

Development of Social Media Channels in Small or Medium Businesses. Case: Pielsa Baby

Neus Morales Ferrero
Valeriia Zaitceva



Author(s) Morales Ferrero Neus, Zaitceva Valeriia	
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<p>The aim of this project is to create new social media channels for Pielsa Baby, a brand of the company Piel S.A. The company was founded in January 2018 and works in the baby textiles industry.</p> <p>In modern day business, social media plays a significant role in development. This thesis has a theoretical part, methodology, and product development. The theory defines the terms of marketing, digital marketing, and social media marketing. The empirical part is focused on the SOSTAC method. The development of the product is divided into six chapters corresponding to the method. The objective of the project is to create brand awareness and brand identity for the commissioner through social media channels.</p> <p>As a result, Pielsa Baby will have new social media channels and will start making impressions in the social media. Moreover, this thesis will provide suggestions on how to continue utilising Facebook and Instagram for a sustained success and a good brand image.</p>	
Keywords Social media marketing, SOSTAC, Facebook, Instagram, brand image, brand awareness, textile	

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1 Introduction

Social media has become a key piece within the scope of business communication. For the majority of companies, its use has been effective in the management and consolidation of the brand, which can translate into greater benefits. Due to its practicality and large audience, it has not only become a topic of interest for academics and authors, but for companies who understand that social media is changing the business model, communication, learning, and relationship (Garcia, 2012).

Having a large presence on social media has become a necessity for companies. However, according to Rodríguez Fernández (2011), many of them begin their journey in the digital environment with no planning, potentially causing undesirable results. Communication in social media, in the same way as traditional media, requires adequate planning; a company cannot be launched to the online adventure without previously carrying out a series of tasks, from the analysis of the current situation, to the measurement of results, and understanding the objectives and strategies to follow. In addition, brand awareness is important when launching new products or services (Edelman, 2010).

This thesis is based on the creation of social media channels in order to create brand awareness and brand identity for Pielsa Baby, a brand of the company Piel S.A. It will be based on the PR Smith's SOSTAC® marketing method. For the main purpose of creating new social media channels for the commissioner, the six steps of the SOSTAC model allow for the creation of the new product.

The project is conducted through seven chapters. Firstly, the company and the brand which represents this thesis will be introduced, alongside an explanation of the objectives of the team, including work division, the timeframe for this project, and measurement as a tool of evaluation for the students. The second chapter will explain about the theoretical framework. In the third chapter, the SOSTAC method will be introduced as methodology. The fourth chapter is about development process for the social media channels through the six steps of the marketing method. Then, following the implementation of the product, conclusions will be drawn. These conclusions will aid the sixth chapter in which suggestions will be recommended to the commissioner. Finally, the seventh chapter describes the discussion of the writers.

1.1 Introduction to Company

The commissioner for this thesis is the company PIEL S.A., commercially called Pielsa. This business is a member of the textile sector and their productions are distributed to 70 different countries. Past experiences have allowed the company to develop a large presence in both national and international markets. The business was founded in 1976 and is located in Agullent, a municipality situated near Valencia, Spain.

The production of Pielsa is focused on home textiles, including upholstery, blankets, and bedsheets. Furthermore, Pielsa also produce industrial textiles such as automotive textiles, textiles for furniture, and applied textiles such a fashion textile or sanitary textiles (PIEL S.A., 2018). Pielsa differentiates its own brands depending on the type of product it offers. For example, the brand that offers baby home products is named 'Pielsa Baby', and it is this brand that is the basis of this thesis.



Image 1: Piel S.A. logo

1.1.1 Pielsa Baby

Pielsa Baby is a brand of the company Piel S.A., created in 2018. As the name suggests, the brand focuses on the production of products designed for babies. These products include blankets, duvet kits, Nordic kits, sheets, and towel caps.

Pielsa has been producing baby blankets since 1976, as a part of their home collection. This product portfolio increased until it reached its current position. Their main product is well-designed blankets and this includes a large and diverse variety, including printed, embossed, embossed crystal blankets, embossed crystal blankets with firefly, and embroidered blankets (Pielsa Baby, 2018).



Image 2: Pielsa Baby logo

The logo presents the name of Pielsa with elements that promotes the baby line. The brand is only recently created, and the emblem combines a simple design and nude colors that are attractive to the potential client base. The elephant indicates wisdom and experience of the market, developed throughout the years. (Pielsa Baby, 2018)

1.2 Objectives

The objective of this current product-based thesis is to build brand identity and enhance brand awareness. In order to achieve this, the study is conducted to create social media channels with a significant number of 'followers' and 'likes' – further discussed in chapter four. Moreover, the channels should deliver the brand by itself to the users of social media.

In order to accomplish the main goal, assignments were created by the project team. In the table below, the overlaying matrix is presented, including tasks, background knowledge, and results.

1. Theory

The theory utilizes the knowledge of marketing, including definitions, concepts, and examples. Also included, is the provision of data, acquired from academic articles, books, and work experiences.

2. Methodology

This section includes the methodology, where the project team uses the SOSTAC model, including benchmarking, qualitative research, personas, and 'SMART' goal setting. Importantly, this section supports the product development.

3. Development Process

Through the knowledge gained in the previous sections, the authors analyse the data and proceed to the creation of the final product - social media. Furthermore, the product development is based on SOSTAC where each letter describes a process in creation

The main objective is to create social media platforms alongside content.

4. Suggestions

The suggestions are designed to provide 'tips' to the Commissioner in order to maintain the success of the social media channels.

5. Discussion

In the last chapter, an evaluation is conducted. Here, the team appraises their performance and any learning outcomes.

Table 1: Overlay Matrix

Project Assignment	Background Knowledge	Results
Theory	Marketing (digital) Social Media (B2B)	Theoretical Knowledge
Methodology	SOSTAC	Methodological Knowledge
Development Process	Analysis of Methodology	Creation of Product
Suggestions	Advice to sustain success of social media channels	List of suggestions
Discussion	Evaluation of process	Self-assessment

By following the steps displayed in the above table, the team creates a successful social media channel as a final product. Furthermore, the suggestions made for the Commissioner

are important to maintain the success of the social media profiles. Once the product is complete, the authors evaluate themselves to highlight their performance throughout the process.

1.3 Division of Work

This thesis is written in a partnership between Neus Morales Ferrero (SAMPO15) and Valeriia Zaitceva (SAMPO16) within the International Sales and Marketing program.

Decisions made throughout the process were negotiated between two parties; Piel S.A. and students of Haaga-Helia University of Applied Sciences.

The authors of the final project agreed on a certain code of conduct, presented below:

Code of Conduct:

1. Every member delivers their work to a high-quality at the agreed time.
2. The opinion of each member is respected by all.
3. The view of the Commissioner holds high priority.
4. Before being scribed into this thesis, the work is thoroughly discussed.
5. Team meetings occur at times negotiated by all members. If one member cannot attend during supervisor meetings, the remaining member must attend.

Moreover, this thesis was written over distance as neither authors live in the same country. Therefore, weekly Skype meetings were scheduled and the division of work was fair. A WhatsApp conversation was created between the authors and the Commissioner. Furthermore, contact with Marika Alhonen, thesis supervisor, was conducted via internal email. Furthermore, Google Drive was utilized as cloud storage.

1.4 Timeframe

Arguably, the deadlines are one of the most important aspects of a project. As such, the team agreed upon a timetable to ensure organization and to act as a guide throughout the writing process. The schedule was produced in accordance with the Commissioner's interests, and to ensure the efficient creation of the final product. The schedule is displayed in the table below.

Table 2: Monthly Schedule

December	January	February	March	April	May
Research background on company	Introduction Further research	Theoretical Framework. Methodology	Interviews Outcomes Development Process	Implementation	Implementation Conclusions Corrections Maturity Exam

As shown, the authors began their research in December, by analyzing the values of Piel S.A. The basis of the introduction was created in January, as this allowed a framework to be created which led to the completion of the thesis in May. February allowed for the research and creation of a theoretical framework, alongside the methodology, aiding the development of background knowledge. In March, the authors conducted interviews to determine potential customers in both B2B and B2C sectors. Following, April saw the implantation where the creation of the product occurs. To conclude, the results are presented to the Commissioner in May, after which evaluations can take place before the completion of the thesis.

2 Theoretical Framework

In this chapter, it is necessary to explain the theoretical framework to allow for a general understanding of the main concepts. The chapter will be divided into three 'sub-chapters'. The first introduces theory surrounding marketing, the second focuses on digital marketing, and the third explores social media as a tool for marketing.

2.1 Marketing

A great abundance of literature on marketing exists, which produces many definitions. Although they number in their hundreds, they all agree upon similar ideas as to what marketing is.

Marketing is 'the foresight, management, and satisfaction of the demand for goods, services, organizations, territories, and ideas through the exchange'. (Evans and Berman, 2001) Marketing is usually associated with 'advertising', but it has greater scope since its activities start and end earlier and later, respectively, in the product life cycle (Thompson, 2014).

Marketing is therefore a system by which through its elements and components carry out various activities to achieve their objectives. Within marketing, further activities can be highlighted including; market research, development of marketing plans, pricing, selection of channels distribution, as examples (McCarthy, 1997).

Marketing follows a series of steps to produce results. Firstly, a market opportunity must be identified, to learn the needs or wants of the target market (Howard, 2007). Secondly, consistent market research is required, such as surveys or panels, as it will produce a sample representative of the population (Howard, 2007). Following the market research, a marketing plan, which will utilize the information discovered, will be produced to guide the remaining activities (Howard, 2007). Fourthly, using the information from the target audience, advertising and promotions will begin to communicate to the target audience the existence of the product, often in the most creative and ethical way allowed (Howard, 2007). Finally, the information aims to enhance the brand and service of the business, and to create a greater public knowledge of the product, potentially increasing profitability (Howard, 2007).

Marketing is constantly seeking the satisfaction of the desires of the public, and requires so to successfully function. However, when discusses 'marketing', they consider that marketing seeks a product or service which contains potential to satisfy the needs or wants of the population (Kotler, 2007).

To summarize, the goal of marketing is to reach the desired position of a company or product within the market, which can be reached through a co-ordinated effort of all employees within the organization. The achievement of the marketing goals is visible in the improvement of products through an increase in interest and promotion of sales, potentially resulting in greater profits. As a conclusion, it can be beneficial to mention Moi Ali's explanation about the essence of the marketing approach: "To produce what can be sold, and not sell what is supposed to be produced" (Moi Ali, 2001).

2.2 Digital Marketing

Digital marketing began with the arrival of the so-called "cyberspace". Marketing strategies surrounding digital marketing began with advertising through pay-per-click and electronic mail to gradually expand to other platforms such as blogs, web pages, and virtual stores. Next, the conceptualization of digital marketing is shown, introducing the main milestones reached since its inception, alongside the current forms of digital marketing.

According to the Spanish International Institute of Digital Marketing (2014) digital marketing can be defined as "a type of application of marketing strategies made in digital media, so all the techniques of the off-line world are imitated and translated into a new world: online, likewise, in digital marketing appear, for example, new tools such as immediacy, new networks and the possibility of real measurements of each of the strategies employed".

Toffler (1980) was the first to coin the term "prosumer" referring to the active consumer, who was not limited to receiving advertising or consuming a product, but was more proactive and not only wanted the greatest possible personalisation but intervened in the productive process. Less than ten years later, the prosumer would make an appearance on the Internet. This potential client not only wanted to know what the product was, but wanted to see it in action, learn its features, compare prices, and learn how to use the product. Therefore, the natural evolution of digital marketing was the transfer of product sales to experience sales (Bretau, 2016).

According to Pavan (2011), the first 'banners' appeared in 1994 with the emergence of 'pay-per-click' keywords on GoTo.com, a digital advertising model that directs traffic to websites through from other sites and then receives money for each click. In search engines, it purchases keywords that are relevant to the demographic one targets with differing costs according to the word.

Currently, the most common medium as a digital marketing strategy is social networks, as both the most successful and most commonly used by customers. It also has significantly lower operating costs, allowing companies to target a larger audience (Marketing SGM, 2016).

