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Social Media Marketing Plan for Sandvik Automation

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ABSTRACT

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The primary purpose of this thesis was to create a social media marketing plan for Business Area Sandvik Mining and Rock Technology's Business Unit Automation. The plan was to create consistency in social media marketing for Business Unit Automation and to serve as a foundation and base for future social media marketing plans and help realize what resonates with customers on different platforms.

The marketing plan was created by using the theoretical review that is outlined in the thesis in chapters two through three. Interviews were conducted among nine employees of Sandvik Automation Business Line based in a variety of locations. The empirical portion of this thesis was conducted at the end of 2018. For the purpose of gaining more knowledge on what content should be included in the plan, analysis of three Sandvik Automation competitors was completed with four different social media channels Sandvik Mining and Rock Technology utilizes. In addition, a SWOT analysis was created for BU Automation about their social media presence.

It was concluded that it is important to choose the right social media channels based on the target group segmentation. Consistency and continuity is also needed to reach the targets. A successful multichannel strategy requires content that considers each channel's unique characteristics. The results provided support to the notion of the output-to-input ratio, proving social media channels to be more cost effective than traditional media channels. The social media marketing plan has been removed from the public version of the thesis.

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Key words: social media, marketing plan, business-to-business, automation, digitalization

CONTENTS

ABBREVIATIONS AND TERMS

APAC	Asia Pacific (one of the Sales Areas)
BLM	Business Line Manager
B2B	Business-to-business
B2C	Business-to-consumer
BU	Business Unit
BA	Business Area
CEO	Chief Executive Officer
ROI	Return on Investment
SA	Sales Area
SEK	Swedish Krona, currency of Sweden
SEO	Search Engine Optimization
SEM	Search Engine Marketing
Lost Time Injury	Something that results in time lost from work due to injury.

1 INTRODUCTION

Social media has risen to become the most important marketing tool and it can be said that it is actually the most important individual tool in marketing that has ever existed (Williams 2017, 9). Meikle (2016) defines social media as "networked database platforms that combine public with personal communication". (Meikle 2016, 6.) The keywords in this definition refer to and highlight different aspects of the complex concept of social media (Meikle 2016, 6).

The internet revolutionized marketing by also giving smaller companies the ability to run efficient marketing campaigns and create brand awareness more effectively. In the past, only large companies could afford grand campaigns. Today, every company has the possibility to be present in social media and use it as a tool in their marketing. (Kananen 2018, 25.) The social media landscape has changed the marketing game significantly throughout the years.

1.1 Research Objective

The purpose of the thesis is to explore and analyze how a social media marketing plan can be created. It focuses on creating the first ever social media marketing plan for Business Unit Automation, which is a part of the Business Area Sandvik Mining and Rock Technology. To keep the thesis in manageable proportions, the scope is limited to the context of the social media marketing plan.

The social media channels used in the plan are the channels that the whole Business Area, Sandvik Mining and Rock Technology, uses and has identified as the four main channels for social media marketing. However, the social media marketing plan is an integral part of the Business Unit's marketing plan and cannot be examined in total segregation.

1.2 Outline of the Study

The thesis outlines a comprehensive theoretical review of social media marketing in a business-to-business landscape throughout chapter 2. The social media marketing plan itself was constructed with the help of empirical research, SWOT and competitor analysis, as well as the theoretical review. The empirical data for the study has been gathered through qualitative research. In which, semi-structured interviews were conducted with the different Sales Area Automation Business Line Managers during 20.9.-12.10.2018. The SWOT analysis is based on the author's own experience and knowledge of Sandvik Automation and the business.

All of this is followed by a discussion and evaluation portion, which discusses how it is important to choose the right social media channels based on the target group segmentation. A successful multichannel strategy requires content that is considering each channel's unique characteristics. Consistency and continuity are also needed to reach targets. The purpose of this plan is to serve as a foundation and base for future social media marketing plans and help realize what resonates with customers in the different sales areas and in which platform.

1.3 Case Company

Sandvik Group is a global high-tech engineering company founded in 1862. It has operations in 130 countries and employs around 42,000 people. The company and its employees are committed to improving customer productivity, profitability and safety. Sandvik Group is a world leader in tools and tooling systems for industrial metal cutting, equipment and tools, service and technical solutions for the mining and construction industries, as well as advanced stainless steels and special alloys and products for industrial heating.

Sandvik Group had a revenue of 100 billion SEK in 2018 and 3,7 billion SEK in investments in research and development. The company has approximately 5,900 patents pending. The president and CEO of the company is Björn Rosengren. (home.sandvik n.d.)

The operations of Sandvik are divided into three business areas, Sandvik Mining and Rock Technology, Sandvik Machining Solutions and Sandvik Materials Technology. Each business area conducts research and development, production and sales for their respective products and services. (home.sandvik n.d.) This thesis was written for business area Sandvik Mining and Rock Technology, which is a leading supplier of equipment and tools, service and technical solutions for mining and rock excavation. (rocktechnology.sandvik n.d.)

Sandvik Mining and Rock Technology offers solutions for rock drilling, rock cutting, crushing and screening, loading and hauling, tunneling, quarrying as well as for breaking and demolition. The Business Area aims to increase customers' productivity and reduce total cost of ownership by supplying them with optimal solutions while ensuring reliability, efficiency and safety. (rocktechnology.sandvik n.d.)

The Sandvik Mining and Rock Technology business area is divided into nine Divisions, which, in some cases, are split further into Business Units. The Divisions are Crushing and Screening, Load and Haul, Underground Drilling, Surface Boom Drills and Exploration, Mechanical Cutting, Parts and Services, Rock Tools, Rock Drills and Technologies and Surface Pedestal Drills. (rocktechnology.sandvik n.d.)

1.3.1 Division: Rock Drills and Technologies

Rock Drills and Technologies is one of the nine Divisions under the Business Area Sandvik Mining and Rock Technology. The Division focuses on rock drills, automation, research and technology development and engineering services. Sandvik is a leader in rock drill innovation and offers solutions for customers' underground and surface mining operations. (Sandvik Intranet 2016.)

Sandvik rock drills are designed to increase customer productivity, reduce total costs of ownership and provide reliability. Future intentions include further development of the automation offering and continuing to build a strong expertise focusing on long term research and technology development. The Division is taking

on the challenge of increasing data-driven technology in customers' processes. (Sandvik Intranet 2016.)

1.3.2 Business Unit Automation

For some time now, automation and industrial information technology have been changing the way companies do business. For Sandvik this means improving safety and productivity in underground mining environments by using the technology on equipment. Together with international mining companies, Sandvik has been developing automation technology for decades. Sandvik has always been a forerunner and was the first mining supplier in the world to introduce mine automation systems for underground hard rock mine productions. (Sandvik automation in action 2007.)

Today, Sandvik describes itself as a leader in automation, implementing digital mining solutions for more than two decades. Sandvik's AutoMine® and Opti-Mine® product families are working in more than 60 mines around the world, logging millions of hours and zero Lost Time Injuries. AutoMine® covers all aspects of automation, from remote and autonomous operation of a single piece of equipment, to multi-machine control and full fleet automation using automatic mission and traffic control capabilities. These solutions allow customers to scale up automation at their own pace. (Brennan 2018; Sandvik joins forces with Codelco… 2019.)

