

# Social Media Marketing Plan

Case: Human Resources Consulting Firm

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ABSTRACT

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The digital revolution has created new opportunities and challenges for the marketing world, and it has been necessary for marketers to face and adjust to the new era. More channels for selling products have become available and consumers have more power than they used to. The biggest impact to the marketing ways comes from social media. Social media is a part of people's everyday life and the use of social media among businesses is also growing. In addition, it has become part of recruiting and job search, creating an opportunity for better interaction between companies and job seekers.

This thesis aims to research social media marketing and its opportunities, and the final goal is to conclude a development plan for a Chilean human resources consulting firm. The created plan aims to help the company to improve its visibility on social media in order to gain more customers.

Research approach in this study is deductive, and qualitative and quantitative research methods are the chosen research methods. Primary data is collected with observation and a web-survey, and secondary data from literature and internet sources.

Theoretical part of this thesis introduces concept of marketing in order to gain better understanding of marketing and why it is important. Later definition of social media is presented and explained what is social media marketing. In addition, the theory of SWOT analysis is presented, as it was used as a tool to gather information for the development plan.

Research findings indicate that people use social media actively and find its role important in job search. It has helped people to get interviewed and hired, and also people would like companies to publish more open positions on their channels. These and other results were part of the development plan creation for the case company. Based on the plan, the company should change its actions on LinkedIn and start to use Facebook as a marketing tool.

Key words: social media, social media marketing, job search, development plan

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# 1 INTRODUCTION

The world of marketing faced the need for adjusting and learning how to survive under the new challenges and opportunities, when the digital revolution made the consumer more powerful. A wide range of new channels for selling products became available and as the accessibility of consumers to information became easier, the marketing dynamics, especially marketing strategies, needed to be developed toward new and more profitable forms. (Wind & Mahajan 2001, 3-4.)

The channel that has had the biggest impact on the ways of marketing is social media. From being only accessible to people who were able to code, now it stands as the largest tool for being connected with people and society. It is accessible for every individual with a computer or a smartphone connected to internet. Social media is a part of people's everyday life, and by taking part only in one social media channel, people are able to be part of groups and connect with people with same interests, share their thoughts, experiences and opinions, follow what is happening around the world, and make purchases. (Agresta, Bough, & Miletsky 2010, 2-7.)

Social media is used daily by big number of people, and it is also a popular tool in the process of job search. Additionally, it is used tool also among employers when they are searching potential candidates. It has been studied that 82% of companies use social media in their process of hiring and also that they more likely check the social media accounts of the candidates. (Greenawald 2018.)

## 1.1 Research Backround

As the case company of this thesis is a consulting company of human resources and does not have an actual plan for its actions on social media, social media marketing was chosen to be the topic of this thesis. The company works in the field of human resources and is located and having its markets in Chile. Its target group consists of Chilean

professionals as well as foreign professionals that are living Chile. The company searches perfect candidates for the job offers they are handling for different companies. It also offers outplacement and job hunting services in which it helps professionals to find a new job in their field. The main objective of the company is to empower and connect professionals from different areas with decision makers from different companies to relocate them professionally.

The topic is relevant as the company has now low visibility on social media, and it wants to improve its actions in the area in order to gain more customers. Finally, the topic was chosen because nowadays the role and the efficiency of social media, and the opportunities that are provided by social media, cannot be ignored if one wants to have a successful business. In this thesis the focus will be on the professional job seekers and their behaviour on social media. By focusing on the target group's behaviour, it is easier to start building the actual development plan for the company's actions on social media.

## 1.2 Thesis Objectives, Research Questions and Limitations

This study aims to provide insight into the concept of social media and social media marketing as well as give insight into the role of social media as a tool in the processes of job search and recruiting. Also, it is discussed how important social media is as a tool of marketing and how a company can improve its visibility on social media, and why it is recommendable and profitable.

The main purpose of the thesis is to create a social media marketing plan for the case company. In order to conduct the plan, the most important and relevant concepts are studied which helps to gain a deeper understanding of the topic. Moreover, understanding the concepts gives competence to create the plan.

It is important to develop a good research question at the beginning of research. The question should be formed clearly, and it should summarize

the investigated issue. Well formed and precise research question helps with guiding and shaping the research whereas poorly developed research question can complicate the research process. (Grand Canyon University 2018.)

In this thesis, the main research question is:

- How the case company can improve its visibility on social media and through that become better known among professional job seekers, and gain more customers?

After creating the main research question, it is useful to think and create sub-questions that ask about a specific issue or topic and helps to slim the broader focus of the main question. In addition, sub-questions help the researcher to form and particular the data that needs to be collect. (Agee 2009, 435-436.)

The sub-questions in this thesis are the followings:

- What are social media and social media marketing?
- What are the most used social media channels in recruiting and in job search?
- Which channels are suitable and recommendables for the use of the case company?

Different kinds of limitations have to be taken into consideration when conducting a research. There are different types of limitations and the types are the followings: study design limitations, impact limitation and statistical or data limitations. Study desing limitations are refered to the factors that might affect to the outcomes, for example, the number of available procedures or specific constraints on the study population. (Hindle 2015.)

On the other hand, impact limitation means the factors that makes the study suffer from limited impact. That kind of factors are, for example, strong regional focus and focus too much on specific group. The last type of limitations, statistical or data limitations, is refered to be the factors that

affect on how much or how good data can be collected. In addition, sometimes the enrolment of the study was more complicated than expected, or the limitations can be caused by the study design. (Hindle 2015)

The first limitation of this study is that the markets of the case company are in Chile which means that the study will focus on the people living in Chile, However, this does not mean that the study focuses only on Chileans, as there live lot of people from other countries as well. Second limitation is that the outcome and suggestions of this research are not suitable for companies operating on different fields, as the field in which the case company operates is very specified. The last limitation concerns the collected data. Because of specific amount of time, the obtained number of answers to the survey might not be as big as wished.

### 1.3 Theoretical Framework

The purpose of this thesis is to help the case company to choose the most suitable and profitable social media channels for its marketing. The aim is to achieve more visibility and gain more customers. Different marketing theories are introduced in order to gain deeper understanding and also to make the reader familiar with the concepts.

As the social media has the most important role in this thesis, the concepts of social media are studied and introduced. The reader will also get familiar with the use of social media among professional job seekers, as it is important to have more detailed information about how the target group uses social media in job search.

Later on, the actual development plan for the case company is presented. The information for the plan was gathered with observation and web-survey, and also with help of SWOT analysis. The SWOT analysis was done of the case company's social media marketing.



#### 1.4 Research Methodology and Data Collection

When starting a research, the first step is to decide which research approach to use out of two options. The first one is deductive reasoning which means that the researcher has an idea to test a theory or hypotheses. Deductive reasoning is started with general theories and later on there will be more complete information. Additionally, this approach aims to test or confirm a theory. The other research approach is inductive reasoning. When this approach is used, the researcher wants to build a theory. The theory is based on empirical data and the results are more open-ended and exploratory. (Myers 2013, 23.)

After deciding the research approach, the research methodology and data collection methods needs to be decided. Mostly used research methodologies are quantitative, qualitative or a mix of both. When in quantitative research the results are showed as monetary or numerical terms, the qualitative research is aiming to study the behaviour of a test-group. (Krishnaswami & Satyaprasad 2010, 6.)

The main goal of quantitative research is the quantification of data by gathering numerical data or other type of data that is possible to transform into statistics. By using this research method, one collects information about opinions, attitudes and other variables of different sample groups in order to quantify them. The methods for collecting data in quantitative research are different kind of surveys, polls, interviews and observations. (DeFranzo 2011.)

As an investigative research, qualitative research gives in-depth understanding of reasons, opinions and motivations and also provides insights into the problem, which are gained by using unstructured or semi-structured data collection methods. For potential quantitative research, it helps to generate ideas and hypotheses. Commonly used methods are for example: group discussions, individual interviews and observations. (DeFranzo 2011.)

What comes to the data collection techniques of primary data, in quantitative research data collection highly structured, including questionnaires or interviews with pre-formulated questions. As it is possible for respondents to give boundless expressions in qualitative research, it is not possible in quantitative research. In qualitative research the techniques are less structured, including individual or group interviews, in order to get more detailed and comprehensive understanding. (Atlasti 2017.)

Secondary data is data collected usually from already published sources but it might also be collected by using unpublished sources. The researcher has various source options to collect secondary data. The data can be obtained by using public reports, literature, statistical or historical documents or government's publications. On the other hand, the unpublished data can be collected from letters, diaries or from different kinds of unpublished works. (Choudhary 2018.)

