, the outcome would stay the same. Validity means that the correct topics are researched. (Kananen 2015, 342-343) A researcher's choices help to minimize the errors in the outcome of the research. To minimize errors, the material is collected in a way that it supports the chosen theory. In academic work the researcher should not affect the outcome by participating in the action that is researched. In qualitative research if the researcher is participating in the action, the participation has to be taken into consideration and remove from the outcome. Participating would mean that the results are reactive, and the reactivity of results weakens the trustworthiness of the outcome. In interviewing and observation, there is a possibility for interpretation errors of the researcher. (Kananen 2015, 338-339)

In this thesis the interview and the observing of social media were based on the collected theoretical background. All the theoretical background answers to the research problems, there are no parts that lead the research away from the problems. In the observation of the social media accounts of the case company and its competitors, the participation of the author was excluded from the results. This means that the follows, likes, and comments from the author were removed from the results. Because of the possibility of interpretation errors, to make sure that the outcome of the thesis is valid and reliable, the conclusions of the author from both the interview and the observing

were included in the thesis. That way if the research is repeated, it is possible to go back and see the thought process of the author.

14.3 Final words

The process of carrying out the thesis took one year and two months to finish. The process started in March 2017 and finished in May 2018. The original time schedule expanded due to the author's personal reasons. The author was working full-time from June 2017 to May 2018, which at times made finding time and energy for carrying out the thesis challenging, even though the topic of social media branding was interesting and intriguing for the author.

It took time to find proper theoretical background to support solving the research problems. There is only a little amount of literature that directly discusses social media branding. Therefore, a lot of time was used to going through the references, writing down notes, understanding entities of content related to social media branding, and combining the information from different sources.

The thesis was fulfilling to carry out and it was a learning process of the topic itself, but also of completing a project from start to finish and the different steps in the way. The process improved the professional competence of the author overall and on social media branding which in today's world is an important topic to understand.

REFERENCES

- Agius, A. 2015. The 4 Essentials to Building Your Brand on Social Media. *Entrepreneur* 23.4.2015. Referred 8.4.2017. <https://www.entrepreneur.com/article/244677>
- Armstrong, G. & Kotler, P. 2013. *Marketing: An Introduction*. Harlow: Pearson Education Limited.
- Armstrong, G., Kotler, P. & Opresnik, M. 2017. *Marketing: An Introduction*. Harlow: Pearson Education Limited.
- Ascierto, J. 2017. The 7 Best Social Media Channels for Business Marketing. *Social Media Explorer* 6.12.2017. Referred 10.4.2018. <http://socialmediaexplorer.com/content-sections/tools-and-tips/7-best-social-media-channels-business-marketing/>
- Barefoot, D. & Szabo, J. 2010. *Friends with Benefits: A Social Media Marketing Handbook*. San Francisco: No Starch Press, Inc.
- Barnhart, B. 2018. 9 Smart Social Media Tactics to Dominate 2018. *SproutSocial* 15.2.2018. Referred 17.3.2018. <https://sproutsocial.com/insights/social-media-tactics/>
- Cannel, S. 2017. How to Grow Your Brand Through Social Media – 3 Power Tips. Referred 18.3.2018. https://www.youtube.com/watch?v=D0O7FL2_KpI&t=1s
- Chaffey, D. 2010. Set the Right Goals for Digital Marketing Using the 5Ss. *Smart Insights* 30.11.2010. Referred 15.3.2018. <https://www.smartinsights.com/goal-setting-evaluation/goals-kpis/goals-for-your-digital-marketing/>
- Chaffey, D. & Ellis-Chadwick, F. 2016. *Digital Marketing: Strategy, Implementation and Practice*. Harlow: Pearson Education Limited.
- Corr, H. 2011. Raw chocolate: all your questions answered. *The Ecologist* 27.9.2011. Referred 28.3.2017. http://www.theecologist.org/green_green_living/food_and_drink/1070204/raw_chocolate_all_your_questions_answered.html
- Drennan, M. 2017. Brand Building 101: 8 Steps to Building a Brand that Lasts. *Lucidpress* 22.5.2017. Referred 10.4.2018. <https://www.lucidpress.com/blog/brand-building-101-the-8-steps-to-building-a-brand-that-lasts>
- D'Souza, D. 2013. Building Brand – The Power of Social Media: Daryl D'Souza at TEDxRyersonU. Referred 17.3.2018. <https://www.youtube.com/watch?v=nA-wjeu4Y5h4>
- Duermyer, R. 2017. Blogging – What is it and Why is it Popular?. *The Balance* 18.7.2017. Referred 18.3.2018. <https://www.thebalance.com/blogging-what-is-it-1794405>
- Fiegerman, S. 2017. Twitter officially shuts down Vine. *CNN* 17.1.2017. Referred 6.4.2017. <http://money.cnn.com/2017/01/17/technology/vine-shuts-down/>