OptiMine® analyzes and optimizes mining production and processes. It integrates all relevant data into one source, delivering both powerful real-time and predictive insights to improve operations. OptiMine® is open and scalable, giving customers the flexibility to build at their speed and incorporate other equipment, systems and networks. Both, AutoMine® and OptiMine®, systems are backed by Sandvik experts around the globe. (Brennan 2018; Sandvik joins forces with Codelco… 2019.)

2   B2B MARKETING AND SOCIAL MEDIA MARKETING

The business-to-business market has fewer but much larger customers than the business-to-consumer market. Even in large markets, a few customers often account for a majority of the revenue. Business markets often have inelastic demand because price does not have much affect, especially in the short run. Kotler, Armstrong, Harris and Piercy (2016) say that business demand is derived demand meaning that the demand for consumer goods ultimately derives the business demand. (Kotler, Armstrong, Harris & Piercy 2016, 171.)

Kotler et al. (2016) defines social media marketing as a way to engage with customers anywhere and at any time via the different social media platforms. The rapid growth in digital technology has changed everyday lives and the marketing sphere significantly. Social media has a strong presence in all marketing, including brand websites and even traditional media advertisements might have links to a brand's social media platforms nowadays. (Kotler et al. 2016, 21-22.)

Social media encourages living in the moment, in the now. Companies should use the immediacy of social media to their advantage. Social media opens many opportunities because the only limiting factor is imagination. (Martin 2017.) This ties in with one of the social media marketing trends (chapter 2.4), that Patel (2018) mentions for 2019. Social media has the unique ability to tell a story and it is something that companies should utilize. (Patel 2018.) A primary goal with social media marketing is increasing a company's brand awareness and customer reach by creating content that users' will share with their own networks. (Rouse 2011.)

It is crucial to have a solid B2B social media strategy, no matter the type of business. Emil Kristensen (2019) lists five essential steps to creating a good social media strategy: 1) set your goals, 2) understand your audience, 3) identify social media platforms, 4) maintain consistency and 5) create a calendar. Thus, it is important to understand the social media platform and set clear goals. The created content needs to be based on the company's objectives and audience while maintaining visual consistency. (Kristensen 2019.)

Lessard (2018) identifies several digital sources on the LinkedIn Marketing Solutions Blog as the most common B2B marketing types and channels. Regarding social media it is stated that it should include both organic and paid content. The presence of B2B buyers in social media is constantly increasing and some of them use social media channels to research potential vendors and suppliers. Using social media allows B2B businesses to reach their current and potential customers through a platform where those customers have already chosen to be active. (Lessard 2018.)

The target group for B2B marketers is anyone in an organization that has the influence or control over purchasing decisions. Due to the target group, B2B marketing content tends to be more informational and unambiguous than B2C marketing content. In a B2B environment purchase decisions are made according to possible return on investment. In contrast, a regular consumer does not usually think about their ROI for a purchase. (Lessard 2018.)

2.1 Multichannel Marketing

Multichannel marketing is something for B2B marketers to consider utilizing. It is implementing one strategy across multiple platforms and therefore maximizing the opportunities for interacting with existing and potential customers (Murray n.d). Multichannel marketing helps a company to be present in the same platforms as its customers. It has also been found that compared to single-channel customers, multichannel customers spend three to four times more. (Multichannel Marketing n.d.)

Multichannel marketing can have several benefits including increased awareness, consistent messaging and channel preference (Murray n.d). Megan Marrs (2019) lists tips for a marketer to succeed at multichannel marketing. It is important to create control groups that are not on the receiving end of multichannel promotions because it will help measure the effectiveness of campaigns. In addition to creating control groups, it is also good to have multiple touch points. This

will create additional data, which can give valuable data for future marketing efforts. As with all marketing, it is important to familiarize yourself with the target audience and figure out which platforms they spend their time in. (Marrs 2019.)

On the other hand, it is also important to realize the difficulties of multichannel marketing. With many channels, there will be more moving parts to take care of, which can feel overwhelming for the marketer. A successful multichannel approach requires utilizing integrated marketing for the different channels to work in tandem. Multichannel marketing will also require more time and money. This is because with more channels a marketer will have to devote additional time and, in some cases, maybe hire more staff. (Marrs 2019.)

2.2   Content Marketing

As defined by the Content Marketing Institute, content marketing is "a marketing technique of creating and distributing relevant and valuable content to attract, acquire, and engage a clearly defined and understood target audience – with the objective of driving profitable customer action" (Charlesworth 2018, 67). Traditional marketing is becoming less effective and this is where content marketing comes in. Content marketing allows a marketer to bring potential and existing customers relevant and fruitful content. (What is Content Marketing? n.d.)

Toby Murdock (2012) from The Content Marketing Institute lists three key reasons why companies use and should use content marketing: increased sales and cost savings as well as gained customer loyalty. Content marketing greatly involves social media and the two have much that overlap. However, they are still two distinctive entities that have different main points, goals and processes. The major differences in the two can be categorized by: center of gravity and types of content and objectives. (Murdock 2012.)

The center of gravity, or the main focus, of content marketing and social media marketing differ. Social media marketing activities take place in the social media platforms. The content produced for social media marketing is published inside different social media channels. On the contrary, the primary location for content

marketing is the brand's website. Of course, social media channels are crucial for content marketing to succeed, but they only back up the content created for the website. (Murdock 2012.)

The content in social media marketing is created according to what the social media platform allows. For example, Twitter posts have to be short messages that have a maximum of 280 characters. The type of content is often mimicked from the individuals that are using the brand's social media networks. Due to the main focus of content marketing the context can be longer than in social media marketing because websites do not have the similar limits as social media platforms. In content marketing the content often reflects the style and behaviour of media publishers. (Murdock 2012.)

Social media marketing's main goal is often to create brand awareness, activity and discussion around the brand, and for customer retention/satisfaction. Social media platforms allow brands to have open, direct and immediate dialogue with customers. On the other hand, content marketing focuses on demand generation. The quality of the website's content will bring potential customers to the site, which will potentially allow the brand to build a relationship with those potential customers, creating leads or even a purchase. (Murdock 2012.)

Online marketing has undergone an evolution recently. Content marketing is said to be a relatively new term compared to social media marketing and many companies are practicing the latter but forgetting content marketing. However, Toby Murdock from Content Marketing Institute states that the two forms of marketing should not cancel each other out, but instead they should be two correlating factors of the ongoing marketing evolution. (Murdock 2012.)

2.3   Social Listening

Social listening is not the same as social monitoring. Listening tells you the why and monitoring tells you the what. (Social media listening… n.d.). According to Newberry (2018) social media monitoring is mostly about gathering data and

looking at what has already happened. Information gathered through social media monitoring can tell a company how one campaign did compared to another or monitor a company's ROI. On the other hand, social listening looks beyond the numbers and helps a company understand how the audience feels about them and their competitors. (Newberry 2018.)

Social listening involves two steps. It starts with monitoring social media channels for the brand of the company in question, its competitors, products and any keywords that are relevant to the business. After that the information needs to be analyzed and put into action. In this instance action can mean almost anything. It can be something as simple as replying to comments or something as major and radical as completely reworking your overall brand positioning. (Newberry 2018.)

Social media sentiment is an essential aspect of social listening. A sentiment analysis tool is something that will help companies and brands investigate what people are saying about them and if the chatter is positive or negative. Social media sentiment gives companies a deeper look into their audience and the people they are interacting with in their social media channels. It also helps understand the reasoning behind an audience's reactions, which will help marketers plan future content more strategically. (Fontein 2017.)