In this thesis, the chosen research approach is deductive approach, and for the research methods, the chosen methods are both qualitative and quantitative. Those methods were chosen because it is necessary to use both methods for gaining the desired data, in order to answer to the research questions. The primary data in this research is collected by observation and with a web-survey, and the secondary data was obtained by the use of sources founded from internet, literature and articles.

### 1.5 Thesis Structure

The thesis begins with introducing the topic and then followed by presenting the objectives and the purpose of the study. In the introduction part, the main research question is presented and also the sub-questions, that helps to answer to the main question, are revealed. The reader gets familiar with the theories that are presented later on and which are the pillars of the study. Moreover, deeper insight is given to the reader regarding the research approach, research methodology and data collection methods.

The second chapter and the third one, are leading the reader to the main theories. When in the second chapter the concepts of marketing are studied and presented, the third chapter is focused on the concept of social media and what is social media marketing. As it can be seen following these chapters, the role of social media in recruiting and in job search is introduced as well as the main social media channels that are used as a tool in those processes.

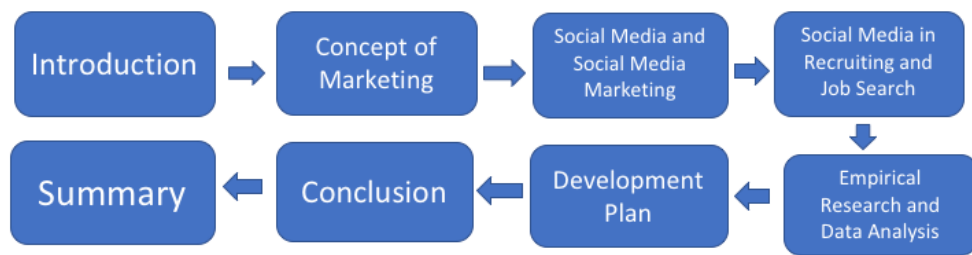


FIGURE 1. Thesis structure.

In the fifth chapter of the thesis, the empirical research and data analysis takes place. It is explained how the study was implemented and the obtained data is presented and analysed. On the next chapter, the actual development plan for the case company is built and it is based on the studied theories and supported with the findings from the empirical part. The seventh chapter concludes the study. The answers are given for the research questions, as well as, suggestions on further research. Also, the validity and reliability of the study are explained. Finally, the last chapter summarizes the thesis.

## 2 CONCEPT OF MARKETING

This chapter defines what is marketing and gives more details about the 5 steps marketing process that every business should follow if successful business is wanted. The concept of marketing was decided to be the topic of the first theory part of this thesis in order to make the reader more familiar with marketing and its importance when doing business. Moreover, knowing the concept of marketing helps the reader understand better the upcoming topic; social media marketing.

### 2.1 Definition of Marketing

Nowadays people often think that marketing is only selling and advertising, when in reality, those two are only a part of wider set of marketing tools. This image of marketing comes from the fact that we are daily surrounded by the most visible part of marketing which includes, for example, TV commercials, sale calls, ads in the magazines, and offers and ads sent by e-mail. (Kotler & Armstrong 2014, 27.)

Marketing is defined, for example, as the process in which the company aims to capture value from its customers by creating value for its customers and building strong relationship with them. (Kotler & Armstrong 2014, 27). Even though there are many definitions for marketing, according to Kotler & Armstrong (2014, 26), this is the simplest definition of marketing: Marketing is managing profitable customer relationships.

Marketing should be that efficient that selling becomes unnecessary and the product sells itself. How is that possible? Firstly, the company must understand the needs of customers. Secondly, a product that fulfils those needs and creates customer value must be developed. Thirdly, the company must price the product with affordable price which is “equal” to the quality of the product. Fourthly, the distribution and promotion of the product must be done effectively. These four factors are part of five-step marketing process which will be introduced in the following chapter. (Kotler et al. 2014, 27.)

## 2.2 Marketing process

In the marketing process, there are five steps altogether. The first four steps are for understanding the consumers, creating customer value and building strong relationships with the customers. As the figure 2 presents, the last step of marketing process is for capturing the value from customers in order to make profit and customer equity. (Kotler et al. 2014, 27.)

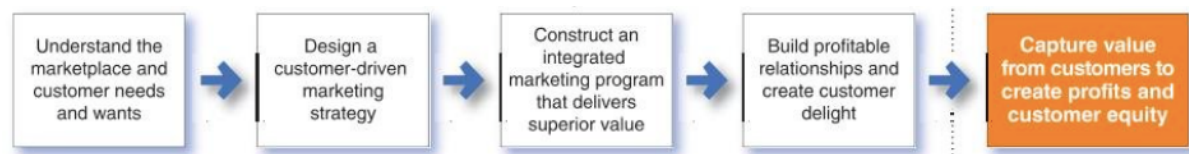


FIGURE 2. The 5 steps marketing process. (Kotler et al. 2014, 27)

### 2.2.1 Understanding the Marketplace and Customer Needs

The first step of marketing process is that the company gains deeper understanding of the marketplace and of the needs of customers. There are physical, social and individual human needs, and they are either in a form of want or demand. When an individual wants something, it is a need that is shaped into a want by his/her culture or personality. For example, when an American needs food, she/he more likely wants the food in a form of a hamburger coming with soft drink and french fries. A demand, on the other hand, is when human want is backed by buying power. Additionally, conducting consumer researches and analyses of customer datas are beneficial tools to gain the needed understanding. (Kotler et al. 2014, 28.)

Market offerings are combinations of services, products, information or experiences that satisfy the needs, wants and demands of customers. They promise some benefit for the consumer and that benefit is also known as value proposition which is the tool to provide the customer value. However, market offerings are not only the physical product; they offer something more with the actual product. They provide benefits, activities or services that are intangibles and the aim is to create a positive brand experience. All in all, one market offering can be a mix of people,

places, information, ideas, activities, organisations and expertise. (Klopper, Berndt, Chipp, Ismail, Roberts-Lombard, Subramani, Wakeham, Petzer, Hern, Saunders & Meyers-Smith 2006, 6-7.)

One important aspect for marketers is to provide customer value and satisfaction because when customers gain satisfaction, they will buy the product again and spread their positive experiences to other consumers. On the other hand, unsatisfied customers will not buy the product again, they will switch to the competitors and the one who loses, is the changed company. If the company has customer loyalty and higher revenues as its goals, keeping customers happy should have high importance to the company. (Sukhraj 2017.)

A big part of marketing is to create, maintain and grow exchange relationships and it is desired to have those relationships strong in order to deliver high customer value. When people satisfy their wants and needs, it happens through exchange relationship. The person who wants something, gets it by exchanging something with the party that is offering the desired object. The markets itself is to where exchange relationships lead. (Kotler et al. 2014, 29.)

The market consists of the actual and potential buyers that share need or want that can be satisfied by specific product or service. Understanding the markets gives great opportunities for companies to provide superior customer value and build the desirable relationships. However, the possible buyers must have been searched, their needs identified well in order to design a product or service that fulfils those needs, set affordable price for the product or service and later promote, store and deliver them successfully. Companies must also take into consideration the fact that consumers do marketing as well, for example, when they are searching for products or interacting with companies in order to get information. Technology has turned marketing into an interactive affair and it has become more important aspect for marketers to find ways how customers can reach the company and also the fellow customers. All in all, the success of the company depends largely on how the whole system,

including the supplier, company, marketing intermediaries and final consumers, is serving the consumers. (Kotler et al. 2014, 30.)

### 2.2.2 Building a Customer-Driven Marketing Strategy

As the aim of marketing is to create customer value and build strong customer relationships, designing a marketing strategy is the tool for achieving that goal. However, instead of creating only a marketing strategy, it is more profitable to create a customer-driven marketing strategy because the center of marketing is formed by the consumers. In the following paragraphs, more information is given about the four steps of building the customer-driven marketing strategy. (Claessens 2015.)

The first step is called segmentation and in this step company must identify the whole market and then divide it into smaller segments. As it is not possible to serve the whole market profitably, the segmentation helps the company to see the most profitable groups to serve. The segmentation can be based on different variables and those variables can be either geographic, demographic, psychographic or behavioural. (Claessens 2015.)