Gibson, K. 2018. United Airlines apologizes after dog dies when attendant orders it put in overhead. CBS News 13.3.2018. <https://www.cbsnews.com/news/united-air-lines-apologizes-after-dog-dies-when-attendant-orders-it-put-in-overhead/>

Goodio. 10 Goodio things of the year 2017. Goodio blog 2.1.2018. Referred 20.4.2018. <https://goodiochocolate.com/blogs/news/10-goodio-things-of-the-year-2017>

Goodio. Are you our Brand Ambassador for Sweden?. Goodio blog 31.1.2018. Referred 20.4.2018. <https://goodiochocolate.com/blogs/news/were-hiring>

Goodio. Double Chocolate Pretzel Cookies. Goodio 1.2.2018. Referred 20.4.2018. <https://goodiochocolate.com/blogs/news/double-chocolate-pretzel-cookies>

Goodio. Lemon & Blueberry Pudding. Goodio blog 25.1.2018. Referred 20.4.2018. <https://goodiochocolate.com/blogs/news/lemon-blueberry-pudding>

Goodio. Matcha Smoothie Bowl. Goodio blog 16.1.2018. Referred 20.4.2018. <https://goodiochocolate.com/blogs/news/matcha-smoothie>

Goodio. Mocca Chocolate Chip Giant Cookie. Goodio blog 4.1.2018. Referred 20.4.2018. <https://goodiochocolate.com/blogs/news/mocca-chocolate-gian>

Halligan, B. & Shah, D. 2010. Inbound Marketing: Get Found Using Google, Social Media, and Blogs. Hoboken: John Wiley & Sons, Inc.

How to use SOSTAC to write a digital marketing plan. Marketing 30.1.2017. Referred 16.3.2018. <https://www.marketingmag.com.au/hubs-c/sostac-digital-marketing-plan-acm/>

Jackson, D. 2017. 10 Social Media Branding Strategies Every Business Should Follow. SproutSocial 7.11.2017. Referred 17.3.2018. <https://sproutsocial.com/insights/social-media-branding/>

Jacobson, J. 2009. 42 Rules of Social Media for Small Business. Silicon Valley: Superstar Press. Canada: Entrepreneur Media Inc.

Jutta. Greetings from Our Nordic Neighbours. Goodio blog 12.2.2018. Referred 20.4.2018. <https://goodiochocolate.com/blogs/news/greetings-from-our-nordic-neighbours>

Kananen, J. 2015. Opinnäytetyön kirjoittajan opas: Näin kirjoitan opinnäytetyön tai pro gradun alusta loppuun. Finland: Suomen Yliopistopaino Oy – Juvenes Print.

Keegan, W. 2014. Global Marketing Management. Harlow: Pearson Education Limited.

Keller, K. & Kotler, P. 2016. Marketing Management. Harlow: Pearson Education Limited.