According to Newberry (2018) if a company is not using social listening their strategy has significant blind spots. Social listening can benefit a company's brand in different ways. It is important to acknowledge that the audience in social media consists of real people who are talking about the company, and it is crucial to know what they are saying. (Newberry 2018.)

Social listening allows companies to adjust strategies in real time because it allows them to spot any changes in sentiment. If there is a lot of positive engagement, it is important to look for the reason behind it and adjust the social media strategy according to that reason. The same method can be applied to negative engagement. (Newberry 2018.)

Social listening will also allow a company to identify important influencers and advocates. The power of social media and its influences should not be underestimated. They can have a huge impact on their following, which means brands should maintain a positive relationship with their influencers. They can present new opportunities and collaborations in unexpected ways. (Newberry 2018.)

2.4 Trends in Social Media Marketing

Social media is always evolving and growing. More and more brands are depending on social media platforms as communication channels to reach their target groups. This challenges companies to evolve their social media marketing at the same pace as the rest of the landscape. In 2019 some trends to look for are 1) rebuilding confidence in social media, 2) utilizing stories, 3) utilizing influencers and 4) knowing the platforms in use. (Patel 2018.)

It has been shown that social media users are losing confidence in the information found on social media. Marketers are partly at fault because there have been instances when they have not labeled paid advertising posts properly or have made the audience feel defeated by the amount of targeted ads. Younger generations do not tolerate marketing that seems deceitful. Therefore, in 2019 brands will need to rebuild the users' confidence in social media. (Patel 2018.)

The popularity of social media is in the storytelling aspect. It allows a person or a business to share experiences with friends, families as well as current and potential customers. The storytelling is a gateway for brands to include more stories, which will influence the audience to try what the brand is selling. Utilizing customer stories can make the marketing feel real and personal. (Patel 2018.)

Influencer marketing has become popular over the past couple of years. Influencers have a large following and have gained the trust of their followers. Utilizing influencers can be compared to personal branding, because when done correctly, it gives the brand a human voice. This form of marketing is less direct but can be a very convincing way to connect with customers. (Patel 2018.)

It is important for a business to be familiar with the different platforms it is using. Not only with the user interface but also with its users. Patel (2018) gives an example from Pinterest, which has more than 80% female users and geographically more than 50% of the users are in the US. Even if a brand is using multiple platforms instead of focusing on one, it is important to utilize the distinguishing characteristics when creating a social media strategy. (Patel 2018.)

In addition to the above, it is also important to keep some more traditional trends in mind. For example, visualizing is a must in social media. Posts should include images, videos or graphs. When they only contain text, the posts rarely get attention organically and they do not appear in search engines. Singh (2015) says that visual aspects are important because brains process photos quicker than text. Articles with images have higher view rates as, images add credibility, confidence and the likelihood of sharing. They are also great at catching the reader's attention. (Singh 2015; Kananen 2018, 287).

Many different sources state that video continues to be a growing trend in social media even for 2019. Wyzowl (n.d.) says that the views of branded video content between 2016 and 2017 have almost doubled on YouTube (grown 99%) and almost tripled on Facebook (258%). Even though the usage of videos has been trending for some time and can seem quite basic to some marketers, it could still almost be seen as a megatrend. (Wyzowl n.d.) A megatrend is defined as a significant movement or important change in the progress of a specific field or activity (English Oxford Living Dictionaries n.d).

In 2017 Facebook announced a change to its algorithm for organic videos. This change did not necessarily affect many pages, but if a person finds longer videos interesting, more of them should appear in their feed. Therefore, Facebook puts a weight percent on the completion, which aids to avoid penalizing longer videos. (Facebook Newsroom 2017.)

3   SANDVIK'S SOCIAL MEDIA MARKETING

Sandvik Mining and Rock Technology has its own strategy for social media, that follows the Sandvik Group social media strategy guidelines. The key messages that should be conveyed through social media content are shown in picture 1, below. Sandvik Mining and Rock Technology wants the content to show that Sandvik personnel are thought leaders, they have a deep understanding of the industry and they are aware of the customers' challenges and opportunities by being aware of the micro and the macro. The business area is an industry leader in digitalization and automation as well as safety. They are great people who help their customers maximize their productivity and ROI. (SMRT Social Media Guide 2019.)

PICTURE 1. Key messages Sandvik Mining and Rock Technology content should convey (SMRT Social Media Guide 2019).

The key to successful communication with the audience, which consists of current and potential customers, is to understand them, what challenges they face and how Sandvik can solve those challenges. It is crucial to communicate how Sandvik solutions can solve customer challenges. (SMRT Social Media Guide 2019.)

The tone of voice used in social media says a lot about who Sandvik is as a company. Along with the visual identity, the verbal identity is critical and needs to be considered when something is published. Consistency across all social media channels will help build trust and ensure a high level of quality throughout social media communication. The Sandvik Mining and Rock Technology Social Media

Guide 2019 lists five points, which should always be followed on its social media channels. (SMRT Social Media Guide 2019.)

Five steps for social media content creation: (SMRT Social Media Guide 2019.)

1. Be clear and concise. It is important not to overwrite. Fewer words might have a greater impact. It might also be beneficial to involve the audience by asking questions which will get them to think about the writing and what it represents.

2. Tell a story. This will engage the audience on a deeper level, even though it is important to remember to keep the products and services in focus.

3. Think about the long term. Highlight how Sandvik embodies sustainability, which is a key focus area.

4. Active and direct voice. Sandvik should be branded as confident and forward-thinking. Therefore, it is important to avoid using passive phrases.

5. Trigger emotions. The audience is interested in knowing what it feels like to be a Sandvik customer, so posts cannot rely on facts and figures. Something to also keep in mind is that it is equally important to talk to current customers and involving them in the content.

Sandvik Mining and Rock Technology has only recently created its own channels, so compared to Sandvik Group the following is not as large. Despite the relatively short time frame, SMRT has been able to gather a good follower base. Consistency in automation- focused social media content will grow the following for the Business Area channels as well.

3.1 Twitter

Twitter is great for short and quick communication about current topics. It differs from other social media channels in some ways. It does not have the same popularity as Facebook or LinkedIn for example, but it can be utilized for marketing effectively. A tweet has a short life cycle and most of the engagement happens within the first hour of posting. A company should post tweets every day or occasionally even every hour. (Williams 2017, 38.)

Even though Twitter is an easy social media channel to use, it does not mean that all messaging is productive. This poses a challenge for companies because they have a small window in which to capture their customers' attention. It is extremely important to not only get their attention, but also to peak their interest to learn more. (McDonald 2017, 141.)

Contrary to Facebook, the tone of voice of Twitter should be typically more formal, direct and brief, but still consistent with the overall communication tone. The table below (table 1) lists the dos and don'ts for Twitter content created for the Sandvik Mining and Rock Technology page. It is important to tag active users and @-mention them in tweets. It has been proven that when a tweet includes visual content people are three times more likely to engage, compared to tweets that only have text. (SMRT Social Media Guide 2019.)

TABLE 1. Dos and don'ts for content on Twitter (SMRT Social Media Guide 2019).