The second step of building the customer-driven marketing strategy is targeting. After having identified the segments, company must decide which segments to target. It is possible to select several segments to target but before selecting the most attractive and profitable target segments, an evaluation based on the company's capability to serve specific segments must be done. In other words, the selected segments should be the ones for which the company can generate the greatest customer value with its resources. (Claessens 2015.)

The third and fourth steps, differentiation and positioning, depend on each other and are strongly related. Differentiation has two steps which are: identifying competitive advantages and choosing the right ones. Through the differentiation, the positioning of the product in customers' minds can be gained. The competitive advantages should be something that can

provide high customer value, for example, differentiating the product from the competitors' products with its features; the price, eco-friendliness or other feature that is something what the competitors do not offer or you can do better. Additionally, is not sufficient only to have the values listed, the company must deliver them in order to achieve the position in the markets. (Claessens 2015.)

### 2.2.3 Constructing an Integrated Marketing Program

After building the customer-driven marketing strategy, the company needs to construct an integrated marketing program which consists of the company's marketing mix. The marketing program provides the actual value for the customers and puts the marketing strategy into action. (Etman 2016.)

The four Ps of marketing are also known as marketing mix. The four Ps are product, price, place and promotion, and they are essential when planning marketing strategy. The product is the actual need or want of the potential customers that the company has created. For the product, the company must then decide how much the price will be and the place signifies the availability of the product; how the company gets the product to the customers. The last P is promotion which means the communication with customers about the product and persuasion of the merits of the product. (Linton 2018.)

### 2.2.4 Building Customer Relationships

In the process of marketing, the most important step is to build and maintain good relationships with customers. In order to create profitable customer relationship, it is a must to deliver superior customer value and satisfaction. As consumers have tons of similar products from which to choose, it is a key thing to offer something that the competitors do not. Importantly, value signifies different thing to different customers and the purchasing decision is done by the evaluation of the benefits and costs of



a product or service, and therefore, there must be something that makes the offer more appealing. (Kotler et al. 2014, 35.)

Customer satisfaction can be defined in many ways and according to Francis Buttle (2009, 44) customer satisfaction is the customer's fulfilment response to a consumption experience, or some part of it. Customer satisfaction depends on if the customers' expectations meet with the performance and if it does not, customers become dissatisfied. In the case that those two factors meet or the performance is better than expected, customers become satisfied. However, sometimes customer has low expectations and even though the expectations are fulfilled, customer still does not become satisfied. Companies want to know what is important for customers in order to improve their performance and because of that they research requirements and expectations. (Francis Buttle 2009, 44.)

The nature of the target market affects on the level how companies will or wants to build customer relationships. If company has low-margin customers, it might seek to build basic relationships with its customers. Instead of getting to know them personally, the company uses brand-building advertising, public relations, and web sites and apps as a tool for building relationships. On the other hand, if company has few customers and high margins, the full partnership is ideal to build with the key customers. However, there are other levels of customer relationships between these two. (Kotler et al. 2014, 36.)

One tool for creating better relationship with customers is to offer frequency marketing programs that reward those customers who buy frequently or in big amounts. For example, airlines commonly have frequent-flyer programs for rewarding the travellers. Other tool is to have club marketing programs. Those programs create member communities and the members have different kind of benefits, for example, if customer buys a grill from Weber, she/he has a possibility to join the Weber Nation. By joining, the customer will get access, for example, to online grilling classes, grilling tips, audio and video podcasts, and forums where to talk with other members. (Kotler et al. 2014, 36.)

Today companies are changing the ways how they are relating to their customers. Previously the focus was on mass marketing but nowadays companies have more focus on their carefully selected customer and to build deeper, more direct and long-lasting relationships with them. Mass marketing have not disappeared yet but more marketers decide to target only the most profitable customers. To have only the most profitable customers to target, companies use customer profitability analysis to screen out the unprofitable customers. (Kotler et al. 2014, 38.)

Companies are not only choosing their customers more selectively nowadays, they are also relating with their customers in more meaningful ways. The advanced technology has open new ways for relating and it has changed how companies and brands communicates with their customers. They are now building interactive customer relationships with new communication approaches, instead of using the traditional advertising. Even though the new technologies offer more opportunities, they also create challenges, as they make consumers more powerful. Consumers have more information about companies and numerous platforms for sharing their experiences with fellow consumers. (Kotler et al. 2014, 39.)

In order to have customer-managed relationships, companies should involve customers to their market offerings and messages, which increases the interactions between the two. For example, companies use their social network to create dialogues and conversations to which their customers can take part via their own social networks. However, all those actions companies create for their customers in social networks are not always a success, they can go wrong easily. To avoid a disaster, marketers must find unobtrusive ways to become part of customers' conversations with brand messages that are engaging and relevant. (Kotler et al. 2014, 40.)

Consumer-generated marketing is taking more place in the customer dialogue. It is a concept in which consumers have a role for shaping the brand experiences. This happens through consumer-to-consumer exchanges in digital network, for example, blogs and video-sharing sites.

Customers also have more opportunities to influence to the products and services as companies are asking more ideas from their customers. Additionally, nowadays companies use their customers for shaping their ads by asking them to submit their homemade ads. (Kotler et al. 2014, 40.)

It is not enough being good at customer relationship management. For creating more customer value, marketers must be good at partner relationship management, which is the concept of creating customer value by working closely with other company departments and partners outside the company. Instead of letting marketers to be in charge of customers, nowadays companies make every department to understand and be more customer focused, and they even make sure they have a good relationship with their supply chain as well in order to deliver superior customer value. (Kotler et al. 2014, 41.)

#### 2.2.5 Capturing Value from Customers

The last step of marketing process is to capture value from customers. When the first four steps are for creating value for customers and by that, build customer relationships, the last step is capturing value in form of sales, market share and profits from the customers. The company is capable of capture value from its customers if they stay satisfied and by that, loyal to the company. That is achieved by good customer relationship management. If a company loses a customer, it means it lost the whole purchase stream of that customer during her/his life, in other words, the customer lifetime value. (Abbas 2017.)

If the customer relationship management is in a good shape, it gives possibility to capture the customer lifetime value and also to increase the share of customer. The share of customer signifies the portion of shares that the company can receive when customer purchase something from its product categories. The share can be increased by offering greater variety or by creating cross-selling and up-selling programs. (Abbas 2017.)

The goal of customer relationship management is also to produce high customer equity, which means, the customer lifetime values in total of all the customers of the company. The level of customer loyalty tells how high is the customer equity and it can be measure better the company's performance as it suggests the future, not the past as sales and market share. Customer equity should be managed carefully and the company needs to classify its customer into groups and manage them in the most suitable ways. The classification can be done by dividing customers into four groups based on the level of profitability and projected loyalty. Those for groups are butterflies, true friends, strangers and barnacles, and every group has different characteristics and based on those characteristics, marketers create suitable strategy to build the right relationship with the right group. (Abbas 2017.)

### 3 THE CONCEPT OF SOCIAL MEDIA AND DEFINITION OF SOCIAL MEDIA MARKETING

Social media is used and talked about daily among the people in this world, but does everyone know exactly what social media means? In this chapter the reader will gain deeper understanding of the concept of social media before being introduced with the definition of social media marketing. How social media works, for what it is for and its different forms are explained, and later on follows an introduction of its four zones. The last topic of this chapter introduces the social media marketing.

#### 3.1 Social Media

Before getting into the social media marketing, understanding the concept of social media is important. Social media is a series of websites and applications that are accessible via computer, tablet or smartphone and, the main objective of social media is to enable content sharing efficiently and in real-time. It allows people to interact, connect and share contents with their friends, family or any social media user on Earth. The world of business is facing a change because of social media and nowadays businesses are utilizing the opportunity of social media to interact and reach out to customers. (Hudson 2017.)

There are plenty of forms how users can take part in social media and the following are examples: photo and video sharing, blogging, social gaming, social networks, business networks and virtual worlds. Individuals use the forms of social media to keep contact and connect with people, to network for career opportunities and to share contents. On the other hand, social media offers possibility to the companies to advertise and promote, evaluate trends and offer customer service, gain customer feedback, and most importantly, to find and interact with customers in order to elevate the brand. (University of South Florida 2018.)

### 3.2 The Zones of Social Media

There are big number of different kind of social media channels and new ones are created and arriving online all the time. Because of the big number of different channels, grouping together the channels that are similar helps to compare and contrast the options. The created four zones are: social community, social publishing, social entertainment and social commerce. The following figure introduces the social media zones and the components they consist of. However, these zones are only alternatives for grouping, as the nature creates that some of the zones are overlapping each other. (Tuten & Solomon 2017, 42-43.)