2.3 Social Media Marketing

Social Networks are internet websites formed by communities of individuals with common interests or activities, allowing contact between them and creating communication and the exchanging of information. Social Networks have now reached such a level of significance that any company, whether it is a start-up with a minimum number of employees or a large global brand, recognize its importance (Lee Odden, 2017).

Companies use Instagram, Facebook, YouTube, LinkedIn and other channels daily to improve engagement and promote their goods and services. Every day, people discover new tools to improve social media channels for businesses. Moreover, many social networks have specific business-related functions, including the creation of promotions and viewing insights. The correct organization of social media can help increase visibility and the traffic towards a company's website. To increase customer loyalty, brand awareness, and attract new customers, companies should have a clear strategy and goal (Keran Smith, 2017). By 2010, the majority of companies had already tested social media as a promotion tool. Many purchased space on blogs, some created their own social media communities, whilst a few created videos with the intention of spreading 'viral'.

Keitsmann and Hermkens saw the relationship between social media and the company's strategy. The idea was based on social media classification devised by Kaplan and Heinlein and includes seven functional components as the challenges and opportunities of social media (2010):

- Communication: how users communicate with each other.
- Groups: the order of the users and communities.

- Individuality: the extent to which users manifest themselves.
- Presence: how users know which others are available.
- Relationships: the way in which users are connected to each other.
- Reputation: the knowledge of social status of others.
- Separation: the methods of which users exchange, distribute, and receive content.

The above analysis provides sufficient reasoning to state that social media allows organizations to promote a brand or product, manage reputation, support customers, study the audience, and to receive feedback from customers. However, initially this presence was unorganized and unordered, and between 2010 and 2011 many companies revised their communications through social media. Companies either streamline what is relevant or create completely new topics if the investments are small and it is more profitable to create first rather than organize existing unsuccessful activities. Social media marketing creates an interactive engagement with the consumer, allowing companies to work with (Ken Mallon, 2009).

For a better understanding of the process, it is necessary to describe the social media terminology:

Follower - A user of social networks who decides to follow the publications/post of another user on a concrete social platform (Stec, 2017).

Like - An action on Facebook or Instagram by the user of the platform. Rather than writing comments or sharing, the user shows quick approval to the other user who posts by clicking the 'like' button (Stec, 2017).

Impressions – the number of times a message was seen, regardless of format, including an advertisement or a page, over a designated period of time (Lluberes Ortiz, 2015).

2.4 Brand Awareness in Social Media

Brand awareness is the awareness of the consumer about a specific brand and is related to a product. The creation of brand awareness is one of the most significant steps regarding the promotion and marketing of a product. Brand awareness is important when launching new products or services as it is a differentiating element, making the company different from competitors offering similar products or services (Edelman, 2010).

Almost all marketers use social networks as Facebook, Instagram, and Twitter for promotion. The effectiveness of advertising has been proven by a number of world-famous brands, for example Mercedes-Benz. In a humorous, non-standard manner for the automotive industry, Mercedes marketers promote to the target audience the advantage of the new 'magic body control' car suspension system, using chickens as a visual aid. The idea behind this promotion is that the head of the hen remains parallel to the surface of the Earth, stable in the horizontal plane regardless of the position of its body. The suspension of the Mercedes cars is similar to this property of poultry, since it guarantees the comfort of passengers regardless of the conditions. As scribed by Mercedes, "what is common between Mercedes and chicken? Stability under any conditions". This video reached over 13 million views on YouTube.

Therefore, formation of brand recognition should start with the utilization of a popular channel, giving extra attention to the marketer and the business owners – this is social media marketing. This method brings positive results, if the methods chosen appropriately present the brand.

3 Methodology

The third chapter of this thesis introduces and explains the methodology. This chapter is important to create an understanding of mechanisms and procedures used to achieve objectives. The SOSTAC model, presented throughout this thesis, includes other methodologies to be used as a benchmarking tool, assist qualitative research, and produce 'SMART' goals and personas. It was deliberately created to provide an in-depth analysis of the whole process.

3.1 SOSTAC

SOSTAC is a commonly used tool for marketing and business planning and remains one of the most popular marketing models. Created by the writer and speaker of PR Smith in the 1990s, the structure of SOSTAC® earned a good reputation among authorities. It is based on representatives of businesses of different scales, including start-up entrepreneurs or international organizations around the world. Mostly, SOSTAC analysis is used in order to understand where is the company at the moment, know where the company wants to be, strategies to know how the company will arrive there, tactics to use while implementing the strategy, actions to take while implementing the strategy, and control to manage all the strategy process. (Smith, 2011)

3.1.1 Analysis of the Situation

Every strategy must be devised from a 'current situation analysis'. To understand the full situation, a complete, in-depth, analysis of the business should be conducted. As a result, a global vision of the company and the competitive environment is produced. (Smith, 2011)

For this thesis, this analysis plays a significant role, especially as Pielsa Baby is a new brand with a limited background. As such, the background analysis only considers parent brand, Piel S.A. Furthermore, the authors compare competitors with benchmarks, interviews as qualitative research, customers personas as outcomes, and a digital situation analysis of Piel S.A.

The analysis used in this chapter is 'benchmarking', which allows an understanding of how competitors act regarding their social media. Benchmarking is a systematic activity aimed at finding, evaluating, and learning the best examples regardless of size, scope, or location. It is the art of discovering what others do better than one's self, allowing development and application of methods. The goal of benchmarking is to increase product competitiveness,

develop an effective program for introducing benchmarking, and use the results obtained (Kearns, 1991).

For Pielsa, the main objective of the benchmarking is to gather data about competitor's social media presence. Furthermore, it is important to note whether Pielsa Baby should present on social media. It creates an opportunity to increase the brand awareness of the company as a whole, especially within the Spanish market. The authors have created a table with factors including competitor's name, number of followers on varying social medias, and a description of the website.

The second method for the analysis of the situation is qualitative research. This is a prerequisite for the application of qualitative methods, and is aimed at identifying the internal structure of data, and to refine the categories used to describe the studied realm of reality. With qualitative research, it is necessary to compress the information – obtaining the data in a more compact form. To do this, keywords are highlighted from within the text – words and expressions that carry the main semantic load and directly indicate the content of the text as a whole or its individual fragment (Silverman, 2000). The authors decided to concentrate on interviewing salespersons in the Valencia area. Using the interviews, the group creates personas to understand the customers in the target region.

The persona of the buyer is a clear profile of the 'ideal client' for the company. For this reason, the persona is another method of situational analysis. Therefore, a client who has an acute need for a product is highlighted. The persona of the buyer is a constant and reliable client who will continue to praise the company before friends or acquaintances (Revella, 2015). Currently, social media marketing exists to work with client-centered strategies, based on the maximum consideration of the interests of users. One of the terms for implementing a client-centered approach is the 'searcher' persona (Revella, 2015).

Moreover, for digital analysis there is a 'searcher' persona that helps the authors to gather more information. It is a portrait of a typical visitor of the site that falls on it through either organic or paid search methods (Bouchard, 2013). In this instance, personas are used to understand the target audience and how to target it. For the creation of personas, the authors used 'Uxpressia.com'. This website utilizes the persona's social media presence, and holds a special tool, named 'Personality', which can indicate individual values using one words. These words are discussed later in the thesis.

3.1.2 Objectives

Once there is a clear business location, one should continue with the second step of methodology – the definition of strategic objectives. This stage of the SOSTAC methods investigates where the business wishes to be (Smith, 2011). Objectives were discussed with the Commissioner to create real objectives for both parties – the authors and the brand. In order to create effective goals, the authors utilized the ‘SMART’ model. This model is one of the most popular tool for personal and managerial effectiveness. The work with this model forces one to not only clearly articulate the problem, but also prove within its formulation the mechanism for its implementation (Doran, 1981).

3.1.3 Strategies

The objectives of the marketing plan require definition. It is important to have conducted proper situation analysis of the business for this stage to function. The outcome of this stage helps make coherent and achievable strategies, responding to the state of the company (Smith, 2011). For this stage, the authors used Ruohiainen’s model. This model includes the four steps of social media strategy. It consists of the research presented in the situational analysis, the content based on the persona’s interest, a short planning of ‘tactics’ and measurement of the product. Following this, the authors are provided with a clear vision of the strategy in order to continue to the next step of the SOSTAC model.

3.1.4 Tactics

Tactics are the actions of how to achieve the goal and the description of the strategies. Significantly, the aim is to discover what can be achieved. The situation analysis holds significant importance throughout the SOSTAC model. Moreover, by using the tactics the authors can chose the most appropriate media channels (Smith, 2011). When devising tactics, the authors make the selection of the social media channels to use for Pielsa Baby. The selection is made through the analysis and comprehension of the previous stages of the SOSTAC model.

3.1.5 Actions

This phase focuses on the action plan. The company must have a good execution plan, with timings, those responsible for implementing it, and the necessary reports to evaluate

the results. For social media, it is called the 'content planning' (Smith, 2011). The implementation of the product occurs during action control. For this, it demonstrates how the social media channels are created and the creation of a solid content planning strategy that supports the objective of the thesis.

3.1.6 Control

Finally, the control stage evaluates whether the company meets the objectives set. Most importantly, if the objectives were not met, it allows the brand to change or develop. These objectives can be checked on different time frames, according to the value decided upon before the goal was set (Smith, 2011). In this stage, the authors evaluate the product and the project. This acts as a conclusion of the project for the authors. Following this stage, the Commissioner must take control to maintain the success.

4 Development Process

The following chapter describes the final product which is produced via this thesis. The SOSTAC methodology introduces background for creation and determines the target audience. Moreover, through benchmarking, the authors are made aware of the market opportunities as not all organizations in Spain operate social media channels. To conclude the development process, the authors describes the creation of the relevant social media channels.

4.1 Situation

Through situational analysis, the first step of the SOSTAC method, the authors developed their understanding of the current performance of Piel S. A's social media. Additionally, the relevant previous mistakes of the company were taken into consideration in order to not repeat them in the future.

Firstly, the aim was to develop frequent 'share-worthy' content in the form of an online blog. Furthermore, to post good quality, educational, articles to increase traffic to the website and increase the number of shares via the customer's pages, helping the creation of an online community in the textile industry. Secondly, Piel S.A. should optimize the performance speed of the website, mainly due a potential impatience of the customer. Thirdly, the company should increase engagement and promotion via Facebook Advertisements, as to increase traffic.

It is necessary to understand the key words used throughout the development process. There are two words that are key throughout, 'textile' and 'blanket'. Furthermore, the use of these keywords should be increased, to create more traffic to, and visibility of, the social media channels. Facebook Advertisements is advantageous, in that it provides a 'suggestions list' which includes the most successful keywords. Below is a list of keywords that can assist the customer reaching the product or company. They are divided into the relevant subsections.

Interests: Baby, Baby Shower, Beauty, Beauty & Care, Blanket, Child Development, Clothing, Daycare, Early Childhood, Early Childhood Education, Eco, Family Activities, Fashion, Fashion Trends, Kids Activities, Kindergarten, Mother, Motherhood, Natural Health, Natural Product, Nature, Online Shopping, Personal Care, Pre-Kindergarten, Pre-School Playgroup, School, Self-Employment, Shopping, Spending Time with Family, Stay-at-home

Mother, Stay-at-home Parent, Style, Travel, Trendy Fashion, Women's Fashion, Work from Home.

Employers: Family, Fashion, Housewife, Mother, Stay-at-home Father, Stay-at-home Mother, Stay-at-home Parent, Teacher.

Job title: CEO Mother, Extraordinary Mother, Full-Time Mother, Homemaker, Housewife, Kindergarten Teacher, Mother, Single Mother, Stay-at-home Mother, Stay-at-home Parent, Wife.

Parents: Parents with Pre-Schoolers (3-5 years) or Parents with Toddlers (1-2 years).

Google Trends provides an analytical tool which displays customer interest according to geography. The authors set parameters of trends and time, with 'textile' and 'baby' (the words were used in Spanish language but have been translated to English for this thesis) as the keywords and January, April, and October as the busiest months.