DOs	DON'Ts
Mention relevant users	Use too many hashtags
Try to always include a video, image or link	Add long links

Twitter uses hashtags to categorize tweets by keywords. Hashtags can also help the tweets show up in searches easier. (How to use hashtags n.d.) It is important not to use too many hashtags because two to three hashtags are typically sufficient. Long links do not look appealing in a tweet. It is recommended, to use a tool to shorten URLs making tweets easier to read. (SMRT Social Media Guide 2019.)

3.2 Instagram

Instagram is a platform meant for sharing photos and videos. It differs from other social media platforms because it is purely designed for mobile use. According to Tolstedt (2015) it is not enough to only post photos of the products, but customers need to see how they can use the product. (Tolstedt 2015.) This way of thinking

creates a challenge for a company like Sandvik because there are limited uses and environments for a mining loader for example.

Instagram is a great way to reach customers on the go because they are always only a few clicks away from seeing your posts. Utilizing Instagram as a marketing tool creates terrific growth potential for a company, and it has been proven that brands who use Instagram for advertising receive up to 15 times as much engagement as they do on Facebook. (Villegas 2015.)

The main goal of Sandvik Mining and Rock Technology's presence on Instagram is to build the brand and develop a stronger bond with our target audience. The account will share interesting facts through compelling images and give the followers insights to the mining industry. The tone used for Instagram content should be friendly and consistent with the tone in other social media channels. (SMRT Social Media Guide 2019.)

The table below (table 2) lists all the dos and don'ts for Sandvik Mining and Rock Technology's Instagram. Similar to the dos of other social media channels, it is important to inspire dialogue and increase organic reach by replying to comments. It is also beneficial to add subtitles to video content because many users watch them without sound. (SMRT Social Media Guide 2019.)

TABLE 2. Dos and don'ts for content on Instagram (SMRT Social Media Guide 2019).

DOs	DON'Ts
Engage with users more	Embedded links
Add subtitles to video content	Poor quality images

Two things that should be avoided on Instagram are poor quality images and embedded links. The first because it is a visual platform, so the quality of images/video needs to be high for viewers to actually pay attention to it. The latter should be avoided because linking something to a photo caption is practically pointless due to the fact that links on Instagram are not clickable, except for one link in the profile section. However, an exception can be made if the link is short

and easy enough for someone to easily type it into the browser. (SMRT Social Media Guide 2019.)

3.3 Facebook

Facebook is one of world's biggest social media platforms, but recently it has dropped to be only the third most visited website in the world. It can still be said that almost everyone uses Facebook, but the popularity among demographics is shifting. Something to note is that 35% of the ad audience on Facebook is under 25 years old and 30% of the ad audience is between 25 and 34. This means that young adults are still using the platform. (Cooper 2018.)

Hootsuite's 2018 Global Barometer Report by Cooper (2018) stated that 89 percent of the B2B companies surveyed use Facebook. It is still the top platform for both B2B and B2C businesses. In 2017, 43% of B2B marketers said that Facebook is the most important platform for them and in 2018 that percentage increased to 54. (Cooper 2018.)

Facebook is a useful platform because it gives users a chance to interact with Sandvik Mining and Rock Technology directly and gives the business area the opportunity to present different types of content to a large and diverse audience. It is important to keep content consistent throughout the different social media platforms, but it is also important to consider the way of communicating in each platform. On Facebook, like in Sandvik Mining and Rock Technology's other social media channels, the tone of voice should be friendly, but also consistent with the overall tone. The content posted should inspire the followers to engage. (SMRT Social Media Guide 2019.)

Table three lists the dos and don'ts of Sandvik Mining and Rock Technology's Facebook. It is important to engage with users by replying to their comments if it's possible to add more value to the conversation. The goal of this is to inspire more dialogue and increase organic reach. Republishing old material that is still relevant is a way to get additional visibility for pieces of content that were only published once. Lastly, adding subtitles to videos on Facebook is important as

the majority of the audience watches them without sound. Subtitles are essential for improving engagement. (SMRT Social Media Guide 2019.)

TABLE 3. Dos and don'ts for content on Facebook (SMRT Social Media Guide 2019).

DOs	DON'Ts
Engage with users more	Engagement bait
Republish old material that is still relevant	Add too much text to images
Add subtitles to video content	

It is important to publish relevant and high-quality content that encourages and inspires the audience to share, tag, like and comment. A recent Facebook algorithm update resulted in pages seeing drops in reach if they repeatedly publish posts that bait for engagement. Therefore, it's important not to provoke the audience into taking these actions. Another important fact is to not add too much text to images. Its been proven that if an image contains more than 20% text, it may reduce delivery if sponsored. (SMRT Social Media Guide 2019.)

3.4   LinkedIn

LinkedIn has grown over the years. It started with less than 5000 members in 2003, and now works in more than 200 countries with around 500 million users in 2017. Most users are in the United States, but India and Brazil also have a great number of users. (Chaudhary 2017.) LinkedIn is not as popular in Finland as in other countries of the world. The penetration rate is around 20.8%. In Finland LinkedIn users are considerably younger than the other Nordic countries. Over half of Finnish users are under the age of 35. The majority of the LinkedIn users in Finland work in the ICT industry. (Laine 2019.)

The difference between LinkedIn and Facebook is small. It can be said that LinkedIn is a specialized Facebook. This network's users are connected by a high knowledge level and the business world. The users' social, educational and financial profiles are usually higher than in other social medias. (Kananen 2018,

329.) LinkedIn is as a B2B marketing channel, and more than 90% of decision makers in the B2B industry use LinkedIn (Brooks 2017).

Similar, to the other social media channels the tone used on LinkedIn should be consistent with the business area's overall tone. In addition, the tone of voice should be professional, thought provoking and create curiosity. The Sandvik Mining and Rock Technology LinkedIn has many customers who do not follow the business areas other channels like Facebook or Instagram, so the channel's primary goal is to establish thought leadership. (SMRT Social Media Guide 2019.)

Table four lists the dos and don't for content on LinkedIn. Again, it is important to interact with users which will inspire more dialogue and increase organic reach. The company can benefit from encouraging employees to share posts and follow the page, because their connections on LinkedIn are the customer audience that cannot be reached through other social media channels. Something to keep in mind when creating content for LinkedIn is to always ask yourself first "would I click this?". The content will have a higher chance of being interesting to the customer and target audience, if it is interesting to its creator. It is also important to have posts that engage the target audience by including a statement, call to action or open-ended question. (SMRT Social Media Guide 2019.)

TABLE 4. Dos and don'ts for content on LinkedIn (SMRT Social Media Guide 2019).

DOs	DON'Ts
Engage with users more	Publish only self promoting posts
Encourage employees	Share funny videos or personal posts
Ask yourself	
Post content engages the audience	

When planning content for LinkedIn it is crucial to keep in mind that it is a professional network and it's not for sharing funny videos or personal posts. LinkedIn is a professional channel and, the content should give the audience what they need; education and information. Meaning, it's not beneficial to only publish self promoting posts. (SMRT Social Media Guide 2019.)

3.5   SWOT Analysis

The SWOT analysis identifies an organisation's internal and external factors. Utilizing it also allows organizations to prioritize factors regarding expected impact. The SWOT analysis should be used for strategic analysis or it does not have any inherent value. SWOT is used to analyze an organisation's current situation while also keeping future prospects in mind. The internal functionality of the organization is measured through the strengths and weaknesses, while the external is measured through opportunities and strengths. (Speth & Probert 2015, 5-6.)