Kurio, Laurea Ammattikorkeakoulu & MTV. 2015. Suomalaisten sosiaalisen median käyttö 2015. White Paper. Referred 6.4.2017.
<http://im.mtv.fi/blob/4941078/6c812d65a85598db50814610bd1da47b/suomalaisten-sosiaalisen-median-kaytto-2015-mtv-white-paper-data.pdf>

Lee, K. 2016. How to Curate Content: The Secret Sauce to Getting Noticed, Becoming an Influencer, and Having Fun Online. Buffer Social 8.9.2016. Referred 11.4.2018. <https://blog.bufferapp.com/content-curation>

Lee, K. 2017. Know What's Working on Social Media: 26 Free Social Media Analytics Tools. Buffer Social 7.3.2017. Referred 20.3.2018. <https://blog.bufferapp.com/social-media-analytics-tools>

Lehikoinen, M. Fwd: New customer message on February 1, 2018 at 10:28 AM. Receiver: Laura Säisä. Sent 9.2.2018 10:34 AM. Referred 3.3.2018.

Lehikoinen, M. 2018. Marketing Manager, Goodio. Lahti. Skype interview 26.2.2018. Interviewer Laura Säisä.

Leino, A. 2011. Sosiaalinen netti ja menestyvän pk-yrityksen mahdollisuudet. Finland: Infor.

Levinson, J. & Gibson, S. 2010. Guerrilla Social Media Marketing: 100+ Weapons to Grow Your Online Influence, Attract Customers, and Drive Profits.

Lua, A. 2018. What to Post on Each Social Media Platform: The Complete Guide to Optimizing Your Social Content. Buffer Social 5.1.2018. Referred 11.4.2018. <https://blog.bufferapp.com/what-to-post-on-each-social-media-platform>

Magazine Monitor. Who, what, why: What is 'raw' chocolate? BBC's Magazine Monitor Blog. 8.7.2014. Referred 28.3.2017. <http://www.bbc.com/news/blogs-magazine-monitor-28104303>

Malmelin, N. & Hakala, J. 2007. Radikaali brändi. Finland: Talentum Media Oy.

Miles, J. 2014. Instagram Power: Build Your Brand and Reach More Customers with the Power of Pictures. USA: Mc Graw Hill Education.

Moona. Tips to Improve Your Well-Being. Goodio blog 19.1.2018. <https://goodiochocolate.com/blogs/news/tips-to-improve-your-well-being>

Nahai, N. 2014. Website Branding for Small Business: Secret Strategies for Building a Brand, Selling Products Online, and Creating a Lasting Community. China: Pearson Education Limited.

Newlands, M. 2011. Online Marketing: A User's Manual. Chichester: John Wiley & Sons Ltd.

Osman, M. 2017. How to Use Hashtags on Every Social Media Network. Sprout Social 11.7.2017. Referred 11.4.2018. <https://sproutsocial.com/insights/how-to-use-hashtags/>