FIGURE 3. The zones of social media. (Tuten & Solomon 2017, 43)

#### 3.2.1 Social Community

The channels that are classified as a part of social communities, are the channels focusing on relationships and in which people participate together with others sharing the same interest or identification. This zone is created because the primary reason why people are taking part is to build and maintain relationships. The channels in social communities are social network sites, message boards, forums and wikis, and the most

popular ones are Twitter, Facebook and LinkedIn. In addition, in the context of a communication and conversation, collaboration and community, individual contributions are emphasized in the social communities' channels. (Tuten et al. 2017, 43.)

### 3.2.2 Social Publishing

When social communities focus on building and maintaining relationships, social publishing has its focus on knowledge-sharing. Social publishing enables sharing contents without the barriers and gatekeeping of traditional publishing and broadcast model. Social publishers are categorized into four groups which are the following: individual users, independent professionals, professional contributors that are associating with organizations, and brands. People are able to share their own contents via social publishing channels, such as, blogs, microsharing and media sharing sites, and social bookmarking. (Tuten et al. 2017, 45.)

### 3.2.3 Social Entertainment

This zone has its orientation in entertainment-sharing. It aims to provide pleasure and enjoyment by the use of different social media channels in which people can, for example, play and socialize while playing, listen to music or watch videos. The social entertainment channels offer different kind of entertainment to the users and the channels can offer either social games, social music, videos or social television. At this moment the social games are leading the zone of social entertainment by having substantial margin. (Tuten et al. 2017, 46-47.)

### 3.2.4 Social Commerce

The last zone of social media is social commerce which is the zone of online shopping, buying, and selling of market offering on social media. Social commerce includes social shopping, social marketplaces and channels and tools that allow shared participation in decision making. Both

buyers and sellers have easy access to online marketplaces and communities to market and sell products and services. Social shopping means, when people are sharing their experiences, opinions, and recommendations via social media, they are actively participating and influencing other consumer's decision-making process. (Tuten et al. 2017, 47-48.)

### 3.3 Social Media Marketing

As the social media is changing the behaviour of consumers, it is important to react in the field of marketing. Because of the changing environment, it is necessary to add one more P, participation, to the marketing mix's Four P –strategy. Participation is the aspect that businesses have to consider when utilizing, or thinking to start to utilize, social media as a tool for marketing. Businesses need to choose the right way of participation in order to improve their actions and reach their goals. (Tuten et al. 2017, 50.)

Social media marketing happens through the social media portals and it is the process of marketing that utilize the social aspect of the web to deliver better customer value. When the traditional ways of marketing focus on the mass-marketing and are less personalized, social media marketing focuses on to connect and interact with customers on more personalized level. Social media marketing tools include, for example, Facebook, Twitter and Youtube. (Nations 2017.) Additionally, by social media marketing businesses aim to attract consumers towards their company, brand, website or a product, and the most desired goal of social media marketing is a "conversion", for example, to make the consumer to purchase the product, or subscribe to a newsletter. (Barker, Barker, Bormann & Neher 2012, 3.)



## 4 SOCIAL MEDIA IN RECRUITING AND JOB SEARCH

As the technology continues to evolve, the role of social media within people and businesses grows and becomes more and more significant. Nowadays social media has a part in almost everything, including the process of recruiting and job search. More jobs come about through networking and the interactive nature of social media makes networking more powerful and easier, which is also the reason why organizations and job seekers have started to be more active on social media. (Waldman 2013.) This chapter gives more details about how organizations and job seekers use social media and introduces the three most used social media channels in recruiting and job search.

### 4.1 Social Media in Recruiting

Job seekers might not always have in mind while they search employers and try to learn as much as possible about the organizations and the hiring managers, that they are being checked as well. Job hunting nowadays is a two-way street and the use of social media among the hiring managers and recruiters on researching candidates is increasing. (Hannon 2018.) According to the report of Society for Human Resource Management, 84% of organizations are using social media in their recruiting process. (Society for Human Resource Management 2017.)

Employers use social media channels in order to get a better image of a potential candidate outside of his/her cover letter, resume or interview. The most common channels used in the process of recruiting are social networking channels; LinkedIn, Facebook and Twitter. The information found by hiring managers might affect on whether they hire the candidate or not and, in addition, if the hiring managers or recruiters are not able to find any information about the candidate online, they might not interview him/her. (Smith 2013.)

A survey conducted by CareerBuilders.com asked from 2303 people, working in the field of human resources, how and why they utilize social

media in recruiting. The results tell that hiring managers utilize social media channels to screen potential candidates, for example, to evaluate the candidate's character and personality. Social media channels also can tell the hiring managers what kind of image the candidate gives on social media and if he/she presents himself/herself professionally. Moreover, hiring managers also might aim to find more information about candidate's qualifications, see if he/she fit to the company's culture, and in some cases, they are looking for a reason why they should not hire the candidate. (Smith 2013.)

Some employers who are scanning their candidates' profiles on social media have said that the information they found, caused that the candidate was not hired. The reason behind that kind of situation is that the employer has found provocative or inappropriate contents on the candidate's profile. These kinds of contents might include evidence of poor communication skills, bad talks about previous employer, discriminatory comments about specific race, gender or religion, or evidence that shows use of alcohol and/or drugs. (Smith 2013.)

#### 4.2 Social Media in Job Search

As said earlier, job hunting is a two-way street and by that, social media is also used among the job seekers. Job seekers use social media in their job search in order to find open positions and to find more information about the company and its culture before sending an application. Before an interview, social media is a tool to find information with which candidate can give a great image of himself/herself and impress the hiring managers. Among the job seekers social media is used a lot for searching information but, however, they also use it for advertising their own skills, for increasing the visibility of their professional profile, and for networking with other professionals. (Schaeffer 2017.)

Despite the big role of social media in job search, it does not secure that every job seeker will success with their job search. The competence is high in the modern job market but, however, if the job seeker knows how

to utilize social networking sites well, his/her opportunities to find and get a job grows exponentially. To find a job via social media can be done easily, and the three most used social media channels among the job seekers are the same as among the hiring managers and recruiters; Facebook, LinkedIn and Twitter. (Boylan 2018.) The following chapter will introduce these three social media networks with more details.

### 4.3 Three Most Used Social Networking Sites

This chapter introduces the social media channels that are the most used among the job seekers, hiring managers and recruiters. It was noted in the earlier chapter that those channels are LinkedIn, Facebook and Twitter which means that those three channels are the ones about what this chapter gives more details.

#### 4.3.1 LinkedIn

LinkedIn was launched on 5 May 2003 and since that day it has become the biggest professional network in the world. The vision of LinkedIn is to serve every worker in this globe by creating economic opportunities for them and, on the other hand, the mission of the social network is to connect all professionals in the world. (LinkedIn 2018.)

Every job seeker should have a profile on LinkedIn because of its powerfulness. It is a social networking site created for companies and job seekers and it works like an online resume for its users, offering other functions on the side. (Bradford 2018.)

#### 4.3.2 Facebook

The most popular social networking site, Facebook, was founded on 4 February 2004. Its mission is to enable people to build community and to bring the world closer together. It is used by people in order to stay connected with friends and family, to know what is happening in the world,

and to share things that have a matter to them. (Facebook Newsroom 2018.)

Thinking about Facebook in recruiting and job search, it is a tool that should not be left out. It has turned to be more and more used for professional advantage rather than just being in contact with family and friends. It used by hiring managers and recruiters for checking their candidates' facebook pages in order to see what kind of information they can get from there. On the other hand, job seekers are keeping their pages "clear" and professional and seeking open positions, as it is common that companies publish the info on their Facebook page. In addition, it is tool for networking as well with different kinds of groups related to different careers and industries. (Boylan 2018.)

#### 4.3.3 Twitter

Twitter is another social media platform and it was founded in 2006. It is a platform for sharing quips, photos, videos, GIFs and all have to be included in 140 characters or less. (Tanasychuk 2018.) On Twitter's own website it says that Twitter is what is going on in the world and what people are talking about, and in Twitter people are able to see all the sides of a story. (Twitter 2018.)

People use Twitter to interact with people and organizations, and to know what is going on in the world. In job search Twitter enables people to talk directly with the companies, possibly also with hiring managers and recruiters, without submitting the resume first. Job seeker can promote his/her professionalism by following and re-tweeting companies' tweets or taking part to current conversations about his/her industry and profession. However, being part on Twitter alone is not profitable enough if the goal is to find a job, one must have a profile on LinkedIn. (Doyle 2018.)