Automation and digitalization have been trends in the mining industry for quite some time, but it is clear that Sandvik is a forerunner in the field of underground automation. Despite these topics being constant trends, it is clear that these trends are also constantly growing and evolving, which means great opportunities for the Business Unit. In this research two SWOT analysis were created. The first (table 5) is for Business Unit Automation as a whole and the second (table 6) for Sandvik Automation's social media presence.

Table five identifies the strengths, weaknesses, opportunities and threats for the Business Unit as a whole. One of Sandvik automation's most significant strengths is the experience it has in the automation industry compared to many of the competitors. Sandvik has had automated underground equipment in mines all over the world for over 20 years. Today, Sandvik has delivered more than 400 trucks and loaders with AutoMine® and more than 2 500 000 hours with zero lost time injuries. About 550 pieces of equipment are connected to OptiMine® and it's installed at more than 40 mine sites. Both offerings are comprehensive and can be modified to fit most customer needs.

TABLE 5. SWOT analysis for BU Automation

S	- Experience - Comprehensive offering - Customer references - Customer case stories	- Consistency with the automation brand - Offering clarity - Collaboration between Divisions - Internal communication	W
O	- Offering clarity - Customer stories - Partnerships - Global Glass Labyrinth campaign	- Offering clarity - Internal communication - Competitors: easily approachable	T

Due to the extensive experience and comprehensive offering, automation has many customer case stories. Case stories benefit both sides, the customer as well as Sandvik. Customer case stories are a good way to build trust and confidence among customers and at the same time, they create awareness for the customer as well.

Some weaknesses for Business Unit Automation are that there is not much consistency in branding. That means that Sandvik automation itself is not clearly distinguishable or identifiable. This weakness also works as an opportunity for automation because it is something that can be improved, and an identity can be built.

Table six describes the strengths, weaknesses, opportunities and threats for Sandvik Automation's social media. One of the biggest strengths is that BU Automation has the possibility to establish and create a desired automation brand. This is because automation has not used social media consistently before, which is something that should be changed in 2019. Another strength is that Sandvik automation has its offering installed in mines around the world meaning there are more opportunities to tell success stories. The stories can be utilized not only for case story articles but also as social media posts.

TABLE 6. SWOT analysis for Sandvik Automation's social media

S	- Possibility to establish a desired automation brand - Success stories from all over the world	- SMRT channels do not have a strong following	W
O	- Reach full potential - Create consistency - Key Opinion Leaders (KOLs) / Influencers - Social listening (not only monitoring)	- Competitors - Negative publicity / risk management	T

Some of the Sandvik Mining and Rock Technology social media channels were created a short while ago meaning that they have not had time to establish a strong foothold in the social media sphere and gather a strong following yet. This weakness for the whole Sandvik Mining and Rock Technology business area as well. However, this offers an opportunity to establish and create Sandvik brand's unique voice and messaging strategies over time. Then the weakness may become a strength.

BU Automation has many opportunities within the social media landscape. One of them being able to reach full potential. As mentioned in the strength portion of this SWOT analysis, automation does not already have a strong social media presence. Therefore, creating consistency in the social media content will help automation reach its full potential.

Another opportunity lies within using key opinion leaders or influencers. A key opinion leader is a person or an organization with a strong enough social status and following that their opinions and recommendations are taken into account when making decisions. Key opinion leaders can be political figures, columnists or social media influencers. (Key opinion leaders: who are they… 2017.)

Utilizing key opinion leaders is something BU Automation has never done. It is just the matter of finding the right KOL to work with to create awareness and build

social media presence. Opportunities may also lie within utilizing new social media channels that Sandvik Group or Sandvik Mining and Rock Technology are not already using. Building the brand in a completely new channel will be challenging but can be rewarding as well. Currently, Sandvik Automation does have customers, who advertise offering and projects on their own social media accounts. Therefore, it could be said that they are customer KOLs.

Social listening is an opportunity that can take the business unit's social media presence beyond what social media monitoring can, as mentioned in the social listening chapter earlier (chapter 2.3). It can help with customer engagement, learning about what people think compared to the competition, develop new leads, recognize influencers and key opinion leaders as well as reworking the company's strategy in real time when necessary. (Newberry 2018.)

Social media, like any type of publicity, always has its risks. There is always the risk of gaining negative publicity instead of the positive publicity that a company is aiming for. It is impossible to control outside factors and what people comment on social media posts. A negative comment can go viral in a matter of minutes. Another threat are competitors and their social media channels, which are also considered to be outside factors that cannot be controlled.

3.6   Business Line Manager Interviews

Qualitative research is about observing what the research subjects' say and do by collecting, analysing and interpreting data. This research type explains meanings, concepts, definitions and characteristics of things. There are several different methods for collecting data, but the most common are interviews, questionnaires, document-based information gathering and observation. (Tuomi & Sarajärvi 2002, 73).

According to Hirsjärvi and Hurme (2000) by classifying interviews according to the interview categories, which they list as questionnaire interviews, semi-structured interviews, unstructured interviews, in-depth interviews and qualitative interviews, the classification lacks an academic consensus regarding what each

interview consists of. (Hirsjärvi & Hurme 2000). For this thesis, a semi-structured interview approach was chosen in which interview questions were defined beforehand, but no answer alternatives were given to the interviewees.

An interview was conducted with each of Sandvik Automation's Business Line Managers (BLMs) to gain more insight into what kind of marketing and messages resonate with their respective Sales Area customers. These interviews were conducted via Skype, which is the preferred meeting tool within Sandvik currently. The Skype meetings were not recorded, but all answers were written down during each interview.

Interviews as a research method gathers correct and accurate data and allow the researcher the opportunity to ask follow up questions to gain more insights and information. These interviews usually take anything between 30 minutes to two hours. (Bhat n.d.) For each interview the time scheduled was one hour, but some of them only took 30 minutes. The duration of the interview depended on well the BLMs prepared beforehand. It should also be taken into account that some Automation Business Line Managers have not been in the job as long as others, because for some Sales Areas automation is just taking off the ground.

All together there are 14 Sales Areas at Sandvik Mining and Rock Technology. Automation has a Business Line Manager in 12 of them currently. However, at the time of these interviews there were only 10 BLMs and only nine of them were interviewed because one could not attend the meeting. Therefore, it is good to take into account the fact that not all Sales Areas are represented in these answers. This is because automation has different sales potential in the different Sales Areas due to the fact that some are further along on the digitalization journey than others.

The interviewees were asked a list of questions centering around set themes, leaving room for open conversation and follow up questions. The questions concentrated on figuring out who the top competitors are, what kind of marketing and messages resonate with customers, what kind of marketing was done during 2018 and what kind of marketing would they like to see in the coming year, 2019.

The BLMs identified social media as an important marketing channel for customers and hope to see an increase in the amount of content for 2019. They also identified success stories as a type of marketing that resonates with their customers.

Consequently, it will be crucial to create more customer stories and to promote them via social media. Something that came up through the interviews was that the customers are already aware that they need to digitalize their businesses and mines but are unsure of how to proceed. Therefore, the Business Unit should concentrate on clarifying the automation offering and what can be accomplished through the new partnerships. This can be enforced and communicated through social media content.

