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Daria Smirnova

B2B CONTENT MARKETING. CASE: ARBONAUT

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Tikkarinne 9
80200 JOENSUU
FINLAND
+ 358 13 260 600

Author (s)
Daria Smirnova

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Abstract

Content marketing has an impact on every digital strategy through influencing conversion, building brand authority, encouraging trust and connection with target audience. In fact, it is a long-term strategy that makes a difference for businesses and may not be neglected in nowadays superiority of digital marketing over traditional.

The thesis aims at understanding a coherent content marketing concept through definition of common business objectives and challenges discovered by industry professionals and businesses over the years of practice and delivering a content marketing strategy for Arbonaut in a form of recommendations. The plan for Arbonaut covers content generation process with an initial focus on (1) relevant content types, (2) an ideal target audience and (3) editorial calendars as a planning tool.

The primary data was collected from interviews conducted with the marketing team members to examine current content initiative. The secondary data encompassed of literature review and statistical data gathered from articles, textbooks and industry reports.

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TABLE OF CONTENTS

1	INTRODUCTION	4
1.1	Background.....	4
1.2	Aim	5
1.3	Methodology	5
1.4	Outline	6
2	LITERATURE REVIEW	6
2.1	Definition of content marketing	6
2.1.1	What is content marketing	6
2.1.2	Business objectives of content marketing.....	8
2.1.3	Content marketing challenges	12
2.2	Content generation process.....	14
2.2.1	Content types	14
2.2.2	Target audience.....	18
2.2.3	Editorial calendar.....	19
2.3	Business-to-business content marketing strategy.....	21
2.3.1	Business-to-business vs. business-to-customers content marketing.....	21
2.3.2	Effective B2B content marketing tactics.....	24
3	CASE ARBONAUT	26
3.1	Current content marketing strategy.....	27
3.2	Content marketing strategy for Arbonaut	29
3.2.1	Engagement	31
3.2.2	Brand awareness.....	32
3.2.3	Lead generation.....	34
3.2.4	Content atomization.....	35
3.2.5	Recommendations on target audience	37
3.2.6	Guidelines for editorial calendar	38
4	CONCLUSION.....	39
	REFERENCES	40

APPENDICES

Appendix 1 Interview questions for Arbonaut

1 INTRODUCTION

1.1 Background

With a brand-new mindset of consumers, businesses have to adapt online marketing communication and utilize digital marketing along with traditional marketing strategies (Baltes, 2015, 111). Some say, if a company is not listed in Google, it simply does not exist for customers at all. Given that digital marketing implies the existence of content marketing, online presence success depends on the quality of content, not quantity (Baltes, 2015, 111.)

As Bill Gates wrote in 1996, content is king. However, change in buyer attitudes toward content they consume makes it challenging to gain attention, hold that interest to approach selling. Consumers want to conduct research and make their own purchase decisions instead of being exposed to marketing advertising messages. With compelling, valuable content companies generate leads and exposure for their businesses winning trust of potential customers through delivering credible information. Meanwhile, customers satisfy their educational and entertaining needs focusing on content they are passionate about. It appears to be a win-win situation contributing to long-lasting relationships between a brand and its audience. (Jefferson & Tanton, 2015, 203-204.)

The assignment to come up with content marketing strategy was given by Arbonaut. Arbonaut operates in more than 30 countries for more than 25 years on the market. The company offers information gathering, GIS and remote sensing solutions for natural resource management and forest inventory being one of the few companies in the world able to provide a system that covers every aspect of forest information collection and data management. Arbonaut collaborates with other forestry-related organizations, such as WWF, UPM, Metsähallitus and participates in United Nations initiative on reducing emissions from deforestation and forest degradation in developing countries. Based on Arbonaut expertise and years of experience, the company has a lot to share with target audience adhering to explicit content marketing strategy.