## 5 EMPIRICAL RESEARCH AND DATA ANALYSIS

Empirical research is based on experimentation or observation, not on theory or belief. The characteristics of empirical research are the followings: aims to answer to posed research question, studied population, behaviour or phenomena is defined, and the actual process that was used for the study is described. (Cahoy 2018.) This chapter makes the reader familiar with the empirical research that was conducted and analyses the obtained results. At first used data collection method and its design are introduced, and later on data gathering process is explained. Finally, the data analysis of the collected information is done and introduced.

### 5.1 Data collection method and data gathering

The research questions of the thesis aim to provide necessary information about the usage of social media in job search, in order to create a social media marketing plan based on the most up-to-date information. To have the most up-to-date information, the primary data was collected and, as mentioned in the introduction -chapter, the collection of primary data in this thesis was made by using quantitative and qualitative data collection methods. The primary data was collected by observation and in a form of a survey with pre-formulated and structured questions, and already given answer options. The observation happened during the time the researcher was doing her internship in the company, from November 2017 until the end of April 2018.

The type of the observation was participant observation which means that the researcher was a part of the company and the group, but the others were not aware of the observation. (Krishnaswami & Satyaprasad 2010, 94.) The researcher observed during her internship the company's social media use.

The survey consisted of 14 questions and it was designed in a way that the respondents were divided into 3 different groups based on their answers. Because the case company and its markets are located in Chile,

the survey was available in Spanish and English. Those languages were chosen because the target market consists of professionals from Chile as well as professionals from abroad that live in Chile. The survey link was shared on Facebook, on researcher's personal page and in different groups that are formed mostly by Chileans or people living in Chile. In addition, the link was shared in group chats on WhatsApp in which the majority of participants are Chileans. Those channels were chosen for sharing the link because the researcher do not use other social networking channels, for example, LinkedIn.

## 5.2 Data Analysis

In the following sub-chapters the collected data is analysed. First, the data gathered with qualitative data collection method is analysed. The qualitative data collection method in this study was observation. Next, the obtained data from the web-survey is analysed. The web-survey in this study provided quantitative data.

### 5.2.1 Observation Data Analysis

When the researcher started her internship, the company had started its social media marketing only couple of months earlier. Anyhow, the company's activity on social media was very minimal and the company itself did not have any social media page or profile. The company promoted its client companies' open job positions through the employees' personal LinkedIn profiles. In November, company's own LinkedIn page was created and the marketing started by publishing articles. In addition to articles the company published also few job advertisements.

At the beginning of December, a Facebook page for the company was made but it stayed untouched until the end of researcher's internship. The use of the company's page on LinkedIn was low and the average frequency of posting was once a week. Open positions were still shared on the employees' LinkedIn profiles rather than on the company's LinkedIn page. At the end of January company published its corporative video on its

LinkedIn page but after that there has not been activity on the company's LinkedIn page. The open positions continued to be posted on the employees' personal profiles being the company's only social media marketing activity until the end of researcher' internship.

### 5.2.2 Survey Data Analysis

Altogether the survey had 95 respondents and the first three survey questions asked the demographical features of the respondents. The first question was about the respondent's age and the answer options ranged from under 25 up to 45 and older. As can be seen from the figure below, based on the answers the biggest age group was 25 to 34 years olds with 35 respondents out of 95. The second biggest age group was the group of under 25.

#### 1. Age / Edad

Vastaajien määrä: 95

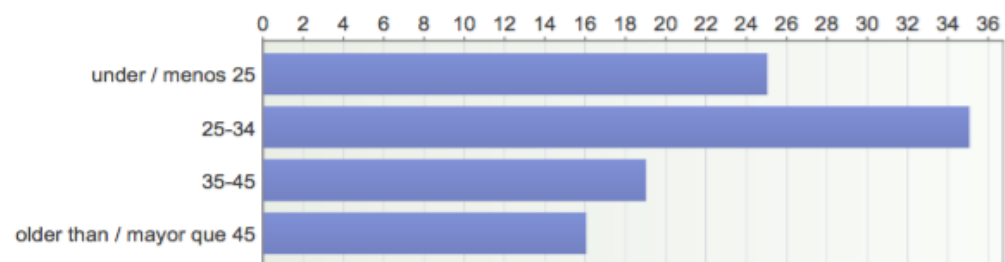


FIGURE 4. The age groups.

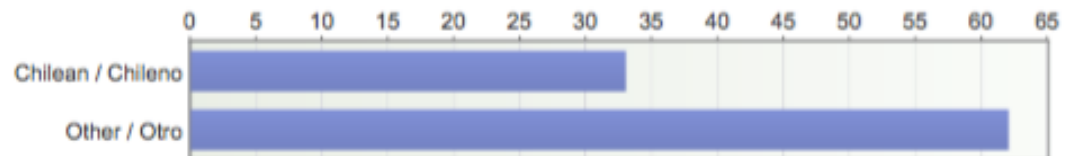
The second demographical question asked the gender of the respondents and the answers show that out of 95 respondents, the majority, 71, were females and 24 males. The major nationality groups, asked in the question three, were Chileans and Finns. Finns were represented with 19 respondents and the rest of the nationalities can be seen from the appendix at the end of the thesis. However, even though the majority of the respondents comes from other countries and not from Chile, the answers to the fourth question show that 69 respondents out of 95 live in Chile. The figure 5. shows the answers to the questions 3 and 4.

Regarding to the creation of the social media marketing plan for the case

company, the survey results would not have been relevant if the majority of the respondents would have lived outside of Chile, but now as the majority live in Chile, the results can be used in the plan creation.

### 3. Nationality / Nacionalidad

Vastaajien määrä: 95



### 4. Do you live in Chile? / Vives en Chile?

Vastaajien määrä: 95

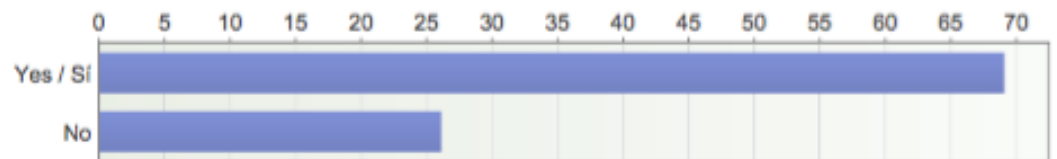


FIGURE 5. The nationality and the place of residence.

The fifth question concerned the usage of social media. The majority of respondents, 55, use social media on daily basis for 1 to 2 hours when 35 of the respondents spend more than 3 hours on social media every day. Only four people out of 95 use social media once or few times a week and only one responded not using social media at all.

In the question 6, the respondents answered if they have used social media in job search. In this question, the respondents were divided into three different groups depending on their answer. Details about the question, answer options and the results can be seen in the figure below. First group, the majority of the respondents, was formed by the people who chose the first or second answer option. They either answered that they use social media always in job search or they have used it few times in job search. This group continued the survey normally. The second



answer option lead the group to continue the survey on the question 11. This group represents the part of respondents that have not used social media in job search but are willing to consider it. The last group only answered to the question 13 and 14 after answering the question six.

6. Have you used social media in job search? If not, would you consider using it in the future? / Has usado las redes sociales en la búsqueda de trabajo? Si no, podrías considerar a usarlas en el futuro?

Vastaajien määrä: 95

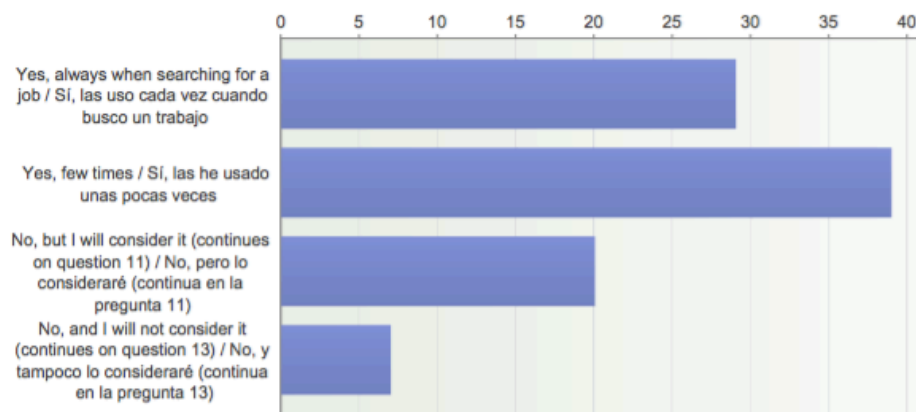


FIGURE 6. The use of social media in job search.