3.7   Competitor Analysis

A competitor analysis a useful tool in developing a company's social media presence. It provides information on the company's strengths and weaknesses as well as what opportunities have possibly been missed in the market. A social media competitor analysis uses similar approaches to the SWOT analysis. The analysis will answer questions like who the competitors are, where in social media are the competitors present, how many followers do competitors have on the different platforms, how do competitors act on different platforms and how do people react to competitors' posts. (Kananen 2018, 286-287.)

A social media competitor analysis does not differ much from a regular competitor analysis, it just concentrates on social media as the operating field. The competitor analysis according to Kananen (2018) should include the number of followers, the nature and content of the competitors' posts, what sort of feedback do the posts have, what days of the week and what time do they post. (Kananen 2018, 286-287.)

The three competitors chosen for the competitor analysis were selected taking into consideration feedback which was received from the Automation Business Line Managers. Something to note throughout the analysis is that Competitor

three is partly owned by Competitor one and is a very small company in comparison to the other two. Each table also includes the Sandvik Mining and Rock Technology facts from the channel in question for reference and comparison.

3.7.1 Competitor Analysis for Twitter

Competitor one does not have its own Twitter page for mining and underground products, only a general group page for all its offering. They have a little over a thousand followers, which is quite good considering the fact that the company only recently created the page. The tweets concentrate on promoting new offerings, customer stories and current topics such as the publishing of the Annual and Sustainability report for 2018. Competitor one also re-tweets posts that others have tweeted regarding them. For example, they have re-tweeted International Mining's tweets. The content does not show a pattern of consistency, but they do tweet out content monthly. (Twitter, Competitor one n.d.)

Competitor two has a page for dedicated for mining. They have over fourteen thousand followers and the type and content of their posts are similar to Competitor one. For example, they also re-tweet content posted about them. Their content also gets some re-tweets and their likes range from 10 to 25 usually. Their tweets do not gather a lot of comments. Their Twitter profile has some consistency as it seems like they tweet weekly. (Twitter, Competitor two n.d.)

Competitor three does not have a strong following on Twitter, it consists of 17 followers. In comparison to their other social media channels, most of the content on Twitter is in English. The number of followers is also reflected in their engagement numbers. Their tweets receive anything from one to ten likes, zero to five re-tweets and usually no comments. Competitor three does seem to be relatively active in Twitter as they do put out content monthly. (Twitter, Competitor three n.d.) Table seven, summarizes the competitor analysis for Twitter.

TABLE 7. Competitor analysis for Twitter

Company	SMRT	Competitor one	Competitor two	Competitor three
Followers	11,4K	1240	14,5K	17
Posts	Promoting new offering, customer stories, upcoming events, videos.	Promoting new offering, customer stories, current topics, re-tweets.	Customer stories and videos, offering promotion, re-tweets.	English content, promotion of offering and partnerships.
Feedback on posts	A couple re-tweets, likes range between 1-15.	A couple re-tweets, around 10 likes per tweet.	A couple re-tweets, likes range from 10 to 25, a couple comments.	A couple likes, no comments. Occasional re-tweets.
Frequency of posts	Posts on a weekly basis.	No weekly consistency, content monthly.	Some consistency, weekly content.	Monthly content.

3.7.2 Competitor Analysis for Instagram

Competitor one's Instagram has over ten thousand followers. The majority of their Instagram posts are used to advertise new additions to their offering through photos and videos. They also promote customer stories and occasionally repost photos from customer sites. They also take into consideration current topics, such as Women's Day for example. (Instagram Competitor one n.d.)

Not all the posts on their Instagram page have comments, but most of them do have at least one. Often, they range from one to three comments per post. In summary, there is some interaction with customers but not much. The likes vary greatly, starting from one hundred upwards. Competitor one does not seem to

have much consistency in their posts. They do not have specific weekdays for when to post their content. The days between posts vary from every three days to even two weeks in between posts. (Instagram Competitor one n.d.) See table eight for the competitor analysis summary for Instagram.

TABLE 8. Competitor analysis for Instagram

Company	SMRT	Competitor one	Competitor two	Competitor three
Followers	2,901	10,4K	542	No presence on Instagram.
Posts	Mining facts, product promotion through images and videos.	Advertising new equipment through photos and videos, take into consideration current topics.	No posts yet.	No presence on Instagram.
Feedback on posts	1 – 3 comments per post, usually over 100 likes.	1 – 3 comments per post.	No posts yet.	No presence on Instagram.
Frequency of posts	Content on a weekly basis.	No consistency.	No posts yet.	No presence on Instagram.

Competitor two has its own Instagram accounts for mining and construction. However, their mining page does not have any posts yet, despite it having a little over 500 followers. This social media behaviour is very different from their Group and Construction Instagram accounts. The company's general Instagram page does not have a very strong focus on automation. Therefore, on Instagram they are not great competition to the Sandvik channels regarding automation. (Instagram, Competitor two n.d.) Similarly, to Competitor two, Competitor three is not much of a threat to Sandvik on Instagram as they are not present on Instagram at all.

3.7.3 Competitor Analysis for Facebook

Competitor one has a Facebook page for its Underground Mining and Tunneling Business Area. They have a strong following of over thirty-five thousand. Their posts do not follow a specific nature but include promoting new additions to their offering. They also post about milestones they've reached together with a customer. For example, Competitor one made a post about being a part of the celebration at a mine in Mongolia hiring its first female operator. (Facebook Competitor one n.d.) Competitor analysis for Facebook has been summarized in table nine, below.

TABLE 9. Competitor analysis for Facebook

Company	SMRT	Competitor one	Competitor two	Competitor three
Followers	34,6K	35,188	33,495	108
Posts	Promoting new offering, event participation, customer stories, campaign posts.	Promoting new additions to their offering and customer stories, videos.	Promoting their offering, case stories, articles and their presence at events.	A lot of content in Swedish.
Feedback on posts	Likes range from 30 to hundreds. Each post has a couple comments and shares.	Usually more than 3 comments, multiple shares. Videos have approx. 1000 views.	Large range of likes, some shares and usually 1 or more comments.	0 – 1 comments on posts.
Frequency of posts	A couple times a week.	No consistency.	Several times a week.	No consistency.

Their Facebook posts gather a decent amount of engagement. They usually have multiple shares and likes. Comments on the other hand are still at a rather small amount. Videos are popular as they seem to gain around 1000 views per video. There seems to be no consistency for when they post their content. (Facebook Competitor one n.d.)

Competitor two has a Facebook page specifically for mining. They have around thirty-three thousand likes, which is similar to that of Competitor one. The nature of Competitor two's posts is also similar to Competitor one's. They promote their offering, case stories and articles published about them. The range of likes varies greatly between posts, but most posts usually have at least five shares. Competitor two shares content on Facebook several times a week. There are no specific days they post but there is an attempt to stay consistent with posting reasonably often. (Facebook Competitor two n.d.)

Competitor three differs from the other two competitors on Facebook because they do not have as strong of a social media presence. They only have 108 likes on their Facebook page. A large chunk of their content is in Swedish, which narrows their targeted audience group quite a bit. The number of followers is also reflected in the engagement numbers as the comments on their posts vary from zero to one. Competitor three does not have consistency for when they post content on Facebook. (Facebook Competitor three n.d.)