1.2 Aim

The main objective of the thesis is to examine Arbonaut's current efforts in content marketing in social media environment and to figure out what the company is lacking from the content point of view. As a result, the study will provide a clear content marketing strategy plan as a guidance in order to propose an approach to enhancing Arbonaut social media channels with content that contributes to the company's business objectives. The study will be limited to exclusively concern digital marketing.

The research objectives of the thesis are the following:

1. Determining the main steps when creating content marketing strategy.
2. Differentiating business-to-business content marketing from business-to-consumer and identifying special tactics in content writing.
3. Creating a content marketing plan for Arbonaut.

1.3 Methodology

The study is conducted using mostly qualitative research methods. Secondary data for literature review is collected mainly from books on content marketing, industry trends and reports and online articles. Primary data for the practical part of the report is extracted through interviews with Alain Minguet, the Head of Sales and Marketing department, and Elisa Korpelainen, Sales Manager of Arbonaut.

The interview answers are evaluated using SWOT analysis — the marketing tool that comprises assessment of company's strengths and weaknesses in the internal environment, as well as opportunities and threats in the external environment. SWOT analysis does not only assess capabilities and limitations, but also provides the bigger picture on how efficient a company moves towards achievement of its business objectives. (Kotler, Armstrong, Harris & Piercy 2013, 54-55.)

1.4 Outline

The study on content marketing subject starts from a literature review. It focuses on characterizing content marketing from several perspectives: multiple definitions, contribution of content marketing to achievement of business objectives, emerging common challenges and the pillars of content success. Also, the chapter deals with classifying the main steps in content generation process from choosing content types to building an editorial calendar as a part of strategy. Comparison of business-to-business to business-to-consumer content directly influences the outcome of the next chapter — the practical part for case Arbonaut.

The practical part features Arbonaut's reflection on content marketing efforts in social media environment with a presented analysis of the company's strengths, weaknesses, opportunities and threats in relevance to these efforts. The final part concludes the study with content marketing strategy plan serving Arbonaut as a guidance for content development.

2 LITERATURE REVIEW

2.1 Definition of content marketing

The following chapter introduces content marketing. The definition of content marketing is given. In the conclusion of this chapter, it describes the importance of setting clear business objectives and the ways to overcome challenges caused by content marketing incompetence.

2.1.1 What is content marketing

Content Marketing Institute, an online resource for content marketing related articles, defines content marketing as “a strategic marketing approach focused

on creating and distributing valuable, relevant, and consistent content to attract and retain a clearly defined audience — and, ultimately, to drive profitable customer action” (Content Marketing Institute, 2019). Pulizzi (2014, 6) defines content marketing as “the art of communicating with customers and prospects without selling”. Still, selling is closely connected to content marketing following potential customers through customer journey stages of the sales cycle: from awareness to purchase (Bowman, 2018). In the last couple of years, the interest in content marketing, as a term, has been steadily growing worldwide (Image 1) almost at the same rate as social media marketing.

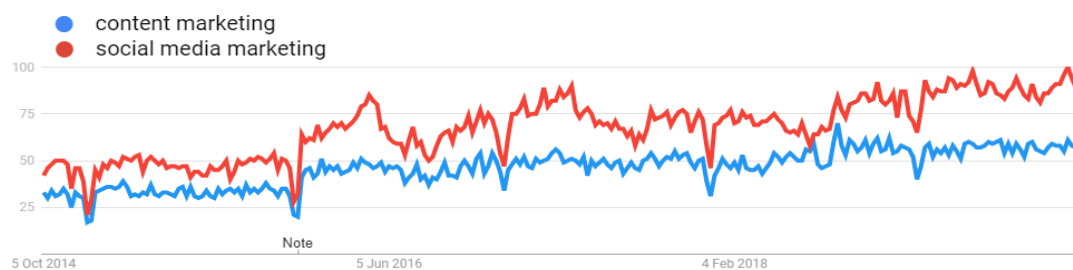


Image 1. Interest in Content Marketing in comparison to Social Media Marketing in Google search results over 5 years. Google Trends.