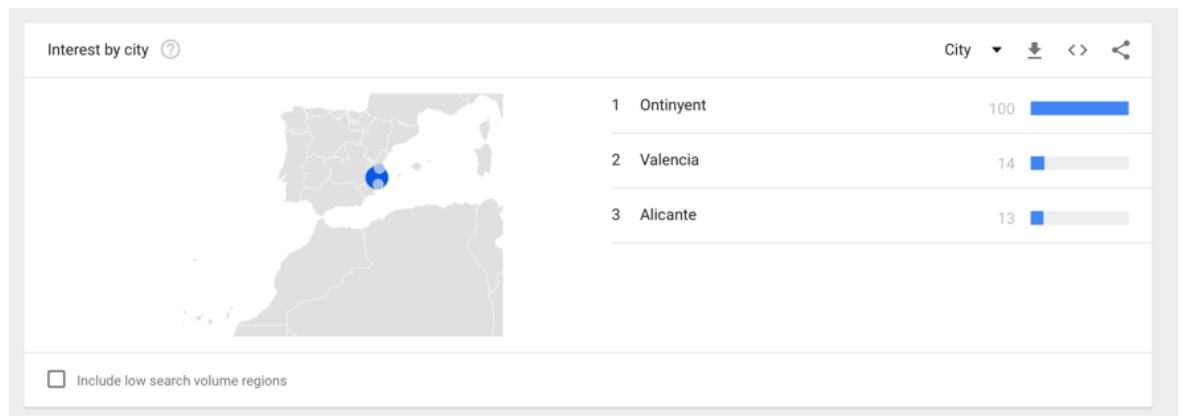


Image 3: Interest by City (Google Trends, 2018)

The geographical parameters set was Valencia, Spain, and surrounding areas, due to the location of the company. As seen from the image, the largest volume of searches materialized from Ontinyent, near to where the company is located. In order to increase traffic, the company should target larger cities, including Valencia, Barcelona, and Madrid. Larger cities will boast higher social media engagement due to an increased population. This data will be used to assist the implementation aspect of this thesis.

Furthermore, the analysis must consider the current Facebook performance. LikeAnalysr.com provides analysis into Facebook performance, including areas to improve to influence traffic and engagement.

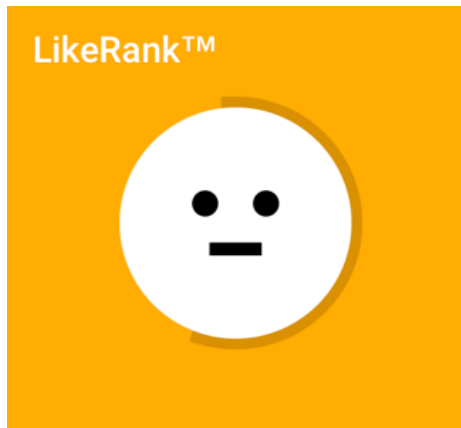


Image 4: LikeAnalyser.com Logo

According to LikeAnalyser, Piel S.A.'s performance is around 60%, requiring improvement to their Facebook performance. To assist a performance boost, the company should create a posting schedule with varying content. The analysis tool understands quality over quantity, especially related to length-of-post, and how engagement is low. Moreover, the company should use milestones as it helps inform the customers about the company.

4.1.1 Benchmarking Analysis and Results

Benchmarking analysis was utilized as a form of analysis of the performance of the main competitors to Piel S.A. on social media.

The first competitor analyzed is 'Interfabrics'. Founded in 1994, the company is backed by the 'Entrepreneurial Association of the Valencian Textile Industry'. The company does not have its own official page, but is included on the webpage of the Association. The page is light and appealing, and so is attractive to viewers, with a slideshow on the homepage. From viewing the site, the company should improve hyperlinks, KPI's, and web traffic to the page, as the organization of the page is not smooth for the customer. There is no visualization of the products for the customer, and the information on the page is does not attract the viewers' attention. Furthermore, there is no social media presence aside from '#interfabrics' on Instagram. Following the hashtag shows designers tagging the brand in their individual work.

'BCFABRICS' is the second competitor analyzed using benchmarking. The website is well-designed and well-organized. Founded in 1996, the website is translated into English, French, Italian, and Spanish. The landing page includes a slideshow with attractive, pastel,

colors, with links to social media clearly located at the top, creating ease-of-use for customers. This placement helps increase engagement and traffic via social media.

On Instagram, the company boasts 107 followers, and last posted on the 20th December 2016. The pictures advertise the variety of their products. The number of 'likes' received is low, rarely reaching ten. On Facebook, the company holds 1948 followers. The pictures are the same as those used on Instagram, and so the quality is not appropriate for the channel. As with Instagram, the level of engagement is low. The last post was on the 25th August 2017. The company is required to improve their post content, as their post length is not efficient and there is too great variation in the content posted.

The third and final competitor to analyze is 'Belino Baby', a textile company founded in 1985. The website is appealing, with attractive colors, and posts pictures of babies to psychologically encourage sales. The page is translated into two languages, English and Spanish, and there are links to connect via e-mail and Facebook. The Facebook page has a background photograph of a baby with its Mother, again playing a psychological role. The photograph is of good, appropriate, quality and is provided alongside a story. The profile picture and cover photo are the first items a customer will see on the page, and so they hold significant importance. The company has around 4882 followers, but does not post regularly enough to take advantage of this comparingly-large audience. However, the visual impression of the page is attractive, and the response time to questions asked by potential customers is fast. It does not, however, post any milestones or a phone number. On Instagram, the company holds no account, although there is '#belinobaby'.

To conclude the benchmarking analysis, the authors have created a table with a short description and social media statistics and analysis.

Table 3: Benchmarking Analysis

Name	Instagram (followers)	Facebook (followers)	Website (notes)
Interfabrics	N/A	N/A	As part of Association
BCFABRICS	107	1948	Organized
Belino Baby	N/A	4882	Organized Good variety of photographs

Interfabrics has no social media channel, and their website is part of an Association's page and not independent. However, as the company already has a successful background with a loyal customer base, they are most likely not focusing on attracting new customers in the typical 'modern' ways, potentially cutting costs.

The social media of BCFABRICS is distinctively opposite to Interfabrics, in that they operate a Facebook and Instagram account, with similar content. Additionally, they present a well-organized and well-developed website. The company is not afraid to utilize social media; however, they do require more scheduled posts. On the other hand, Belino Baby operates a good Facebook page, with high-quality photographs, but does not operate an Instagram page. The website is similar to BCFABRICS, and also contains high-quality and appropriate content.

It is apparent, through benchmarking, that companies do not utilize social media to the maximum of their ability. The two channels most commonly used are Facebook and Instagram. However, some companies operate the channels but do not utilize them effectively. As such, those responsible for the social media at Pielsa Baby should analyze and learn from the mistakes made by competitors to attempt to create and maintain a high level of social media engagement. Monitoring other websites can also assist the website of Piel S.A. as they can learn from good and bad practice.

4.1.2 Insights of the Qualitative Research and Personas

The authors conducted 20 interviews with companies from the same industry as Piel S.A, to determine the interaction between these competitors and social media. The interviews consisted of ten open questions, beginning with general questions regarding marketing, before specifying on social media. The interview questions are provided in the appendices. The authors successfully conducted 20 interviews; eleven were face-to-face, six by telephone, and three via e-mail. Each interview took approximately 20 minutes to conduct.

The interview provided some definitive insights, as follows:

- “We believe that traditional way of doing marketing works well for their company and we will not change it until it is completely needed.”
- “We use social media to find new possible customers and from there we contact through phone call”

- “The most used channels of Social Media for our company are: Instagram and Facebook and we continuously make campaigns in those. For the business Social Media is a key tool for success”

Additionally, three personas were created using the insights determined from the interviews. The personas were created to assist the understanding of potential clients and their use of social media. This analysis influences the selection of social media channels and content. The three personas are presented below:

The first persona is categorized as ‘potential’ or ‘ready to move on’. Those who match this persona acknowledge the existence of social media and will use it in their daily lives, occasionally at work, but rarely to assist with their business.

The first persona is called “Potential” or “Guardian”. The main point is that those potentials use social media in their daily life, sometimes at work and rarely to find customers or partners. Guardians “speak mostly of what new problems intrigue them and what new solutions they envision, and always pragmatic, they act as efficiently as possible to achieve their objectives, ignoring arbitrary rules and conventions if need be” (Uxpressia, 2018).

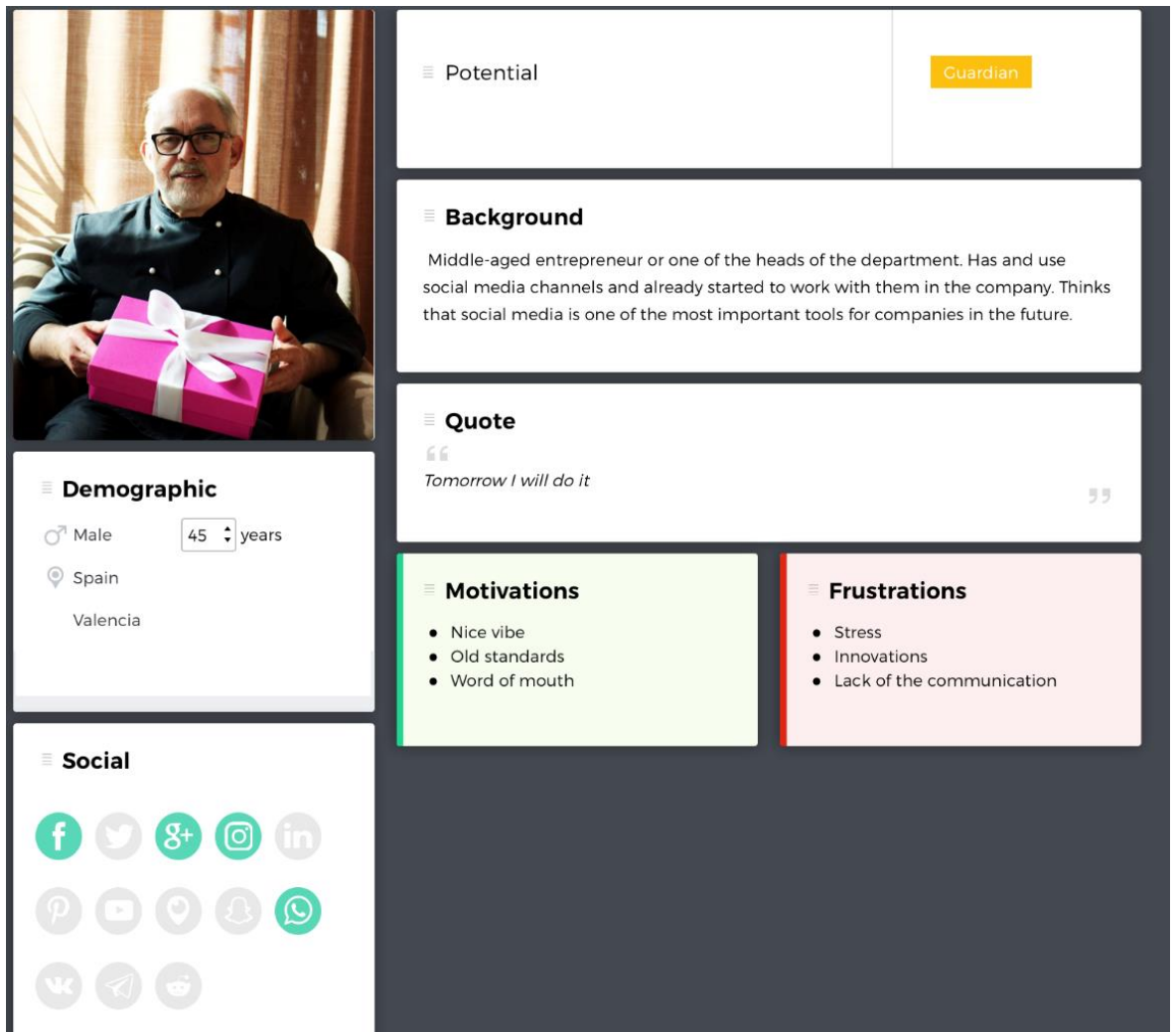


Image 5: 'Potential' or 'Guardian' Persona

These personas are usually middle-aged males, with a high position – typically due to the historic ‘hierarchy’ system common in Spain. They are not quite ready to engage via social media, but will accept current trends. This type of person is typically Spanish, appropriately summarized by the quote “Hasta mañana” (Tomorrow, I will do it). These personas epitomize the general consensus that those aged 40 and above are not as adept to social media as younger generations. This is due to both a lower education level compared to other European countries, with a lack of a practical education system, and an underperforming IT sector, due to countries in Southern Europe focusing more on agriculture and manufacturing. To attract these personas, quality, yet traditional, content should be produced. High quality work, including photographs is more appreciated by this persona, alongside storytelling as people aged between 35 and 55 years are more willing to read longer texts.