3.7.4 Competitor Analysis for LinkedIn

Competitor one has one LinkedIn page. They did not separate the pages like on Facebook where they have a mining focused page. The page has a strong following of twenty-six thousand. They post content a couple times a week, which focuses on promoting their existing and new offering. They promote their partnerships, customer stories and articles. In addition, they also inform about current topics such as publishing the Annual and Sustainability report for 2018. (LinkedIn Competitor one n.d.)

Competitor two's LinkedIn profile is for the whole company, meaning it does not only concentrate on the mining offering. Therefore, the page includes a lot of content that is not relevant for this competitor analysis. However, since the company does not have a mining focused channel this will be a reference point to compare to. The likes on their page vary anywhere from 200 to 600. Similar to Competitor one, Competitor two also posts content weekly. They post several times a week and has been consistent with it for at least a couple months now. (LinkedIn Competitor two n.d.) The LinkedIn competitor analysis is summarized in table ten.

TABLE 10. Competitor analysis for LinkedIn

Company	SMRT	Competitor one	Competitor two	Competitor three
Followers	11,1K	26,5K	664K	918
Posts	Customer case stories, new offering, event participation.	Promoting offering, customer stories and partnerships.	Promotes whole offering, customer stories and videos, event presence.	Large amount of content in Swedish.
Feedback on posts	Usually over 100 likes, few comments.	>180 likes, few comments.	Likes vary between 200 and 600.	Less than 20 likes.
Frequency of posts	Weekly content.	Weekly content.	Weekly content.	No consistency.

Competitor three does not have a strong presence on their LinkedIn page compared to the other two chosen competitors in this analysis. They have a little over 900 followers. They are targeting a smaller group of people because a large amount of their content is in Swedish. This also narrows out a big group of people because of the chosen language of the posts.

The Competitor's posts do not have large amounts of likes, usually under 20. Some of their content gets comments, but only very few posts. They also do not

have much consistency with their content and they do not seem to follow a weekly patter of posting. (LinkedIn Competitor three n.d.) However, Competitor three has quite an active employee base on LinkedIn and the company gets a lot of promotion through those channels.

4 SOCIAL MEDIA MARKETING PLAN

For a company to succeed on social media, it will need a plan and a platform. The plan will act as a strategy on what the message will be, who it will be targeted towards, what kind of relationships the company hopes to gain and what actions need to be taken to achieve all the above. A company's online credibility will be built through the platform. The ideal situation is to have the plan and the platform work together by supporting and strengthening each other. (Martin 2017.)

To begin creating a social media marketing plan it is important to determine what a company's goals are. Most often there are several results and the most common ones are to gather potential customers, engaging current customers, raising visibility as an expert, having the customers and audience sign up for newsletters, seminars and events as well as expanding the amount of likes and followers on the different social media platforms. (Martin 2017.)

4.1 Goals and Objectives for 2019

Overall goals in social media from Business Area Sandvik Mining and Rock Technology's perspective are to align and coordinate the digital portfolio and activities with the business strategy including facilitating common governance, policies and processes, which strengthen the image of Sandvik, to implement a clear direction for digital development, driving active portfolio management and to measure the performance of Sandvik's digital presence and activities by defining critical success factors. (Sandvik Intranet 2017.)

Furthermore, automation has its own goals for the year regarding social media. One of the main objectives is to publicly position Sandvik as the world leader in automation and brand the business unit as the preferred partner for automation and digitalization. It will also be important to build creative campaigns, boost and broaden media engagement and ensure that fundamental tools are in place. All of this will be supported by a consistent social media presence. It will be important

to charm the customers with all marketing messages and tools, including social media. (BU Automation Marketing Plan 2019.)

The Business Unit's premise for 2019 will be to make bold choices, choose the path less travelled. For Sandvik Automation, future is a past tense, it is the result of every action made for the past decades. The Business Unit has seen the possibilities and turned potential into reality. The main message will be that the future of mining automation is already here. (BU Automation Marketing Plan 2019.)

Automation is driving to be the preferred ecosystem partner to increase safety, productivity and overall efficiency of customers' operations using digital technology. Values for automation are to be confident, fearless, intelligent, collaborative and a born leader. The social media marketing plan will need to enforce these values. (BU Automation Marketing Plan 2019.)

4.2   Target Groups

The target groups for Sandvik Mining and Rock Technology and Sandvik Automation are mainly the same. They include existing and potential mining and construction customers and consultants as well as mining and construction engineers. The latter is important because they may work in companies that are or could be Sandvik's customers, or they could be potential employees of Sandvik. Current Sandvik employees are also a vital target group on all social media channels. They are potential brand ambassadors, since they are loyal with their likes, shares and positive comments. Employees help to spread the word in their networks and maximize the positive impact with additional coverage. In the long term, this also helps Sandvik gain more followers.

The target groups are present in the selected and chosen Sandvik Mining and Rock Technology social media channels. However, in this industry it is also evident that many existing and potential customers are not present on social media. That is why it is still important to also do traditional marketing in trade press and Sandvik's own customer publications.

4.3   Responsibilities

The execution of this plan will be up to the Automation Marketing team, which currently consists of two people: the Marketing Manager and the Marketing Specialist. The marketing team will cooperate with internal teams from different organizations to execute the plan. The internal teams include the central marketing team for Sandvik Mining and Rock Technology, which is in charge of all the social media channels.

In addition, the team will be working with an external third-party company to create some of the social media content and press releases. The Sandvik Group website and Sandvik Group level social media channels also draw attention with their own postings and direct social media and website traffic to Business Area platforms.

4.4   Social Media Marketing Plan 2019

The creation of the social media marketing plan for BU Automation began by keeping in mind the five steps Emil Kristensen (2019) from Falcon identifies as important in order to create a solid and efficient social media marketing plan. To recap them: 1) set your goals, 2) understand your audience, 3) identify social media platforms, 4) maintain consistency and 5) create a calendar. (Kristensen 2019.)

The goals that this social media marketing plan is based on were set in the BU Automation marketing plan for 2019, which were described in chapter 4.1. Goals and Objectives for 2019. Customer understanding was gained through semi-structured interviews conducted for the automation Business Line Managers (see chapter 4.3. for reference).

The determination and identification of different social media platforms was easy, as the business area, Sandvik Mining and Rock Technology, already has set social media channels it concentrates on and a Division or a Business Unit is not allowed to have its own presence in social media channels. This year, 2019, will

be the first year that BU Automation has an actual and concrete plan for social media. Therefore, creating consistency is something that will be built throughout the year.

The social media marketing plan, which can be seen in detail in appendix 1, has deliverables for five different categories: 1) press releases, 2) product launches and campaigns, 3) events, trade shows and seminars, 4) articles, trade press, case stories, Minestories and 5) additional content. This approach is based on a multichannel approach where print, online and digital channels are utilized to reach audiences in multiple channels as an integrated way to ensure consistent stakeholder experience.

It is important to keep in mind that the Sandvik Mining and Rock Technology social media channels are not the only channels that BU Automation can utilize. Sandvik Group channels provide great potential reach beyond the boarders of the Business Area's channels. However, not each post is going to be worth post-ing on Group's channels and that needs to be considered individually with each post. In order to be considered for the Group channels, the topic of the post needs to be specifically interesting for a wider audience and global in nature.