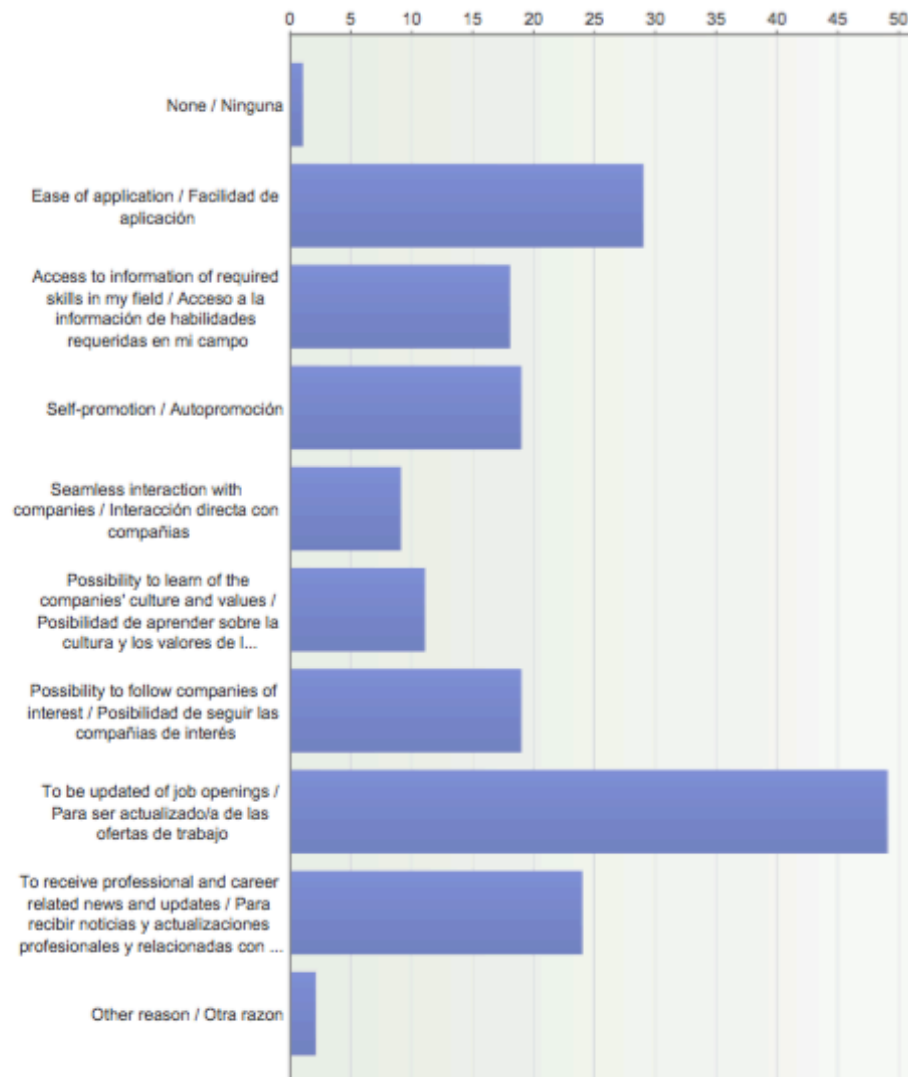
The group that responded with options 1 and 2 to the sixth question, continued answering questions normally until the question number 10. After answering the question 10 they were forwarded to the question 13. The questions from 7 to 10 asked more information about how and why the respondents have used social media in job search, and how it has resulted.

Firstly, the used social media channels in job search were asked in the seventh question and the respondents had an option to choose more than one channel. The results show that LinkedIn and Facebook were the leaders in this question, leaving the other channels noticeably behind. Secondly, the reason for the use of social media in job search was asked. In the eighth question, respondents were again able to choose more than one answer option. From the figure below all the answer options can be seen and how many responses every option received. The major reason for the use among the respondents was to be updated of job openings,

chosed by 49 respondents out of 68. The other most popular answers were the ease of application and to receive professional and career

8. For what reason do you use social media in job search? You can choose max. 3 reasons. / Por qué razón usas las redes sociales en la búsqueda de trabajo? Puedes elegir max. 3 razones.

Vastaajien määrä: 68



related news and updates. They received almost equal amount of responses but, however, not noticeably more than the rest of the answer options.

FIGURE 7. Reasons to use social media in job search.

The last two questions for the group 1 concerned the outcome of the job search on social media. Question number 9 asked if the respondents have been contacted by consulting firms or other companies on social media,

and the two answer options, yes or no, received both 34 responses. There were 68 responses altogether for this question. The received answers for the tenth question tell that only one respondent has got hired without being interviewed first. The figure 8 shows that 24 respondents out of 68 have not received any help from the use of social media in job search. On the other hand, 43 respondents have been interviewed because of the help of social media, and 23 of them were hired after being interviewed.

10. Has social media helped you to get a job or to be interviewed for an open position? (Survey continues after your response on question 13) / Las redes sociales te han ayudado a conseguir un trabajo o a ser entrevistado/a para un puesto vacante? (Encuesta continua en la pregunta 13 después de la respuesta)

Vastaajien määrä: 68

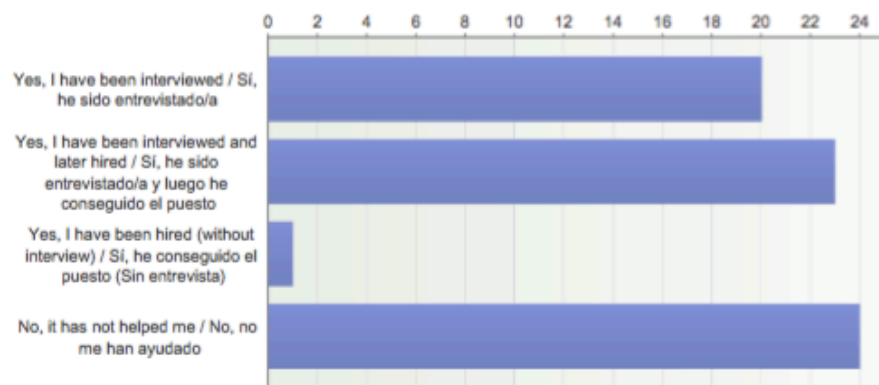


FIGURE 8. The help of social media in job search.

Continuing to the question 11, the group 2 was asked what social media channels they would use in job search. The group 2 was forwarded to this question after answering the question 6, and this group consists of the respondents that have not used social media in job search but are willing to consider it in the future. The question was multiple choice question and as it can be seen from the figure below, among the group, LinkedIn and Facebook were the most considered channels. The least considered channel was Twitter.

11. What social media channels would you use in job search? You can choose more than 1 option. / Qué canales de redes sociales usarias en la búsqueda de trabajo? Puedes elegir más de 1 opción.

Vastaajien määrä: 20

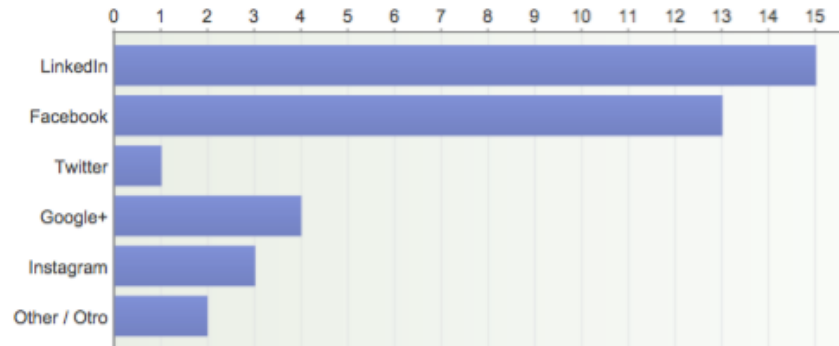


FIGURE 9. The considered social media channels in job search.

The other question that was made for the second group, was the question number 12. The respondents chose the reasons why they would use social media in job search. The most chosen answer option was to be updated of job openings. Seamless interaction with the company and to receive professional and career related news and updates were the least chosen answers among the group.