The second persona is a 'potential' or 'rational' individual. These are often talented individuals, with degrees at either bachelor or master level and are typically open-minded. They often have a higher level of English language skills, and speak mostly of their duties and responsibilities, what they can take care of, and how to obey Laws and others (Uxpressia, 2018).

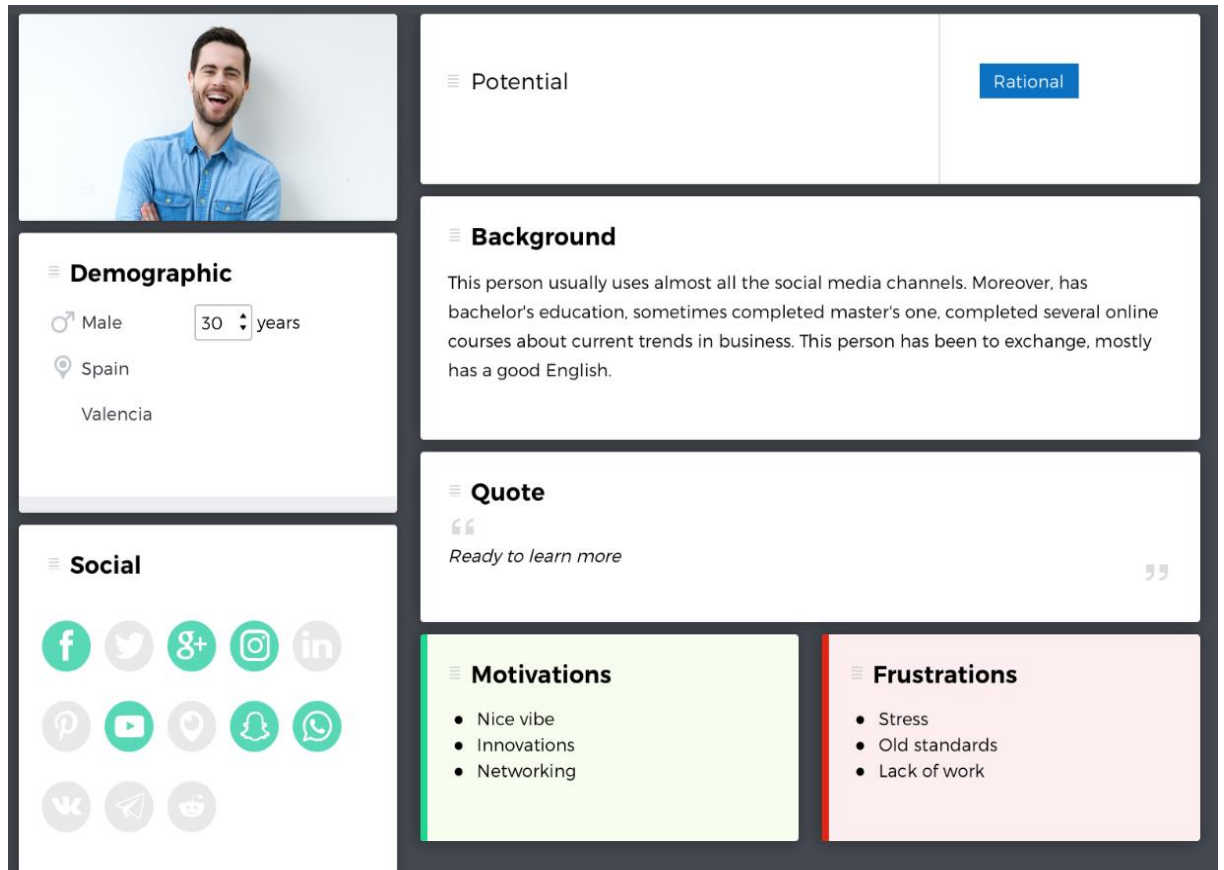


Image 6: 'Rational' or 'Spanish Talent' Persona

These personas appreciate the benefits of networking and how it can encourage opportunities in the future. They understand search engines and can work them effectively. On YouTube, they view blogging or educational channels, and they search for companies through social media channels such as Facebook and Instagram. When trying to transfer information to these individuals, it should be relaxed yet informative, with high-quality pictures, and the occasional emoji.

The final persona is the 'unconcerned buyer', who typically operates a social media account but does not completely believe in their effectiveness. Often old-fashioned individuals, it could be argued they are 'stuck in the 1990's'. The most effective manner of advertising to these individuals is through newspapers or radios. Also called 'artisans', they speak what

they see, and will be happy to go hands-on to get a job complete. They are happy to bend the rules, as long as it provides a quick and effective result (Uxpressia, 2018). The best way to attract the attention of these individuals is through their children, often aged in their 20's, who will act as a 'middle-man' between social media and their parents.

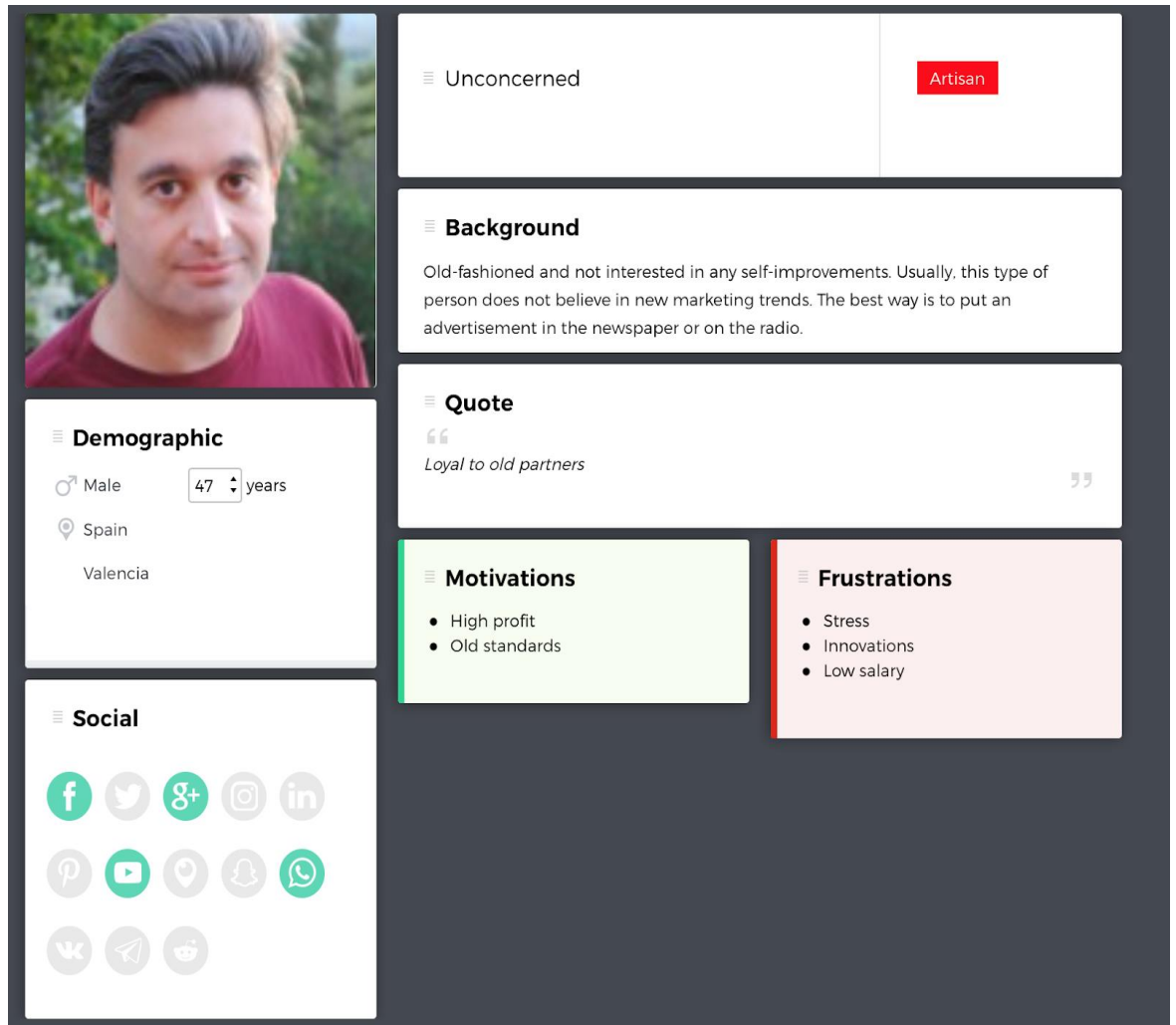


Image 7: 'Old-Fashioned' or 'Artisan' Persona

4.2 Objectives

The objective is the goal that both the authors and Pielsa Baby agree on. It includes the primary aim and goals along the way to assist success. The objective is created using the 'SMART' model, as discussed in the methodology chapter.

Through communication with the Commissioner, it became apparent that the main goal was to create a brand identity and increase brand awareness. Using the 'SMART' model creates a specific and concrete goal. To allow Pielsa Baby to be understood by both companies

and customers, social media should act as a merged platform for them. Moreover, the engagement rate should be supported by partners and clients. As part of the 'SMART' model, there is required a definition of how to measure the objective – in this instance the number of likes to the page, and visits to the page and website.

The creation of Facebook and Instagram accounts is the most efficient and effective way the goal can be achieved, due to their 'mass-media' status. They are also significantly cheaper than advertisements on radio or television, especially to advertise nationally. This also allows the company to explore digitally and investigate new ways to attract customers. The objective is relevant as Pielsa Baby is a new brand, with little brand awareness and identity. As mentioned, it is relying purely on the awareness of its parent company, Piel S.A. Furthermore, the situational analysis shows scope for development based of their current web-presence.

Finally, the last step of the 'SMART' model is regarding time. In order to achieve the goal, a long process of advertising and promotion is required. However, time for this project is limited, it was agreed that, in relation to this thesis, the measurement would be between the start of the project, and the completion of this thesis. This allows for an evaluation of the objective to ensure all parties are satisfied and that the process of constructing brand awareness and brand identity will be successful.

4.3 Strategy

The strategy demonstrates how to achieve the goals. In the previous chapter, it was agreed that the objective was to create brand awareness and identity for Pielsa Baby. The figure below shows the strategy model created by Rouhiainen to start a social media consultancy business. Likewise, it includes four individual sections; research, content, interaction/promotion and measurement. Also previously mentioned, was the authors intentions to concentrate only on two social media channels, Facebook and Instagram.