However, content marketing is not a new phenomenon since businesses have been sharing their stories for centuries. Nowadays, right content at the right place and for the right audience is considered to be more essential than it was before. (Pulizzi, 2014, 15-16). Jefferson & Tanton (2015, 23-24) are convinced that content marketing works as “a human approach of doing business”, but only if the content brings value. Content is a bridge between a company and its customers. When a company invests in content marketing as a strategy, continuously generating and sharing the content customers appreciate and are passionate about, the results that company gets are spectacular, — customers will become “a social sharing marketing tribe” who is willing to advertise a business for a company, for example, via word-of-mouth. (Jefferson & Tanton, 2015, 1.)

Content marketing leverages diverse story channels from print to mobile. Moreover, it aims at either capturing the new audience's attention or supporting customer retention strategy. (Pulizzi, 2014, 5). Based on B2B Content Marketing 2018 (Content Marketing Institute, MarketingProfs, 2018, 5) and concluded

survey, 91% of 2,190 respondents from various industries exploit content marketing in their marketing activities.

It is worth mentioning that content marketing does not imply only creating more content. Content marketing is different from simple content. Content marketing serves a purpose of being useful for a business: “inform, engage and amuse with the objective of driving profitable action” (Pulizzi, 2014, 10). It is content with a purpose and is written for a specific audience in mind to hit the mark. Shared information should be both valuable for customers and for a business — that is the balance that content marketers seek. (Jefferson & Tanton, 2015, 23). Otherwise, it is just content with no purpose.

Pulizzi (2014, 20) states that “consumers, exposed to 500 marketing messages per day in the 1970s, are nowadays bombarded with 5000 pieces of content or more”. Not all that content is high-quality, useful or compelling. Businesses face the problem of how to be heard. Posting valuable content to stand out from content overload that users get every single day and cut through the clutter, — that what is called wise content marketing strategy. (Jefferson & Tanton, 2015, 2.)

2.1.2 Business objectives of content marketing

High-quality, compelling content is already an admirable goal for any company. Posting content without objectives behind may result in waste of time for a company and clients pursuing business success. The best approach is to choose objectives based on areas where a company struggles the most and to leverage content marketing to achieve progress. Jefferson & Tanton (2015, 164) assume that an objective is identified when content strategy aligns with business strategy. In order to set these objectives, companies should reflect on business areas where they want to make the biggest difference (Jefferson, Tanton, 163). As an example, start-ups do not have statistics to rely on in order to define those struggling areas while bigger companies may already know it. According to John Hall (2013), there are five solid objectives that business of any type can rely on:

Brand awareness. To start driving engagement with a brand and make it recognizable in the customers' eyes, building brand awareness is an authentic way that brings organic results. For some companies, brand awareness as a goal is a more effective approach than simple advertising. (Pulizzi, 2014, 84.)

Brand loyalty. Jefferson & Tanton (2015, 40) anticipate that generosity in giving away the valuable content to the audience conceives deeper loyalty due to connection between that content sharing and business success. Including existing customers in content would also bring loyalty to the next level (Goodman, 2012, 135). As Hall (2013) believes, once a brand starts to have an audience that is constantly reading the content, that brand becomes likable.

Customer education. There should always be content that does not put a brand's products or services in a good light but rather educates an audience. A target audience finds content less valuable when a company talks only about itself. (Pulizzi, 2014, 78). Educating prospects through content is considered to be one of the most efficient ways to convince hesitant potential customers (Hall, 2013).

Customer engagement. A published piece of content is an opportunity to connect with current or potential customers. Goodman (2012, 51) defines customer engagement with Q&A, information sharing, discussions, promotions, news and events content. These actions give a brand personality, emphasizing that there are people with own expertise and opinions working behind a brand's name (Hall, 2013). Reinforcing visibility through engagement brings new customers and pulls existing customers back to a brand (Goodman, 2012, 50).