The last two questions of the survey were for every group. The group 1 was forwarded to the thirteenth question after the question 10 and the group 3 after answering to the question 6. The group 2 continued normally from the question 12. The question measured how important is the role of social media in job search in the opinions of the respondents. As the figure 10 presents, only 9 respondents out of 95 answered that it is not important at all, and 41 respondents considered it to be either fairly important or very important. The option "important" received the majority of the responses, 26 out of 95, and 19 respondents think that the role of social media is slightly important.

13. In your opinion how important is the role of social media in job search? / En tu opinión que tan importante es el rol de las redes sociales en la búsqueda de trabajo?

Vastaajien määrä: 95



FIGURE 10. Importance of social media in job search.

The last question asked if the survey participants think that companies should be publishing their open positions more on social media channels than on regular job searching sites. The majority, 66 participants out of 95, thinks that companies should publish more on social media.

As a conclusion, the survey results pointed out that the usage of social media is fairly high and that people use it also as a tool in job search, or are willing to consider to use it. The results show that companies are desired to be more active on social media and that the role of social media in job search is important. In addition the results indicate that social media has helped job seekers to be interviewed or hired for positions they have applied. LinkedIn and Facebook were the most used channels in job search and the channels that people would use when searching a job. The main reason for the use of social media in job search is to receive information about the open positions. The outcome is that it is desired and profitable for companies to be active on social media, as the job seekers are as well and because the job seeker think that companies should participate more.

## 6 DEVELOPMENT PLAN

The development plan for the case company's social media marketing can be conducted, as now the researcher has studied the concepts of marketing and social media marketing, and is familiar with how social media is used in recruiting and job search. The development plan is created after the empirical research and in the following chapters the theory of SWOT analysis is explained because it was used as tool to gather information for the development plan. The done SWOT analysis is also introduced. After the chapters concerning the SWOT analysis, the actual plan for the case companies actions on social media is presented.

### 6.1 SWOT analysis

SWOT analysis is a tool for strategic analysis and it is used for identifying a organizations' internal and external factors. Additionally, it is also used for developing strategic plans and as a decision-making tool. The letter combination SWOT comes from words strengths, weaknesses, opportunities and threats, where strengths and weaknesses are the internal factors and opportunities and threats the external factors. The internal factors are things and elements that company is able to influence or change, when the external factors cannot be influenced or changed by the company, as they come outside of the company. (Berry 2018.)

Strengths are internal things that an organization is doing well and they can be either tangibles or intangibles. Strengths separate the organization from its competitors and the organization's strengths can be, for example, talented and dedicated staff, capital, intellectual property or proprietary technologies. On the other hand, organization's weaknesses are thing that it is lacking. Weaknesses are something that someone else does better. Weakness can be, for example, a shortage of skilled employees, lack of capital or high debt. (Shewan 2017.)

Opportunities are factors that the organization can use for improving its position in the markets and for improving its actions. They are external and

arise from many sources. Opportunity might be, for example, a competitor's withdrawal from market, technological innovation or new social trend. When opportunities are helpful factors for organization, threats are harmful factors that can not be controlled. Examples of threats: new competitor, theft or brand damaging factors. (Sarsby 2016, 9-10.)

### 6.1.1 SWOT Analysis of the Case Company's Social Media Marketing

One strength of the case company is that it does not have any kind of social media marketing plan. It can create a plan that will help at reaching its goals and be as effective as possible, and also that is a strength because now it has a possibility to observe a bit what its competitors are doing on social media and plan its actions to be better. Other strength is that the company is a bit known already in LinkedIn, as the employees have been sharing open positions with the company's name on their profiles.

What comes to the weaknesses, the case company is not active on social media and it does not have a page on other social media channels than LinkedIn which makes it totally unknown, for example, on Facebook. In addition, there is resistance for making changes which makes it more difficult to change the actions within the company. There is also lack of employees that are familiar with marketing.

<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"> <li>- do not have existing social media marketing plan</li> <li>- possibility to observe the competitors and their actions and create better plan</li> <li>- has already visibility on LinkedIn</li> </ul>	<p style="text-align: center;"><b>Weaknessess</b></p> <ul style="list-style-type: none"> <li>- not active on social media</li> <li>- no company pages on other channels than LinkedIn</li> <li>- resistance for changes</li> <li>- lack of employees with knowledge about marketing</li> </ul>
<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>- social media is quick and cheap marketing tool</li> <li>- effective way for advertising and promotion, and to contact people</li> <li>- job seekers active on social media</li> </ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>- competitors</li> <li>- negative feedback</li> <li>- marketing actions on social media do not attract customers</li> </ul>

FIGURE 11. SWOT analysis of company's social media marketing

As social media is a quick and cheap way for doing marketing, it stands as an opportunity for the company. Social media is also an effective way for advertising and promotion as well as being in contact with people, and for companies that means being in contact with customers. Taking part on social media also gives an opportunity for a self-promotion and to make the company more known. Additionally, job seekers that create the case company's target group are active on social media and many of them already use social media as a tool in job search, so being active on social media would be only beneficial for the case company, as it could reach more customers.

The main threats of the case company are its competitors and the possibility of them having better social media marketing. Receiving negative feedback on social media is a threat as well, as it lowers the image of the case company immediately and many people are able to see it. It could also be a threat if the future social media marketing of the case company will not attract its target group.

## 6.2 Action Plan for Social Media Marketing

This chapter will introduce the action plan for the case company's social media marketing. The obtained results from the survey showed that out of 95 respondents, more than half use social media daily for 1-2 hours and 35 participants more than 3 hours. In addition, more than half of the respondents already use social media in job search or have used it as a tool in job search. As the case company is a consulting firm of human resources, these are good reasons for the case company to take advantage of social media in order to gain more visibility and customers.

The survey results also revealed that it is desired that companies would publish more open positions on their social media channels, and that the role of social media in job search is important. In addition, the main reason for people to use or consider to use social media is to be updated of job openings. Social media has also helped the survey participants to be interviewed and hired for positions they have applied for, showing it is an



important tool for marketing actions. The chosen channels for action plan were LinkedIn and Facebooks, as they were the most used channels in recruiting and job search, and the most used and considered to be used channels in job search among the survey participants.

### 6.2.1 LinkedIn

First step for the case company in order to get more visibility on social media would be a change to its use of LinkedIn. It has already a bit of visibility on LinkedIn and it would be the best channel to start the actions on social media. Being more active on LinkedIn is recommendable for the company because the survey results showed that LinkedIn was the main social media channel that was used and considered to be used in job search. Also people desired for companies to publish more open positions on social media channels.

As now the case company only uses LinkedIn for sharing the open positions on the employees profiles, it should start to publish them on the company's LinkedIn page. The case company should take an advantage of LinkedIn's function in which users can recommend other people's and companies' publications, and the publication appears on their profile.

By recommending open positions, shared on the company's page, they would still reach lot of people but at the same time the company would become more known and its LinkedIn page would obtain more followers. That would enable the company to share other relevant contents on social media as well as to advertise and promote its services of job hunting and outplacement. All in all, taking the most out of LinkedIn would help the company to improve its position in the market, to obtain more visibility and to reach more customers.

### 6.2.2 Facebook

According to the survey results, Facebook was the second most used social media channel in job search and also the second most considered

channel. The case company has already created a Facebook page but has not published anything on it so now it should start using it for its marketing. However, creating a good, efficient and working plan for its actions on Facebook is necessary, as it has no visibility on Facebook and it takes time and lot of work to be able to get it.

It has to create a plan that will meet with its goals. The case company has to think what kind of content it will share, will it share open positions, as wished in the survey results, or will it share other type of content such as adverts and relevant articles. It has to plan at what time and how often it will share content, as those are relevant factors in social media marketing.

Other reasons for the case company to take Facebook as part of its social media marketing are that it is the world's biggest social network with more than 2 billion monthly active users. (Kallas 2018.) Additionally, as stated in the SWOT analysis, opportunities for the case company are the effectiveness of social media for advertising and promotion as well as the ease of contacting people.

## 7 CONCLUSION

This chapter concludes the study and presents the collected information during the thesis process. In addition the answers to the research questions are presented. Later in this chapter the study's reliability and validity are analysed, and the suggestions for further research are given.

### 7.1 Answers to the Research Questions

The main focus of the research was on social media marketing and the use of social media as a tool in job search. The research's sub-questions are answered first in this chapter and then later the answer to the main research question is given. The main research was: How the case company can improve its visibility on social media and through that become better known among professional job seekers, and gain more customers?