4-STEP SOCIAL MEDIA STRATEGY

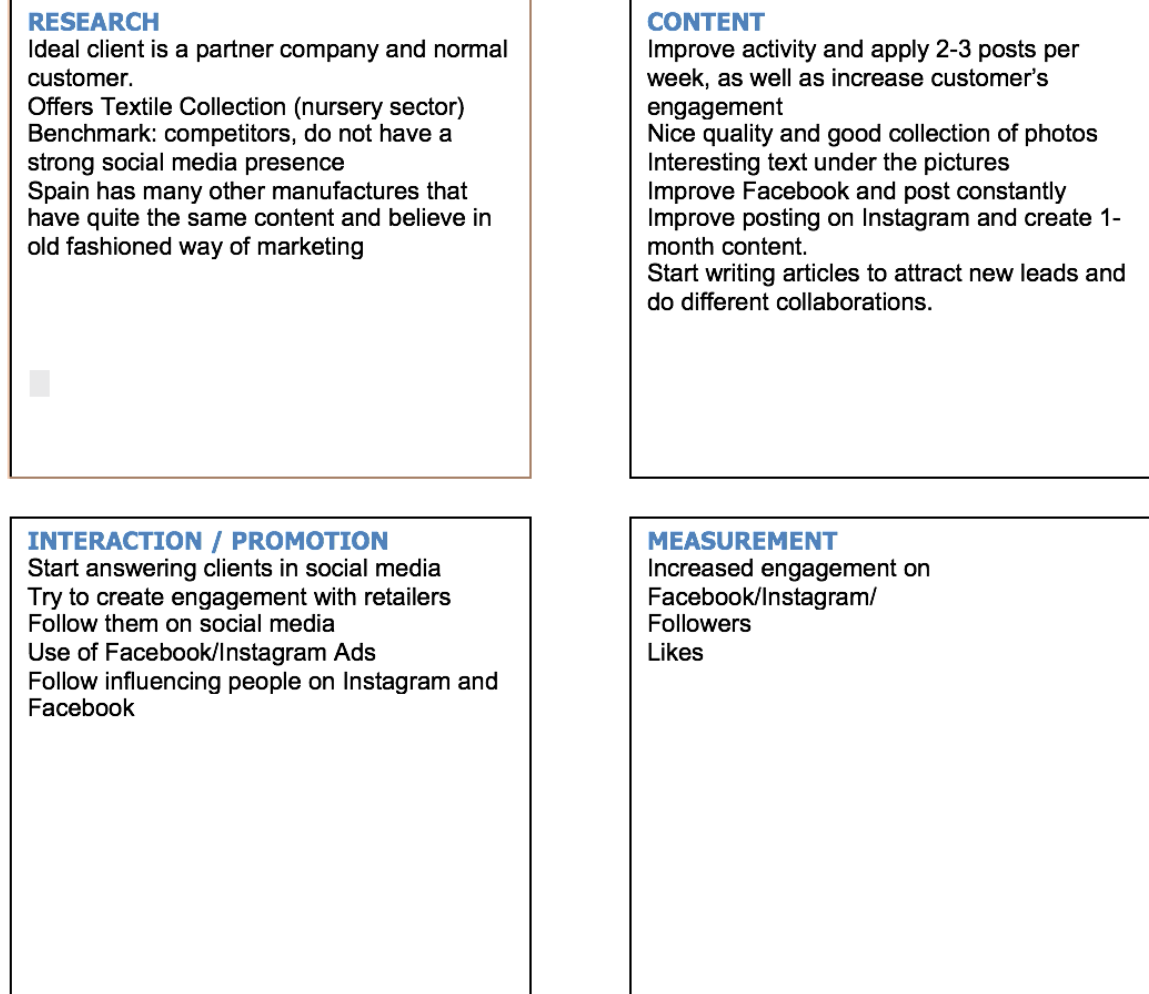


Figure 1: The four steps of Social Media strategy

'Research' investigates who is the ideal client. For this thesis, it is either a partner company, or the customer. This is evidenced by the Commissioner's desire for business growth and the production of baby products, as discussed in the introduction to this thesis. A situational analysis was also conducted, in the form of benchmarking, and it was discovered that competitors do not utilize their social media channels effectively. The personas discovered that some of the target audience do not utilize social media either, and those that do may not understand every feature. The 'research' section repeats the results from the situational analysis.

The 'content' should be published two-to-three times each week, on both social media channels. It should include well-presented, informative, text and high-quality photographs – as per the interests of the target personas. An additional strategy could be to 'follow back' the

customers who engage with the company, as this could allow for greater engagement between the customer and the company. Blogs and articles should be noted as development ideas, especially to increase engagement between other businesses.

The 'interaction/promotion' of a company is the most important aspect of increasing brand awareness. To do so, those responsible for the page should answer the comments and reply to the messages. This can allow the customers to evaluate the service, and if satisfied, recommend to friends. The promotion is conducted using social media features, such as 'Facebook Advertisements' and 'post boosting'. This tactic is further discussed in 'implementation'.

Evaluation is conducted through 'measurement', displayed in the table below. Whilst the social media channels are new, the main goal is to increase 'followers', 'impressions', and online engagement. This measurement has been agreed upon between the authors and the Commissioner.

Table 4: Project Measurements

	Instagram	Facebook
Number of Followers	50	50
Likes per post	10	5
Impressions	1000	500

The measurement is not part of the objective, but will assist in the evaluation of the final performance of the authors and is considered throughout the strategy. The authors evaluate the final product using the parameters in the table. The statistics are provided weekly, to show the growth of the page and to suggest areas of the development for the Commissioner.

4.4 Tactics

The fourth stage of the SOSTAC model considers the tactics, which considers how to implement the strategy and meet the objectives in greater detail.

4.4.1 Social Media Channels Selection

Each social media channel boasts its own marketing strategy. Below is a figure provided by Statista (2018) which shows the usage of varying social media channels globally.

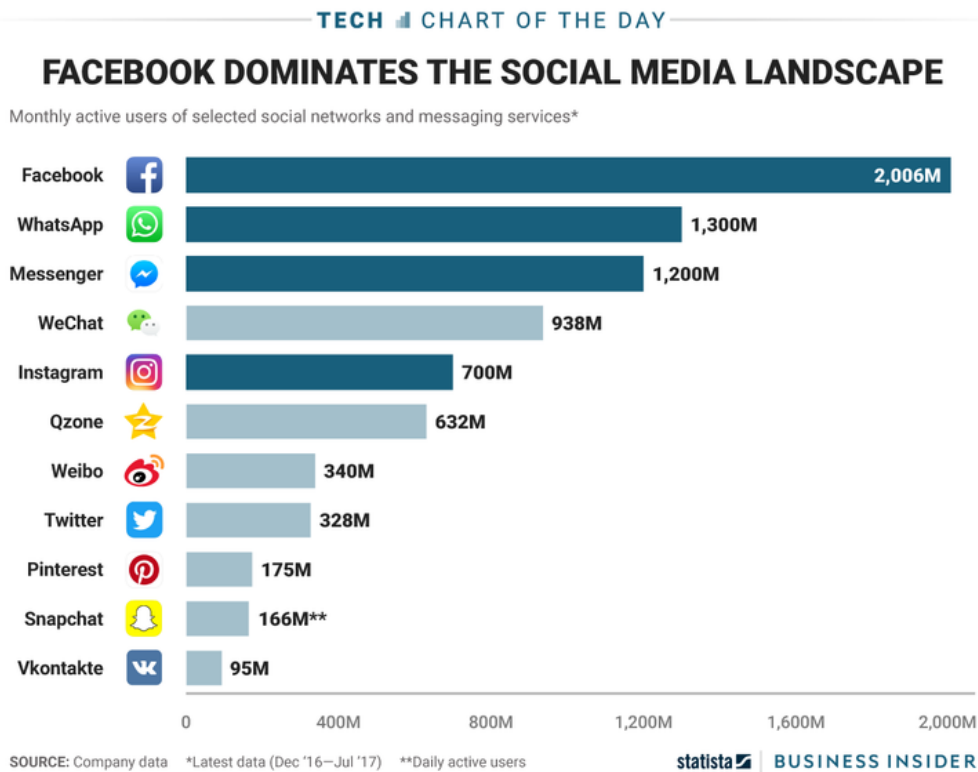


Figure 2: Global social media usage (Statista, 2018)

The figure shows that Facebook is the most dominant social media. Not only due to its 2,006 million monthly users, but because of its ownership of WhatsApp, Messenger, and Instagram. The company owns four of the largest social media channels, with a monthly usage between them of 5206 million users (Richer, 2018). This is evidenced in that each platform operates on a similar system, and accounts and promotions can be linked between each channel.

Aside from those channels owned and operated by Facebook, WeChat and Qzone are popular in Asia and LinkedIn is popular in the Nordic countries and the United States. As such, those owned by Facebook are the most appropriate for Piel S.A. to utilize, as they are significantly the most popular in Spain. The most popular social media channels in Spain are similar to those globally, with a few exceptions due to regional differences. These statistics are shown in the figure below.

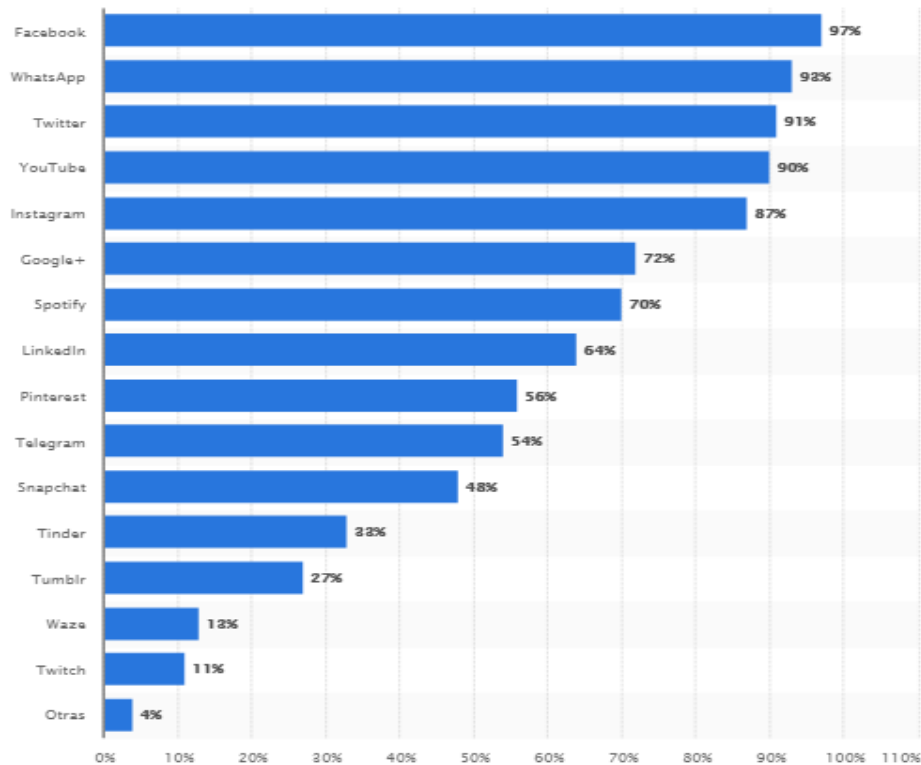


Figure 3: Spanish Social Media Usage (Statista, 2017)

Regarding social media channel selection, it is important to review the complete situational analysis. Additionally, analyzing the above statistics produced clear results that the most effective channels to operate would be a Facebook page and an Instagram business profile. The reasoning for these choices are; firstly, the insights provided by the benchmarking highlighted the use of social media by competitors. Two of the three operated a Facebook page, whilst one operated Instagram. Secondly, the data presented via the personas encouraged the same social media channels.

The SOSTAC model assists in the creation of a general understanding of the current situation of Piel S.A, and this understanding is the most important information to analyse alongside the competitors. It should be noted that the newest brand of Piel S.A. will only focus on Facebook and Instagram. For these channels to operate successfully, they should create specific tactics. The title name of the accounts operated is an important aspect to be considered in the tactics. Both should operate similar, if not identical names. For Facebook, 'Pielsa Baby' was chosen, and @pielsababy on Instagram. This allows an easier search or customers, and contains the keyword 'baby'. Similarly, the profile picture for both accounts should be the same, and in this instance are both the logo of Pielsa Baby. This allows greater recognition of the brand by the customers. All posts should be created to generate

interest amongst the audience, but should not necessarily only be about selling a product but producing an association with the audience.

Posts should be frequent, two-to-three times per week, excluding holidays. Individual timings for each post is also important to allow greater engagement. Therefore, content will only be posted after 17:00 – the end of the general working day. Promotion will be based on the content posted initially, an important aspect to begin the generation of interest.

Both channels have similar but decisively differing tactics to attract attention. For Facebook, offering 'giveaways' can assist in the generation of greater engagement and increase the awareness. On Instagram, the key aspect is monitoring the 'followers' and 'following' numbers. Engaging with accounts offering similar products or with similar interests can also increase awareness and engagement. Instagram assists this through the use of their 'hashtag'. Finally, using monochromatic photographs on Instagram can raise interest.