- Peltola, J. 2016. Goodio Story. Referred 4.3.2018.
<https://www.youtube.com/watch?v=QSuJ3urPouM>
- Peltola, J. 2017. Goodio – Vuoden uusmaalainen yritys 2017. Referred 5.3.2018.
<https://www.youtube.com/watch?v=n8M3LhXpFQI>
- Peltola. On Our Way To Radical Transparency. Goodio blog 13.4.2018. Referred 20.4.2018. <https://goodiochocolate.com/blogs/news/on-our-way-transparency>
- Sukhraj, R. 2017. 10 Social Media KPIs You Should Track and Monitor. Impact 9.3.2017. Referred 18.3.2018. <https://www.impactbnd.com/blog/social-media-kpis>
- Swan, S. 2018. How to Create a Digital Marketing Plan Using PR Smith's SOSTAC Planning Model. Smart Insights 29.1.2018. Referred 15.3.2018. <https://www.smartinsights.com/digital-marketing-strategy/sostac-plan-example/>
- Sweeney, S. & Craig, R. 2011. Social Media for Business: 101 Ways to Grow Your Business without Wasting Your Time. Gulf Breeze: Maximum Press.
- Taru. Meet Our New Italian Family Members. Goodio blog 10.1.2018. Referred 20.4.2018. <https://goodiochocolate.com/blogs/news/meet-our-new-italian-family-members>
- Temin, D. 2017. How United Became the World's Most Hated Airline in One Day. Forbes 11.4.2017. Referred 22.4.2018. <https://www.forbes.com/sites/daviatemin/2017/04/11/how-united-became-the-worlds-most-hated-airline-in-one-day/#304ca07361f2>
- Vaynerchuk, G. 2016. How to Build Your Brand, Think Bigger and Develop Self-Awareness – Gary Vaynerchuk Interview 2016. Referred 16.3.2018.
<https://www.youtube.com/watch?v=xg2ygCywnd4>
- Vaynerchuk, G. 2013. How to Master the 4 Big Social-Media Platforms. Inc 24.10.2013. Referred 11.4.2018. <https://www.inc.com/magazine/201311/gary-vaynerchuk/how-to-master-the-four-major-social-media-platforms.html>
- Viikkouutiset. Suloinen, suussa sulava raakasuklaa. Viikkouutiset 18.2.2015. Referred 28.3.2017. <http://www.keski-uusimaa.fi/artikkeli/267193-suloinen-suussa-sulava-raakasuklaa>
- Watt, J. 2015. Business for Punks: Riko sääntöjä ja menesty. London: Penguin Books Ltd
- Website of Allergia-, Iho- ja Astmaliitto. Referred 22.4.2018. www.allergia.fi
- Website of CocoVi. Referred 19.4.2018. cocovi.fi
- Website of Dummies. Referred 19.3.2018. <http://www.dummies.com/>
- Website of Facebook. Referred 19.4.2018. www.facebook.com
- Website of Facebook. Referred 22.4.2018. www.facebook.com

Website of Foodin. Referred 19.4.2018. foodin.fi

Website of Goodio. Referred 4.3.2018. goodiochocolate.com

Website of Goodio. Referred 15.3.2018. goodiochocolate.com

Website of Google. Referred 20.3.2018. www.google.com

Website of Google Analytics. Referred 20.3.2018. analytics.google.com

Website of Instagram. Referred 19.4.2018. www.instagram.com

Website of Instagram. Referred 22.4.2018. www.instagram.com

Website of Kultasuklaa. Referred 19.4.2018. kultasuklaa.fi

Website of Leader. Referred 19.4.2018. www.leader.fi

Website of LinkedIn. Referred 19.4.2018. www.linkedin.com

Website of LinkedIn. Referred 22.4.2018. www.linkedin.com

Website of Puhdistamo. Referred 19.4.2018. www.puhdistamo.fi

Website of Twitter. Referred 19.4.2018. www.twitter.com

Website of Twitter. Referred 22.4.2018. www.twitter.com

Website of YouTube. Referred 19.4.2018. www.youtube.com

Zimmerman, J. & Sahlin, D. 2010. Social Media Marketing All-in-One for Dummies. Hoboken: John Wiley & Sons, Inc.

APPENDIX 1

INTERVIEW QUESTIONS

- What does Goodio think its image is?
- How does Goodio bring up its image and brand on social media?
- What is Goodio's target market on social media?
- Now that Goodio is going through changes on social media, compared to before, is the company going to have a separate strategy for marketing and a separate strategy for social media?
- How often will Goodio renew its strategy in the future?
- Does Goodio have separate plans for what is going to be targeted for Finnish consumers versus for consumers abroad?
- What goals and objectives does Goodio have?
- On which social media platforms does Goodio think it has succeeded the best in?
- Will Goodio have more social media channels in the future or will it focus on the ones it already has?
- What is the time schedule for the changes Goodio has?
- Has Goodio used third-party social media channels such as bloggers on social media and had collaborations with them?
- In the new social media strategy, will Goodio separately acknowledged the brand?