Talent recruitment. Honest and meaningful content used to showcase a company's vision and work culture gives a recruiting edge attracting great talents who read that content, feel related and identify themselves as the right fit for a team (Hall, 2013).

Being driven by a desire to make the biggest difference may have a negative influence on content. For some companies, especially start-ups in a growing

stage, focus on increase in web traffic may be a paramount objective to attract potential customers to a brand's products and services. In Hall's opinion (2013), the content designed to serve that objective is "a shameless self-promotion" that could only jeopardize credibility of a brand, instead of keeping a target audience's interest. Only compelling and high-quality content with more focus on diverse topics and less on promotional messages and links succeeds in relation to achievement of business objectives. (Hall, 2013.)

Companies manage to achieve different objectives using content marketing. Numbers prove better than words that content marketing works. The chart below (Image 2) presents the leading objectives successfully achieved with content marketing among B2B marketers in North America in 2018.

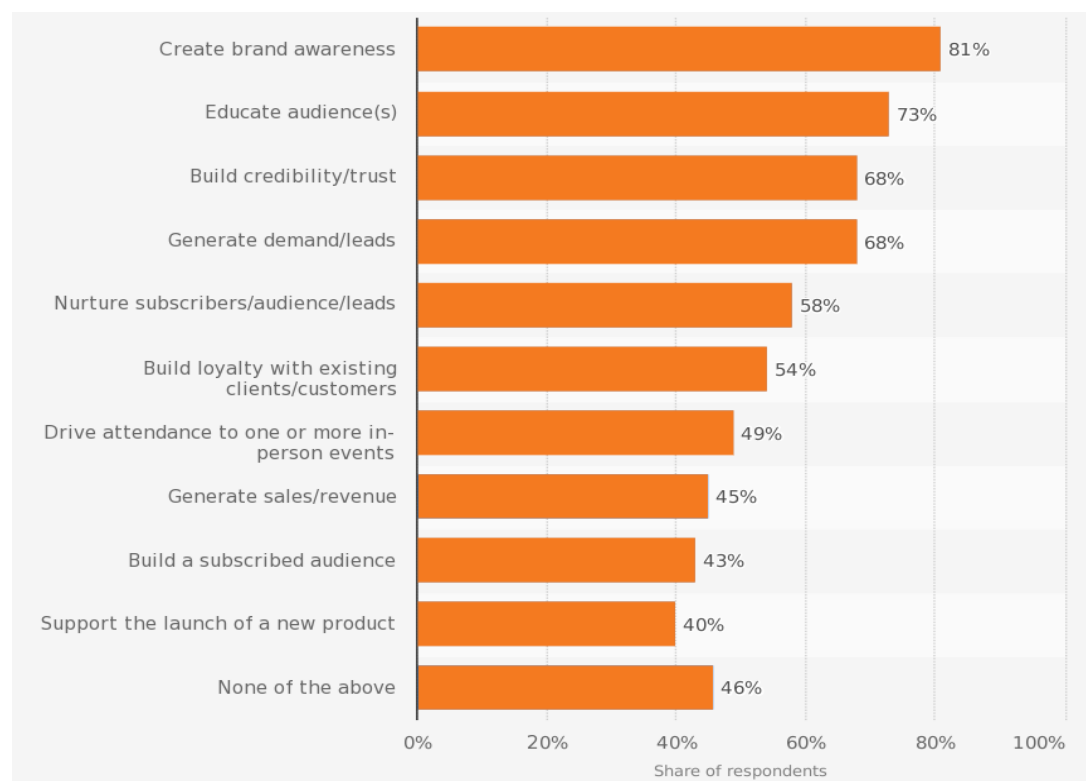


Image 2. Leading objectives achieved with the help of content marketing among B2B marketers in North America as of July 2018 (Source: Guttman, 2019).