4.5 Action

This chapter of the thesis describes the implementation of the product. As such, the chapter considers the two final steps of the SOSTAC model – a technical specification which describes how the final result is presented, the solution, tests, and discovers and solves any errors. Utilising all the data analysed previously in this chapter, the authors have designed the product – in this instance, two social media channels with content. Additionally, the social media presence is evaluated.

4.5.1 Creation of Facebook and Instagram

One of the most significant challenges to building social media channels for this company, is that it has only been established since 2018 and can only rely on its parent company, Piel S.A. for background information. Conversely, this also made the task slightly easier as the product required construction from 'scratch', rather than modifying pre-existing channels.

As mentioned, it was agreed upon that a Facebook page and a business account on Instagram are the most suitable social media channels. Therefore, both accounts were created at the beginning of April 2018, and followed the basic steps to the creation of business profiles on social media. The authors have included all the necessary insights for the Facebook page in this thesis. The profile picture is the logo of Pielsa Baby, both due to lessons learned from the benchmarking analysis and to enjoy the psychological benefits of posting

photographs of a baby. Additionally, on the front page, the authors included a basic background to the company and a manner for customers to communicate with the company. The page also includes 'About' information, including opening hours, location, and contact details. The picture below is the 'front page' to the profile.



Image 8: Facebook Profile of Pielsa Baby

Similarly, on Instagram the same profile picture was used. The company description provided in the 'bio' includes an emoji replacing a bullet point as it attracts the customers eye to the background information. It also includes the location of the company, linked to a map, allowing customers easier access to the physical store. Also posted was a link to the Facebook profile, in an attempt to boost traffic to this page. The Instagram profile is shown below.



Image 9: Instagram Profile of Pielsa Baby

In summary, both pages were created using advice provided by Facebook and Instagram. The style was chosen to attract the target group and appease their interests and values. Moreover, the benchmarking analysis demonstrated bad practice by competitors which the Pielsa Baby ensured it did not replicate.

4.5.2 Content Ideation

To create quality content, the team analyzed the desires of potential customers. The social media channels should support these desires as a way to encourage traffic. The appealing and light photographs that cause attraction for people is one of the most important aspects in the implementation. To match the products offered by Pielsa Baby, the photographs should include blankets, carpets, and towels. Social media users post stickers, smileys, or emojis with every post, and so this was replicated by the company. With this usage, it is important to connect the emojis with what is being shown in the photographs.

Furthermore, with the assistance of 'hashtags', the engagement of the posts can be increased. 'Hashtags' are keywords that help users discover what they are searching for. It

connects the user with their interests, often with success. As such, businesses often utilize the 'hashtag' in their work.

The image below is an example of a 'perfect' post, implementing all the ideas discussed above.

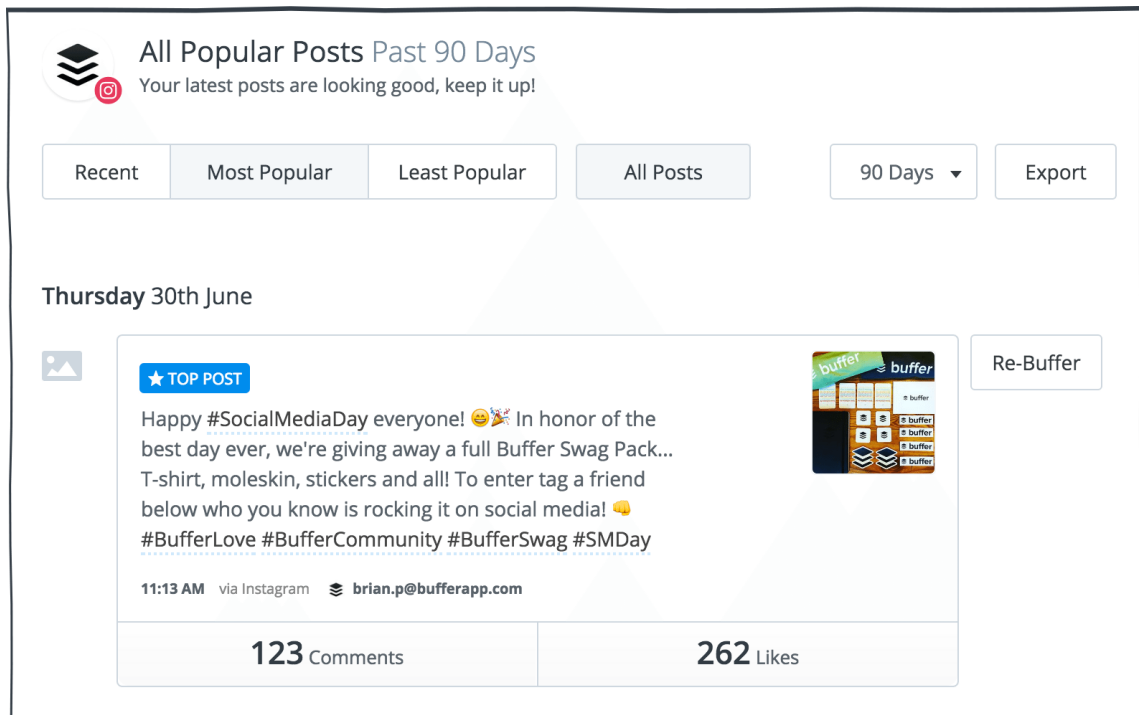


Image 10: 'Perfect' Social Media Post (Buffer, 2018)

Considering that the main goal of this thesis is to create and implement a successful social media channel with appropriate content, the authors produced a 'planning table', which can be found in the appendices. The table, created to be aesthetically simple, includes data, content, 'hashtags', location, and emoji columns. From this table, posts can be published two-to-three times a week with inconsistent times between each post – responding to holidays and the afternoon working hours common in Spain. This was agreed upon as the most effective time as the target audience will have finished work and move to browsing social media. The content includes the text that attracts the customers and encourages personal attachment. The 'hashtags' were taken from the development process as they highlight keywords of interest to the target audience.

Furthermore, the locations were based from areas of large populations, such as Madrid and Valencia, and cities associated with the textile industry, including Elche and Ontinyent. Finally, the emoji is used to attract viewers. On Facebook, the table is similar as it only includes data, content and emojis – of which are identical to Instagram.

Additionally, it is important to consider the Commissioner's desire to reach the international market. Therefore, posts are also made available in English.

4.5.3 Promotions

Promotion of the product is key to 'spread the word' through social media. According to the personas, the most effective method for this is via word-of-mouth, and as such the authors decided to implement a giveaway competition. The initial promotions on both social media channels were designed to be especially safe and secure, to assure new customers. The contest reached approximately 40 participants. To expand on these results during the initial month, further promotions were produced.

The first promotion, internally named the 'basement' promotion, was to increase the awareness of the brand on social media, encouraging visitors and 'impressions'. This promotion aimed to increase 'followers' and 'likes' and were implemented via the in-house features on Facebook and Instagram. Both channels provide options to 'boost' the post. The in-house tools are almost identical, aside from Instagram asks the company to provide a goal, shown in the below image. The goal for the first promotion was "more profile visits". This was done to assure the authors that the page was ready for future promotions, and to increase awareness and traffic.

What's Your Goal?

- More Profile Visits
- More Website Traffic
- More Promotion Views

Image 11: 'Goal Selection' on Instagram

Facebook provides the option to boost the post automatically or manually. The authors decided to manually boost it, due to the different-from-usual target audience. In this instance, the target audience are male and female, aged between 20 and 45 years. This was done as, in Spain, there are many young families to buy these products for their child's use as well as older generations who purchase them to give as gifts. The location for the promotion was set for the entire country of Spain. The image below shows the initial creation process, discussed above.

Boost Post

Welcome back, Pielsa Baby

Valeriia, quickly boost this post with your saved settings or edit selections

AUDIENCE

People you choose through targeting [Edit](#)

Location - Living In: Spain
Age: 20 - 55

Image 12: Initial Creation Process on Facebook

The second step on both social media channels was to identify keywords. Facebook offers a suggestions list that distinguishes the words by behavior, demographic, interest, and work position. In addition, when the keyword is entered into a search engine, a list of synonyms is provided. The authors used the keywords 'baby', 'mother', 'motherhood', 'baby shower' – all in Spanish. Instagram does not offer the same feature, but the same keywords from Facebook were used instead.

The third step is the analyzation of the successes and mistakes. The first promotion had a reach of 5700 individuals, and the post was engaged with by 52 individuals. The price, for both channels, was 5 EUR. According to the social media analytical tools, the post itself attracted 12 'followers' and 27 'likes' on Facebook, and 10 'followers' and 22 'likes' on Instagram. Furthermore, six individuals visited the website using the link provided. However, the location should be more limited to large areas of population and areas where textile holds influence, rather than the entire country.

A key area for development is Mother's Day, one of the largest celebrations in Spain. In 2018, this celebration fell on the 6th May. Undoubtedly, Pielsa Baby should increase promotions to coincide with this celebration to help increase brand awareness and identity. On Facebook, the authors wrote text that matched the guides to a successful social media post. The post included pictures of blankets in three colors; light blue, pink, and beige. There is also a link to eBay, where the customers can purchase the products regardless of the outcome of the competition. The giveaway was open between the 4th and 7th of May. The picture below shows how it was presented.

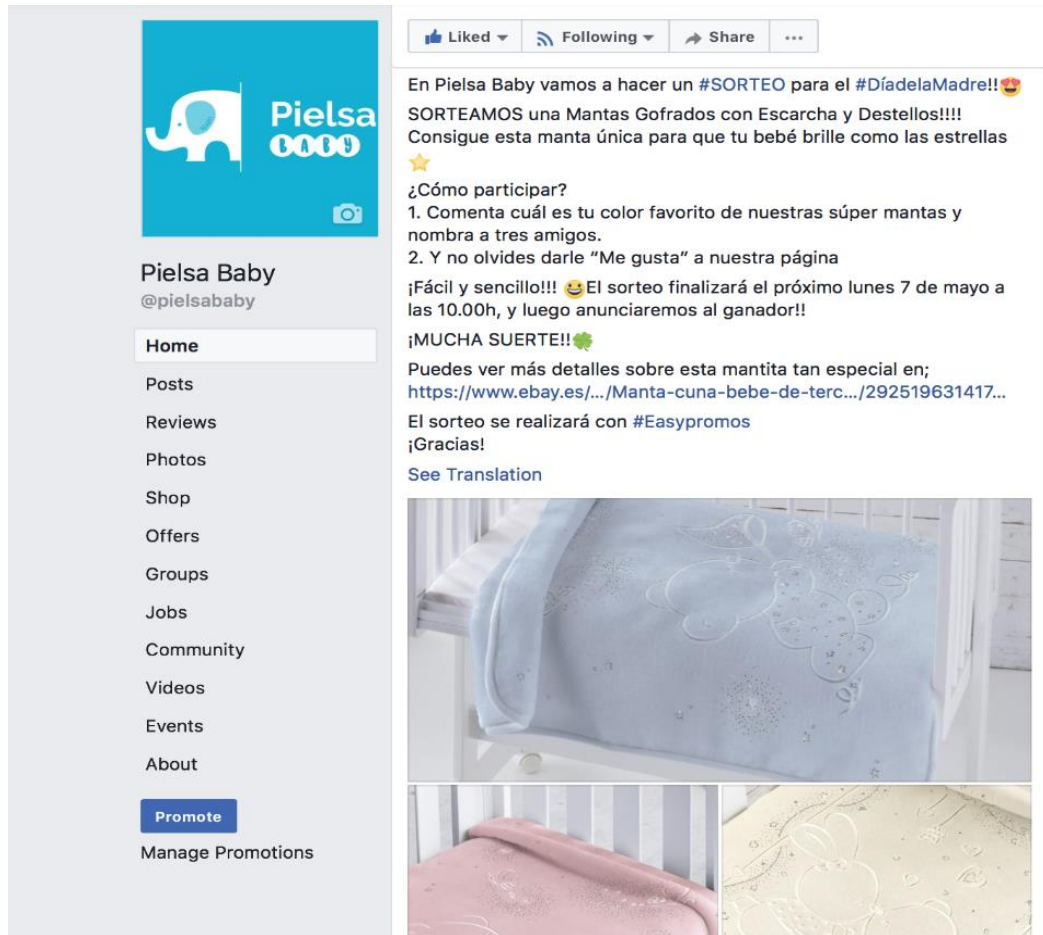


Image 13: Facebook Giveaway

To enter the competition, users had to 'tag' three friends. This allowed the company to increase its awareness, and also participation in the event. Furthermore, the post was complemented by two promotions; on the first and last days. One was for the paid audience – those who enter every competition out of a desire to win – and the other for organic audiences – those with a genuine interest in the company and its products. During the first day, there were eight participants, but 49 'photo clicks', indicating an interest in the product. The figure below presents the statistics of the competition.