Unless specifically referred to as Group channels, it is a Sandvik Mining and Rock Technology channel, which were introduced in chapter three. Even though YouTube was not listed in Sandvik's current channels, Sandvik Mining and Rock Technology does have a YouTube channel. There is no specific content strategy for it and it will only be used as a supporting channel in Sandvik Automation's social media marketing. All video content will be posted on YouTube but pro-moted through other channels.

It should also be kept in mind that some Sales Areas utilize different channels because of the country specific procedures and country specific social media channels. Therefore, it will need to be considered together with that area's mar-keting responsible if something should be posted on their respective social media channels. Such channels are WeChat, Weibo and Youku for Sales Area China, Vkontakte for Sales Area CIS & Russia and Xing for Germany in Sales Area Northern Europe.

4.4.1 Press Releases

Business Unit Automation aims to publish at least one press release each month, which will also mean that there will be a lot of social media content. Each press release will not necessarily need to be hyped on all of the Business Area's social media channels. It is also a possibility that some press releases will be not warrant posts. However, if a post is made, Twitter is a great channel because it's good for reaching the audience instantly and in real time, but also because it's a good platform for short and quick messages. If there are any cool photos that relate to the press release, it could also be advertised on Instagram.

Something new to consider is doing short interview recordings with automation representatives regarding the topic of the press release. These could be posted on Facebook or Instagram. It is also possible to have a live stream interview with an automation representative regarding the topic of the press release. This would create instant engagement with existing and potential customers on social media.

4.4.2 Product Launches and Campaigns

Even before a campaign begins, it is crucial to peak the audience's interests. Therefore, a teaser video about the upcoming campaign will be posted on Facebook and Instagram. This will get the customers' interested in what is to come. On the actual launch date of the product or campaign the campaign or product video will be posted on YouTube, which will then be shared on LinkedIn and Facebook. The video should be edited into a shorter 30 second recap, which can be utilized and posted on Instagram.

4.4.3 Events, Trade Shows and Seminars

For events, trade shows and seminars it is important to keep the audience's interests peaked. There needs to be social media presence before, during and possibly even after the event. Before an event, trade show or seminar it's important to let the audience know that the Business Unit is going to be present and what

will be displayed at the booth. This will be posted on Facebook, LinkedIn, Twitter, also possibly Group LinkedIn and Facebook.

During the happening it is essential to engage with the audience in social media. This can be done by posting photos and videos of the days at Sandvik's booth on Facebook, Twitter, LinkedIn and Instagram. The latest platform is great for some immediate engagement through the story function. Utilizing Instagram stories allows the customers to see what offering is present and what is happening, in real time.

Sandvik's Internal Communication team has previously done live coverage from events and that has proven to be something that the customers and Sandvik employees enjoy watching. Live coverage on Facebook from an automation perspective is something that should be done at the events, trade shows and seminars that are specifically important for automation or center around the topic of automation.

There is a need to communicate on social media after an event if there is something particularly great to share from the event. In addition, it is always important to thank the customers who came out and express the hope to see them next year as well. There should be posted on Facebook, LinkedIn and Twitter. If there was a great success, it can also be possible to post on Group channels.

Social media is important for events because the customers who could not attend in person can take part virtually by still getting the feel of being in-the-moment. This is how a company can take advantage of the immediacy inherent in video and utilize the wide range of apps that allow web video. A company is only limited to their imagination. (Martin 2017.)

4.4.4 Articles, Trade Press and Case Stories

It is important to raise awareness for the different articles and case stories that BU Automation creates. The different articles and case stories will further the goal

of establishing Sandvik as the world leader in automation and branding the Business Unit as the preferred partner for automation and digitalization. All articles and case stories will be linked and promoted on LinkedIn and Facebook. If there is an interesting photo from the article that will be posted on Instagram with a caption that encourages the audience to go read the said article or case story.

Case stories can be utilized and promoted in social media even long after publishing the story itself. A Power Point case story slide deck is created from all automation related customer case stories and individual slides from that deck can be used to promote achievements and numbers that have been accomplished by utilizing Sandvik Automation at a mine site.

4.4.5 Additional Content

In addition to having a specific plan for the different categories it is important to have content to use during times that Sandvik Automation is not participating in events or publishing articles and case stories for example. This sort of content should be to promote the different partnerships BU Automation has or it can be re-posts of Solid Ground articles for example. This would ensure consistent and continuous flow of news and events that keeps BU Automation on the top of their minds when stakeholders are thinking of automation and digitalization.

It also builds Sandvik's presence and existence in the automation and digitalization sphere where other companies are present. With an integrated approach BU Automation can build its automation brand and choose the best channel for each message. Depending on message content and specific target group, not all social media channels are always applicable and can be chosen accordingly.

5 DISCUSSION

The social media marketing plan for BU Automation was created based on the theoretical review that was explained in chapters two through three. In addition to utilizing the theoretical review, it was important to keep in mind the key objectives that BU Automation has for social media. Those objectives include to publicly position Sandvik as the world leader in automation and digitalization for the mining industry, brand the business unit as the preferred partner for automation and digitalization, boost and broaden engagement and become consistent.

Keeping in mind all the different marketing deliverables, it was also important to identify the social media deliverables for the plan. The deliverables were identified for five different categories: press releases, product launches and campaigns, events, trade shows and seminars and articles, trade press, case stories and Minestories as well as additional content.

A monthly social media marketing plan can be found in the appendices (appendix 1). The text for posts has not been planned beforehand because most of the campaigns and initiatives identified in the BU Automation marketing plan are considered to be moving targets. With social media it is important to have current information and utilize the storytelling aspect. Therefore, the exact content for posts will be decided closer to the actual posting date.

The plan includes where to post and what kind of content to post for each campaign, initiative and activity identified in the marketing plan. This requires strategic thinking, understanding the target audiences, and what channel to use for various messages. The foundational idea is to use various channels and choose the channels that are best suited for each message and the best way to reach specific target audiences. Social media channels are cost-effective and can at best reach target audiences well.

The key is to choose the right social media channel, for example not many middle-aged men are on Instagram, but many of them use Facebook. Certain con-

sistency and continuity is needed to reach the targets, but a legitimately success-ful multichannel strategy requires content that is explicitly tailored to suit each channel. With an integrated approach and clever targeting, many audiences can be reached in a smart way. Additionally, some of the traditional channels can be can be used for creating instant awareness on a larger scale.

Traditional media can create longevity, credibility and targeting specific trade me-dia publications, but costs input output ratio is not favorable compared to the so-cial media channels and therefore unlikely to lead to the best results. This BU Automation social media marketing plan should be considered a guide for 2019 social media content and should be modified accordingly when social listening and monitoring tells the company how the plan has been working after a couple of months. Social media is constantly changing and evolving, and BU Automation needs to be ready to learn and adjust social media marketing plans and content constantly in order to be successful in the marketing mix utilization.

In the future BU Automation can develop and benefit from more specific social media strategies that are integrated with the Business Unit's marketing plan. This would allow to move from brand awareness to brand engagement that works bet-ter with modern stakeholders that don't have undivided brand loyalty to one brand only.

The goal for this thesis was to create a comprehensive social media marketing plan, understanding the social media landscape. That target was met by utilizing the theoretical review, the extensive SWOT and competitor analyses as well as the empirical portion including semi-structured interviews with BLMs from differ-ent Sales Areas. However, it is difficult to say if the goals and objectives set for the actual social media marketing plan are going to be met, because that will not be known until the plan has been executed and analyzed through social listening and media monitoring.

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