Analyzing content marketing performance towards achievement of business objectives is implemented based on multiple metrics. Pulizzi (2014, 288) states that there are four main types of metrics for content marketing that accurately measure efficiency, including:

1. Consumption metrics.
2. Sharing metrics.
3. Lead generation metrics.
4. Sales metrics.

Consumption metrics interpret “the social impact on content consumption” (Pulizzi, 2014, 289). Basically, it is telling how many people view and download content, as well as time spent on reading it. The metrics are determined by the number of page views, unique views, downloads, social conversations, video and document views and average time on page. Sharing metrics reflect on the content success in building brand awareness giving an insight on how well content is performing and how often it is shared through likes, social media shares, tweets and email forwards. (Davis, 2018). Pulizzi (2014, 289) recommends to keep in mind that sharing metrics are available for public view, including competitors and potential customers, but help to analyze how a piece of content is performing, for example, if it gets a certain number of likes. A priority of content makers is lead generation metrics that reflect on how well attention to a brand converts into purchase decisions (Davis, 2018). It includes CRM and URL tracking, calculating email, blog subscriptions, blog comments and checking conversion rate, which is important to realize how often content may result in leads. Finally, sales metrics measure profit generated from content consisting of online and offline sales, and manual reporting in CRM systems. The impact of each piece of content should be measured with metrics and further analyzed looking at business objectives. (Pulizzi, 2014, 288-292).

In addition, Davis (2018) would also include engagement and retention metrics in the list of the most important indicators of content marketing success. Through engagement metrics, such as blog comments, CTR, likes, shares, blog comments, page depth, businesses know the level of involvement with the content and loyalty. Furthermore, engagement metrics are closely connected to consumption and retention ones. Bounce rate, percentage of new and returned visitors and unsubscribers determine retention metrics tracking how many existing visitors come back to content and how frequently. (Davis, 2018.)

2.1.3 Content marketing challenges

B2B Enterprise Content Marketing 2016 annual report written by the Content Marketing Institute on content marketing trends reveals the top content challenges that marketers face (Image 3).

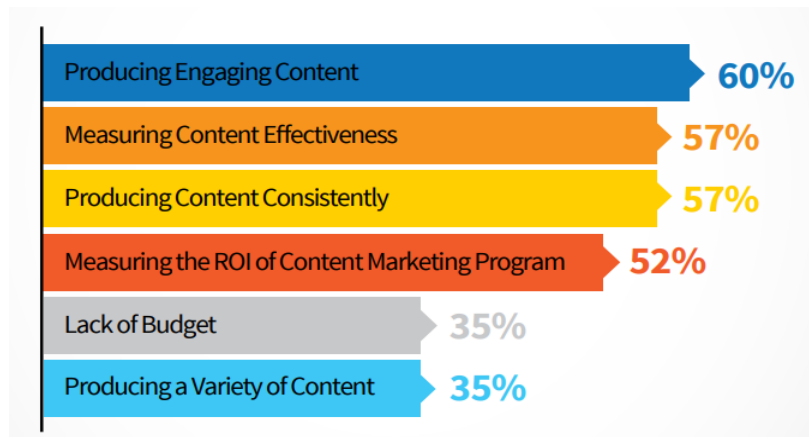


Image 3. Top Challenges for B2B Enterprise Content Marketers, 2016 (Source: Content Marketing Institute, MarketingProfs, 2016)

Producing engaging content. In case of content marketing, quality wins over quantity. Breaking through the clutter is possible with truly compelling and engaging content but producing that type of content is not easy. Otherwise, everyone would be doing it. (Meher, 2013). Some content fails while marketers expect it go viral and vice versa. Sometimes it is simply impossible to predict what kind of content would engage and what would not. Taking creation of engaging content seriously and trying different content types to hit the mark and see what resonates with a target audience contribute to overall success of content marketing strategy and sales. (Goodman, 2012, 70-71.)