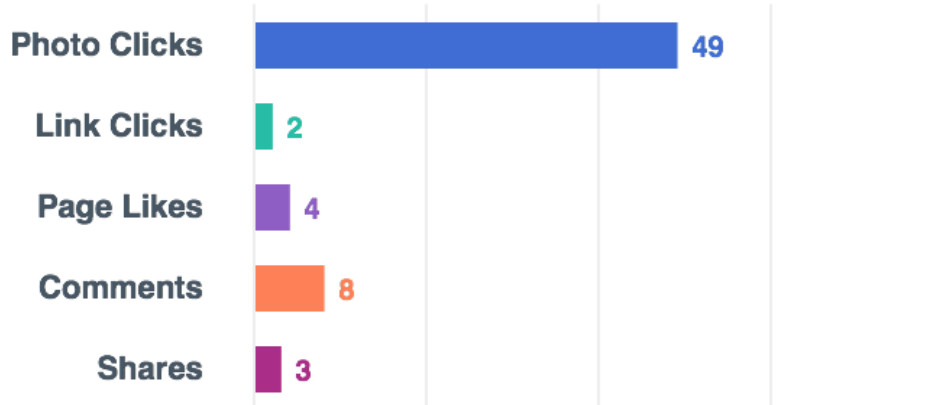


Figure 4: Facebook Competition Statistics

The cost of this additional promotion was 1 EUR, and it reached 602 individuals – a good figure for a new page. The payment was lower than the previous promotion as the keywords were more specific. The engagement increased from 52 in the initial promotion to 85 in this, second, promotion, and evidences an increase in the performance of the Facebook page. On the second day of the giveaway, 15 new participants entered, all friends on social media with the previous participants. This shows that the competition was working, and the awareness of the company was increasing.

The final day of the promotion was Mother’s Day, and the promotion was extended to this day for 1 EUR. It included the same keywords, locations, and interests as the previous day. As Instagram directed users to the Facebook page, the number of participants on the final day reached 44. As a consequence, users shared Pielsa Baby on their individual pages. The image below shows the final results of the competition.

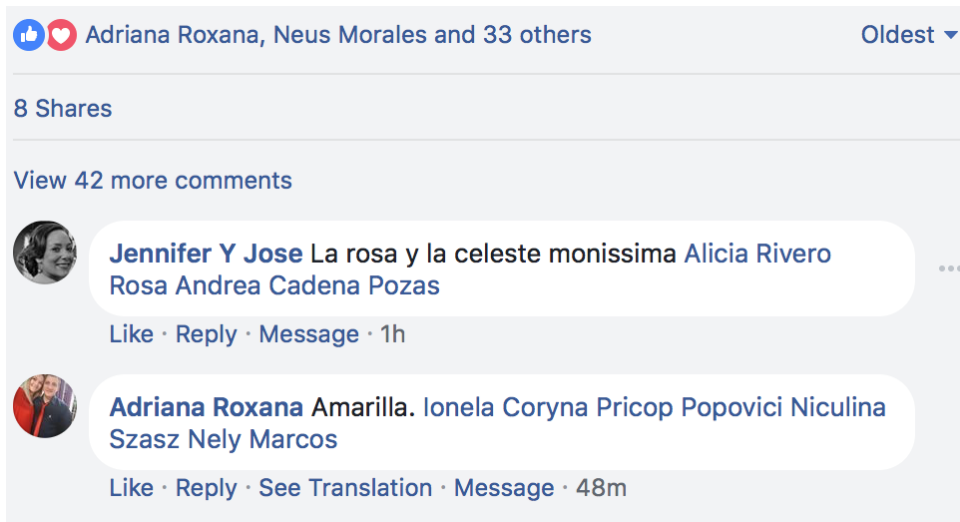


Image 14: Likes & Comments on Facebook Competition

It must be noted that there is a significant legal aspect to operating a giveaway competition, and it must comply with the legal policy of Facebook. To comply, the platform used was 'Easyprom', and was used solely for the purpose of the promotion. The website offers different services, and for this competition involved a 22 EUR one-time cost and included the regulation of the contest. This complied with all of Facebook's strict regulations regarding competitions.

In summary, the giveaway competition attracted 44 participants, 35 'likes', and 27 'followers'. The main goal of the competition was to increase awareness of Pielsa Baby and attract as many customers as possible. The contest assisted in the increase of brand awareness and identity, the main objective of this thesis.

However, to consolidate the result, the authors decided to continue with a fourth promotion, which allowed the authors to monitor the engagement levels after the initial increase in awareness. The authors also wanted to create a stabilized suggestion for the Commissioner which can be repeated. In this instance, the keywords, locations, and interests remained the same but the price was now 3 EUR. To ensure the quality of the posts remained high, there should be an attractive image, often light photographs in high-quality, with encouraging text. The latest post is displayed below.



Image 15: Latest Post on Pielsa Baby Facebook Page

This post attracted 46 'likes' and 20 'clicks' to the product via Facebook. On Instagram, it attracted 15 'likes' and 32 'clicks' to direct the users to the Facebook page. This proves that when users see posts on secondary social media channels, they often visit the primary channel. During the last week of implementation, Instagram created 5471 impressions and Facebook created 6813 impressions. As both numbers are similar, the Commissioner should expect the pages to grow similarly if the page remains active.

4.6 Control

The main objective of the project was to create brand awareness and identity. To reach this objective, the authors used the SOSTAC method. Moreover, the methods used included benchmarking as part of a situational analysis, implemented to determine whether competitors have benefits of using social media and what the potential is. Furthermore, interviews with salespersons in Valencia were conducted to increase understanding in the target group. The outcome, however, was unexpected. The targeting methods for B2B are strikingly similar to methods for B2C, as the Spanish population is interested in the content of the page and giveaways. The main objective was to increase the strength of the brand, so that additional promotion can increase brand awareness and create connections with customers.

The authors used the 'SMART' goal-setting method to specify the path to achieving the goal. The 'measurements' included 'likes', visits, and 'clicks. The objective was relevant as Pielsa Baby was a new brand, unknown in the market. For the strategy, the model created by Rouhiainen was used to develop a clear understanding in accomplishing the goal, based on research, content, interaction/promotion, and measurement. Through the data gathered from previous chapters, the authors developed ideas to implement the thesis. To provide an in-depth view of how to complete the main objective, the authors utilised tactics and the main values on which the content was based.

The 'action' was the production of the product and the delivery to the Commissioner. Besides that, the chapter describes the process of the creation and promotion of the social media channels. The chapter provides a valuable description for the Commissioner's needs and strategies for Pielsa Baby. To control the whole process, both channels, Instagram and Facebook, provide features that provide 'insights'. These features provide the users with weekly statistics through 'impressions', 'likes', 'followers', and engagement. Furthermore, websites such as Likealyzer.com help present a full report on Facebook activity.

In summary, the authors achieved their objective set in the introduction of this thesis. Both pages received more than 50 followers, a good figure considering the authors did not 'mass-follow'. The average likes per post is 11 on Instagram, with more than 20% engagement and 43% on Facebook. The impressions for both pages exceeded 5000.

5. Suggestions

This chapter provides suggestions for thesis, based on the personal opinions of the authors and the outcomes from the development process. It presents how to proceed and maintain the Facebook and Instagram profiles of Pielsa Baby.

Firstly, the posting schedule should be stabilised – two-to-three times per week and after 17:00. This is typically a free time for social media users in Spain, with most users checking their profiles after work. Furthermore, giveaways should be held to coincide with particular holidays, such as Christmas, New Year's, and Easter. The contest should be announced days before, to increase speculation in the competition. The giveaways can be combined between both channels and should utilise the power of social connections as consumers will respond more generously to recommendations of their friends than advertisements.

Throughout the thesis, the authors learned the behaviour of the users of social networks, and discovered that every third respondent responds to the re-posting of commercial messages by friends. The Commissioner should also request a photograph of the contest winner which can be displayed on social media, so that participants have a genuine belief that they may win the giveaway and that the company appreciates their customers, rather than purely using it as a tool for promotion.

Secondly, the posts should include monographic photographs – those in the same color category. These images should not only be regarding the products, but also babies as this will encourage the target audience to interact with the posts. Photographs can act as a magnet for the audience, and researches state that illustrations are one of the more effective business tools on social media. The text which supports the photograph should be three-to-four sentences, using emojis to separate each sentence. The location should be targeted at Valencia and other areas of large population, such as Barcelona and Madrid. To attract more views, the keywords successfully used in the initial promotion posts can be utilized again.

A new feature of Instagram, following a 'hashtag', can also be beneficial to the company as it allows them to develop brand identity. Customers will be able to view photographs of the products by using the 'hashtag'. Suggested 'hashtags' include '#pielsababycuidadetuspeques', '#concarriñopielsababy' and '#pielsababy'. The hashtags should be used on every post to create engagement.

Influencer marketing is the promotion of a product by a character with media 'weight'. This person could be famous because of their appearance on social media, or gain popularity at the expense of the social networks, and both are considered equal agents of influence. Pielsa Baby could create links with bloggers with similar audiences. Brands choose influencers not only for popularity, but for the channels that they use. Each blogger has their own style, vocabulary and tone, with which they communicate with subscribers. Further, each influencer will hold their own interests and history. For Pielsa Baby, an influencer with a large Instagram following and links with babies and maternity would be ideal.

Pielsa Baby should consider these suggestions, as they have already proven their success. This should allow for a successful and sustained achievement. The authors believe that the suggestions are relevant and appropriate for the Commissioner and the company. It must be noted, that success will not occur overnight. Naturally, luck could cause a sudden increase in popularity, but it is more likely that a long-term plan will be required to achieve exceptional results.

6. Discussion

The topic of social media was chosen mainly because of the authors' interest. It is an increasingly popular form of communication in both B2B and B2C. Advancement in social media is a fundamentally new form of influence on the opinions and behavior of people, which also requires theoretical comprehension and methodology of the accumulated practical experiences and knowledge. Social media is a developing area that brings new findings and tools, constantly requiring new learning.

Following the project, a full evaluation of the performance is required, as per Chapter 4, and to aid the personal development of both authors. First and foremost, the authors are satisfied with the results, especially as the objectives set at the beginning of the thesis have been met. This shows that the significant level of effort and commitment to the project has produced results. Aside from the visible, business-oriented results, the authors feel there have been personal results. The team has developed their knowledge of brand awareness and identity through social media. The modern-day generation knows social media, but mostly for personal use, and so it was interesting for the authors to learn how the business-aspect of these platforms. It was also surprising to discover the variety of features and tools that these platforms offer to assist companies.

The authors of this thesis are from Spain and Russia, and writing this provided an opportunity to work with another from a different cultural background, and how to negotiate with each other. Moreover, throughout the creation of this thesis, the authors were not living in the same country. This was undoubtedly a challenge, but it taught the authors how to work in an international environment and assist their readiness for work in an increasingly international world.

Another challenge was the establishing of limits for the project, due to the Commissioner's flexibility and willingness to try many options. This did cause issues occasionally, but the setting of clear objectives with the help of the thesis supervisor allowed the authors to move past this challenge. The financial aspect of the thesis also concerned the team, but made them more determined to produce positive results. The Commissioner did allow the authors complete control over the financial aspect, which was appreciated by the authors.

The process of writing this thesis was assisted by applying aspects learned throughout the course of studying for the bachelor degree. It must be noted that there has been some stress, as Valeriia was still studying at Haaga-Helia UAS and completing eight courses,

whilst Neus was conducting a full-time internship in Spain. Nevertheless, the authors produced an excellent performance, aside from the challenges, and this was the result of having a common interest in social media.