#### **What are social media and social media marketing?**

Social media consists of series of websites and applications that are accessible via computer, tablet or smartphone. The main objective of social media is to enable content sharing efficiently and in real-time. People can interact, connect and share contents with friends, family or any social media user on Earth. There are plenty of forms how users can take part on social media: photo and video sharing, blogging, social gaming, social networks, business networks and virtual worlds.

Social media marketing is marketing that happens through social media channels, for example, LinkedIn and Facebook. It is the process of marketing that utilize the social aspect of the web to deliver better customer value. When the traditional ways of marketing focus on the mass-marketing and are less personalized, social media marketing focuses on to connect and interact with customers on more personalized level. Social media marketing is used to aim to attract consumers towards a company, brand, website or a product, and the most desired goal of

social media marketing is a “conversion”, for example, to make the consumer to purchase the product, or subscribe to a newsletter

**What are the most used social media channels in recruiting and in job search?**

The most used social media channels in recruiting and in job search are LinkedIn and Facebook.

**Which channels are suitable and recommendables for the use of the case company?**

Based on the survey results, the most suitable and recommendables for the case company’s social media marketing are LinkedIn and Facebook. The results indicated that the most used and considered channels among the survey participants were LinkedIn and Facebook. In addition, LinkedIn is considered to be suitable and recommendable because the case company already has visibility on the channel.

**How the case company can improve its visibility on social media and through that become better known among professional job seekers, and gain more customers?**

The company’s visibility can be improved by making changes to its use of LinkedIn as well as taking Facebook to be part of its marketing. As the case company already has visibility on LinkedIn but does not use it in the best possible way, it is necessary to make changes in order to gain more customers and obtain more visibility. Before starting the use of those channels, clear action plan should be invented in order to reach the goals.

## 7.2 Validity and Reliability

The purpose of this thesis was to answer to the research questions which was reached, and the answers were presented. The informations for the thesis were gathered by using secondary and primary sources. The secondary sources were printed and digital, and the primary sources were

observation and web-survey. The survey aimed to gather information about the use of social media in job search among the company's target group. The number of respondents was 95 which was enough for the researcher to draw conclusions and made the research reliable. The research is valid and reliable according to these statements.

### 7.3 Suggestions for Further Research

At the beginning of this study it was mentioned that the focus will be on a Chilean consulting company and its markets in Chile. To gain more comprehensive results from the use of social media in job search and social media marketing, and to understand the importance of social media when doing business further research is suggested. Having more information and understanding would be beneficial and useful for the case company.

## 8 SUMMARY

At the beginning of the thesis the concept of marketing was introduced. After getting reader familiar with marketing, social media was defined and what social media marketing is was explained. The final goal of the study was to conduct a development plan for the case company's social media marketing, and for that the use of social media among the target group was investigated.

Research approach in this study was deductive, and qualitative and quantitative research methods were chosen to be the research methods. Primary data is collected with observation and a web-survey, and secondary data from literature and internet sources.

The main research question was how the case company can improve its visibility on social media and through that become better known among the professional job seekers and gain customers. With the obtained data from the web-survey, the answer for the question was made and the development plan for the company was conducted and presented. Additionally, SWOT analysis was made for getting more information for the plan creation.

Research findings indicated that people use social media actively and find its role important in job search. The most used and considered to be used social media channels were LinkedIn and Facebook, and the survey results also showed that social media has helped people to get interviewed and hired for the positions they have applied for. In addition, people would like companies to publish more open positions on their channels.

The case company can improve its visibility and gain more customers with being more active on social media. It should change its way of using LinkedIn and make Facebook to be part of its social media marketing. However, before starting the actions on social media the company should set its goals and create effective plan for reaching them.

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## APPENDICES

### Appendix 1.

#### 1. Age / Edad \*

- under / menos 25
- 25-34
- 35-45
- older than / mayor que 45

#### 2. Gender / Sexo \*

- Male / Masculino
- Female / Femenino

#### 3. Nationality / Nacionalidad \*

- Chilean / Chileno
- Other / Otro

#### 4. Do you live in Chile? / Vives en Chile? \*

- Yes / Sí
- No

#### 5. How often do you use social media? / Con qué frecuencia usas las redes sociales? \*

- I do not use social media / No uso las redes sociales

- 
- Once or few times a week / Una o pocas veces a la semana
  - On daily basis (1-2hours) / Cada día (1-2 horas)
  - On daily basis (more than 3hours) / Cada día (más que 3 horas)

**6. Have you used social media in job search? If not, would you consider using it in the future? / Has usado las redes sociales en la búsqueda de trabajo? Si no, podrías considerar a usarlas en el futuro? \***

- Yes, always when searching for a job / Sí, las uso cada vez cuando busco un trabajo
- Yes, few times / Sí, las he usado unas pocas veces
- No, but I will consider it (continues on question 11) / No, pero lo consideraré (continua en la pregunta 11)
- No, and I will not consider it (continues on question 13) / No, y tampoco lo consideraré (continua en la pregunta 13)

**7. What social media channels have you used in job search? You can choose more than 1 option. / Qué canales de redes sociales has usado en la búsqueda de trabajo? Puedes elegir más que 1 opción. \***

- I have not used social media channels in job search / No he usado las redes sociales en la búsqueda de trabajo
- LinkedIn
- Facebook
- Twitter
- Google+
- Instagram
- Other / Otro

**8. For what reason do you use social media in job search? You can choose max. 3 reasons. / Por qué razón usas las redes sociales en la búsqueda de trabajo? Puedes elegir max. 3 razones. \***

- None / Ninguna
- Ease of application / Facilidad de aplicación
- Access to information of required skills in my field / Acceso a la información de habilidades requeridas en mi campo
- Self-promotion / Autopromoción
- Seamless interaction with companies / Interacción directa con compañías
- Possibility to learn of the companies' culture and values / Posibilidad de aprender sobre la cultura y los valores de las compañías
- Possibility to follow companies of interest / Posibilidad de seguir las compañías de interés
- To be updated of job openings / Para ser actualizado/a de las ofertas de trabajo
- To receive professional and career related news and updates / Para recibir noticias y actualizaciones profesionales y relacionadas con la carrera
- Other reason / Otra razón

**9. Have you been contacted by consulting firms or other companies on social media? / Has sido contactado/a por consultoras u otras compañías en las redes sociales? \***

- Yes / Sí
- No

**10. Has social media helped you to get a job or to be interviewed for an open position? (Survey continues after your response on question 13) / Las redes sociales te han ayudado a conseguir un trabajo o a ser entrevistado/a para un puesto vacante? (Encuesta continua en la pregunta 13 después de la respuesta) \***

- Yes, I have been interviewed / Sí, he sido entrevistado/a
- Yes, I have been interviewed and later hired / Sí, he sido entrevistado/a y luego he conseguido el puesto
- Yes, I have been hired (without interview) / Sí, he conseguido el puesto (Sin entrevista)
- No, it has not helped me / No, no me han ayudado

**11. What social media channels would you use in job search? You can choose more than 1 option. / Qué canales de redes sociales usarías en la búsqueda de trabajo? Puedes elegir más de 1 opción. \***

- LinkedIn
- Facebook
- Twitter
- Google+
- Instagram
- Other / Otro

**12. For what reason would you use social media in job search? You can choose max. 3 reasons. / Por qué razón usarías las redes sociales en la búsqueda de trabajo? Puedes elegir max. 3 razones. \***

- None / Ninguna
- Ease of application / Facilidad de aplicación
- Access to information of required skills in my field / Acceso a la información de habilidades requeridas en mi campo
- Self-promotion / Autopromoción
- Seamless interaction with the company / Interacción directa con compañías
- Possibility to learn companies' culture and values / Posibilidad de aprender sobre la cultura y los valores de compañías
- Possibility to follow companies of interest / Posibilidad de seguir las compañías de interés
- To be updated of job openings / Para ser actualizado/a de las ofertas de trabajo
- To receive professional and career related news and updates / Para recibir noticias y actualizaciones profesionales y relacionadas con la carrera
- Other / Otro

**13.** In your opinion how important is the role of social media in job search? / En tu opinión que tan importante es el rol de las redes sociales en la búsqueda de trabajo? \*

- Not important at all / No es importante en absoluto
- Slightly important / Un poco importante
- Important / Importante
- Fairly important / Bastante importante
- Very important / Muy importante

**14.** Do you think that companies should publish open positions more on social media channels than on regular job searching sites? / Piensas que las compañías deberían publicar más sus vacantes en las redes sociales que en los sitios regulares de búsqueda de trabajo? \*

- Yes / Sí
- No