In order to conclude both this chapter and this thesis, it is necessary to thank Piel S.A. and the Commissioner, Enrique Cabanes – Manager of Product and Marketing at Piel S.A. – for trusting the students. Thanks must also go to the thesis supervisor, Marika Alhonen, for the support and guidance provided. Finally, to all the ‘followers’ of Pielsa Baby on Facebook and Instagram.

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8. Appendix

- Anonymous interview, in order to keep secretly the strategies in their business.

Interview for companies of the same sector as Piel S.A.

- What's the importance of marketing?
- Do you have a marketing department in your company? How do you do marketing in your company? How do you sell to your customers?
- How do you communicate with your customers?
- What is your opinion about Digital Marketing?
- Is Social Media relevant for your business? Why? How you use social media in your company?
- Do you pay attention to advertising on Social Media Channels and what makes you interested on the promotion?
- When you search for ideas/new suppliers, how do you find information? Do you pay attention to advertising on Social Media Channels and what makes you interested on the promotion?
- How do you find new suppliers? Do you use Social Media?
- If yes, what influences your final decision?

Ex: locations, top 5 in google, advertising, partners

If not, how do you find new suppliers?

- When you visiting website, on what do you pay attention to first, do you go through the Social Media links, which one you see first?
- How do you use social media in your work role? Which is first most visited Social Media platform for your company business??
- Do you know if your previous/current suppliers have SM or use to engage with their customers? Have you ever seen it? How do you like them? How would you improve your company's presence on Social Media?

ESPAÑOL

Entrevista anónima para mantener el secreto sobre las estrategias de negocio en las empresas.

Cuestionario a empresas del mismo sector que Piel S.A. (sector textil)

- ¿Cuál cree que es la importancia del marketing?
- ¿Tienen un departamento de marketing en su empresa? ¿Cómo hacen marketing en su empresa? ¿De qué forma venden sus productos a los clientes?
- ¿Cómo se comunica con sus clientes?
- ¿Cuál es su opinión sobre el Marketing Digital?
- ¿Son las Redes Sociales importantes en su negocio? ¿Porque y de qué forma las utiliza?
- ¿Cuándo busca nuevas ideas o proveedores, como encuentra información sobre ellos? ¿Presta atención a la publicidad que aparece en los canales de Redes Sociales, y que le hace estar interesado en esa publicidad?
- ¿Cómo encuentra a nuevos proveedores? ¿Utiliza usted las redes sociales para ello?

Si es así, ¿qué factores influyen en su decisión final?

Ejemplos; Ubicación, top 5 en google, publicidad, asociados, etc.

Si no es así, ¿cómo encuentran ustedes a nuevos proveedores?

- ¿Cuándo visita una página web, que es lo primero en lo que se fija? ¿Pincha alguna vez sobre los links que le redirecciona a las Redes Sociales? ¿En qué Red Social está más interesado?
- ¿Utiliza usted las Redes Sociales desde su posición de trabajo? ¿Qué canal de las Redes Sociales es el más visitado o interesante para su empresa?
- ¿Sabe si sus anteriores o presentes proveedores utilizan las Redes Sociales para atraer sus clientes? ¿Las ha visitado? ¿Le gustan? ¿Cree que necesita su empresa una mejora en cuanto a visibilidad en las Redes Sociales?

Table 5. Instagram Content










Date	Content	Hashtag	Location	Emoji
6/4/2018	Los bebés son una parte muy importante de nuestra vida.😊 Pielsa ha creado una línea para los más pequeños.👶 No esperes más en seguir nuestra página y descubre todos nuestros productos!✉	#baby #pielsababy #mom #home #love#family #textile #spain #trend #moda #care#newproduct #b2b #delivery #kids #service	Valencia	😊 👶 ✉
9/4/2018	Cómodo, seguro y como siempre con mucho cariño.👶👶👶 Pielsa da la mejor calidad para ti❤️	#family #b2b #love #cariño #bebe #textil#textilhogar #españa #empresa #paraniños	España	👶👶👶 🍼 📧 ❤️
11/4/2018	👶👶 que puede haber mejor que saber que tú bebé está seguro y calentitozz❤️	#textil #textilhogar #b2b #españa #bebé #love #delivery#babystyle #love	Elche	zzz❤️👶👶👶 ES 🍼❤️
16/4/2018	👶 Encontrar y traer la mejor comodidad para su familia es el principal propósito para pielsa❤️👶	#love#baby#trend#brand-new#collection#kids#new-born#b2b#mama#familia#new#freedelivery#spain	Madrid	❤️👶👶👶 🍼
20/4/2018	👶 Piesla garantiza un suelo zzz👶 perfecto🌙🌟	#baby #babyshower #newtrends #love#familia #family #familytime #b2b #quality#girls #boys #pregnant #niña #niño #amor#empresa #delivery	Onteniente	🌙🌟 zzz👶👶👶 🍼

23/4/2018	<p>✦Envuelve a tus peques 🍼 con nuestras productos. Calidad y bienestar para los más pequeños de la casa!👶</p> <p>Piensa Baby cuida de tus peques!</p>	<p>#pielsacuidadetupesques #love#motherhood #familia #fashion #cotton#organic #family #design #b2b</p>	Valencia	✦🍼👶
25/4/2018	<p>Hola, mamás y papás!👋 🌐Piensa Baby ofrece tiene una gran variedad de mantas para tener a tus peques bien calentitos!</p> <p>☐ Tenemos mantas estampadas, gofradas, gofradas + escarcha, gofradas + escarcha + destellos y bordadas. ¿Quieres saber más? ¡Estate atento y pronto te enseñamos más cositas!! 😊</p> <p>Piensa Baby cuida de tus peques!</p>	<p>#familia #españa #b2b #textil-paraniños#textil #design #cutton #love#niños</p>	Madrid, España	👋🌐😊
27/4/2018	<p>🌙Nuestra nueva colección de mantas no tiene nada que envidiar a las nubes.☁️👶🍼 Adquiera una!!! su bebé dormirá tan cómodo como si estuviera en las nubes👶🌐🍼 zzz👉</p>	<p>#familia #cariño#vida #love #b2b #kids #familytime❤️#textiles #españaes #cute #soft</p>	Elche	🌙👶🌐🍼 zzz 👉❤️ES
30/4/2018	<p>Haz que tu bebé brille como las estrellas ☐ con nuestra manta gofrada + escarcha + destellos! ✨✦</p>	<p>#familia #bebe #vida #love #b2b #kids#peque #familytime❤️ #textiles #manta#españaes #madeinspain #cute #bright#soft</p>	Spain	✨✦❤️ES
4/5/2018	<p>HOLAAA!!!👋👋👋 En Piensa Baby también tenemos alfombras!!! Sabemos que a los bebes les gusta jugar encima de ellas.☐ Descubre todas las alfombras disponibles!</p>	<p>#baby #pielsababy #mom #home #love#family #textile #spain #trend #moda #care#newproduct #b2b #delivery #kids #service</p>	Madrid	👋😊

5/5/2018	<p>△△△ Visita nuestro Facebook y participa en nuestro pedazo de sorteo!!!! Sorteamos una de nuestras mantas con destellos ✨ NO TE LO PIERDAS Y SUERTE 🍀</p>	<p>#baby #pielsababy #mom #home #love#family #textile #spain #trend #moda #care#newproduct #b2b #delivery #kids #service</p>	Madrid	△🍀
9/5/2018	<p>Quieres tener una habitación enterredora para tu #bebé? ✨ ✨ ✨ Mira en nuestra web todos nuestros productos y elige lo mejor para tu peque 🧶 🍼 🗣️</p>	<p>#pielsababy #pielsa #ontinyent#muchoamor #amor #familia #pequeño #love#family #delivery #motherhood #mother#father #happy</p>	Ontinyent	✨ 🧶 🍼 🗣️

Date	Content	Emojis
22/4/2018	<p>Bienvenido a Pielsa Baby! 😊 😊 Envuelve a tus peques con nuestras productos. Calidad y bienestar para los más pequeños de la casa! Dale me gusta a nuestra página y descubre más sobre nuestras mantas, kit edredón, kits nórdicos, sábanas y capas de año 😊 Pielsa Baby cuida de tus peques!</p> <p>Welcome to Pielsa Baby! 😊 😊 Wrap your babies with our products. . Quality and comfort for the smallest! Like our page and find out more about our blankets, duvet kit, nordic kit, sheets and towel caps. Pielsa baby cares about your babies!</p>	😊 😊
24/4/2018	<p>Hola!!! 🙌 🙌 🙌</p> <p>Pielsa Baby ofrece tiene una gran variedad de mantas para tener a tus peques bien calentitos! 🧶 🧶 Tenemos mantas estampadas, gofradas, gofradas + escarcha, gofradas + escarcha + destellos y bordadas. ¿Quieres saber más? ¡Estate atento y pronto te enseñamos más cositas! 😊</p> <p>Pielsa Baby cuida de tus peques!</p> <p>Pielsa baby offers different type of blankets to keep your babies very warm. 🧶 🧶 We have printed blankets, embossed blankets, embossed + crystal blankets, embossed + crystal blankets + firefly blankets and embroidered blankets. Do you want to know more about it? Pay attention and we will show you more soon!! 😊</p>	🙌 🧶 😊
28/4/2018	<p>HOLAAA!!! 🙌 🙌 🙌</p>	🙌 😊

	<p>En Pielsa Baby también tenemos alfombras!!! Sabemos que a los bebés les gusta jugar encima de ellas. 😊 Descubre todas las alfombras disponibles!</p> <p>Feliz sábado!!!</p>	
30/4/2018	<p>Holaaaaa!! 🙌🙌🙌</p> <p>Sabéis que tenemos un producto súper novedoso? 😊😊 Descubre nuestras mantas gofradas con escarcha y destellos que harán brillar a tu bebé como si fuese una estrella ✨</p>	🙌😊⭐
3/5/2018	<p>Holaaa!!! 🙌🙌🙌</p> <p>La hora del baño es muy especial para ti y para tu pequeño!!! 🚿 Después del baño envuélvelo con las suaves capas de baño de Pielsa Baby y haz que el momento sea aún más especial! 😍</p>	🙌🚿😍
4/5/2018	<p>En Pielsa Baby vamos a hacer un #SORTEO para el #Díadelamadre!! 😍</p> <p>SORTEAMOS una Manta Gofrada con Escarcha y Destellos!!!! Consigue esta manta única para que tu bebé brille como las estrellas ✨</p> <p>¿Cómo participar?</p> <ol style="list-style-type: none"> 1. Comenta cuál es tu color favorito de nuestras súper mantas y nombra a tres amigos. 2. Y no olvides darle "Me gusta" a nuestra página <p>¡Fácil y sencillo!!! 😊 El sorteo finalizará el próximo lunes 7 de mayo a las 10.00h, y luego anunciaremos al ganador!!</p> <p>¡MUCHA SUERTE!! 🍀</p> <p>Puedes ver más detalles sobre esta mantita tan especial en; https://www.ebay.es/.../Manta-cuna-bebe-de-terc.../292519631417...</p> <p>El sorteo se realizará con #Easypromos</p> <p>¡Gracias!</p>	😍⭐😊🍀
7/5/2018	<p>Holaaaaa!! 🙌🙌🙌</p> <p>Pielsa Baby espera que tuvieseis un feliz día de la madre!!! 😍</p> <p>El sorteo ha finalizado!!!! 😊 Gracias a todos por participar. Estad atentos que durante el día hoy publicaremos el ganador. Mucha suerte!!!</p>	😊🙌😍🍀

	Ah, y no olvidéis de darle "Me gusta" a nuestra página para no perderte nuestras próximas publicaciones!!	
7/5/2018	<p>Enhorabuena Paula Tina Mente eres la ganadora de nuestro sorteo de la manta de destellos!!!!</p> <p>Gracias a todos por participar!!!! </p> <p>https://sweeps.easypromosapp.com/w/348429</p>	
9/5/2018	<p>Quieres tener una habitación enternecedora para tu #bebé?    </p> <p>Mira en nuestra web todos nuestros productos y elige lo mejor para tu peque   </p>	