Sometimes target audiences do not feel comfortable engaging online with brands they follow. As one of the reasons behind that behavior, majority may be inclined to stay passive on the Internet when it comes to commenting and liking content. Either they could simply miss posts of a brand paying attention at other content or they do not spend that much time online. It is rather considered as ordinary behavior of an audience than an exception. The point of engagement is a demonstration of a brand that cares about its target audience, their opinions and

actions. Then target audience starts to engage naturally. (Goodman, 2012, 71). In addition, another approach in producing engaging content is doing different from the competition. Thinking outside the box commits to producing appealing content solutions, such as repackaging content into a new format. (Meher, 2013.)

Measuring content effectiveness. Measuring effectiveness helps to continuously learn what an audience likes and dislikes. Nevertheless, content marketers often end up confused about the effectiveness of their efforts due to complex digital paths of each user. Metrics should fit a specific brand to measure success accurately depending on the pieces of published content. (Meher, 2013.)

Producing content consistently. One of the best tactics, considering scarcity in time and a lack of human resources, is to repackage existing content into new content assets. Turning an article content into a podcast, statistics into infographic, etc. gives an audience a new way to consume information. If content creation in-house does not work out, outsourcing content creation from marketers or agencies, who are good at it, is the most effective approach to consider. (Meher, 2013). According to the survey among 2,190 participants in North America in 2018, 56% of respondents outsource at least one content marketing activity (Content Marketing Institute, MarketingProfs, 2018, 8) presented at Image 4.

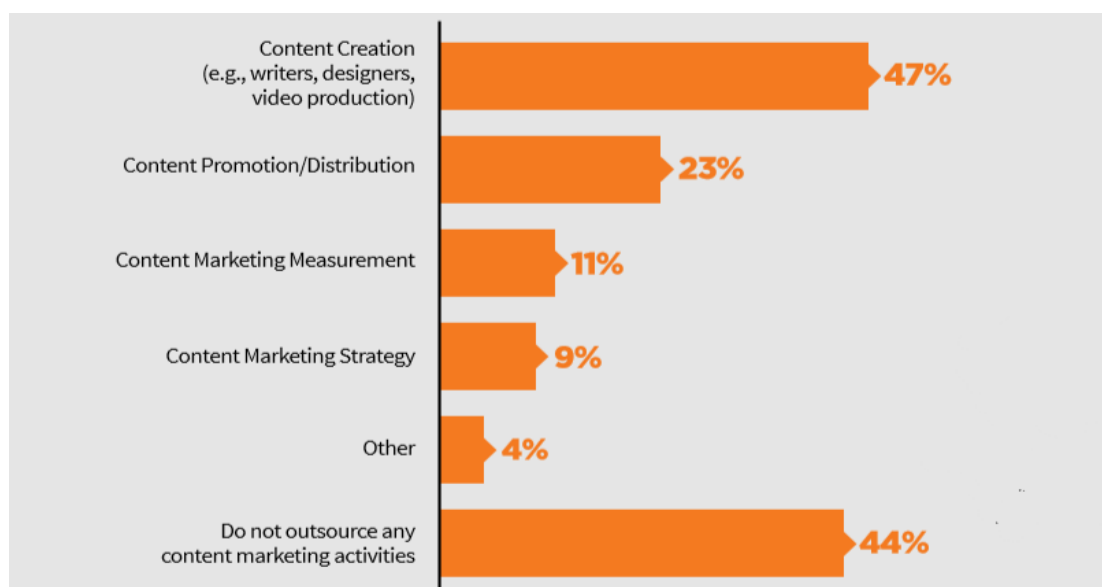


Image 4. Content Marketing activities B2B marketers outsource (Source: Content Marketing Institute, MarketingProfs, 2018).

2.2 Content generation process

This chapter covers the most important steps in content generation process. As a good starting point, it is essential to identify relevant content types and what audience the content is supposed to target. The process is concluded with an editorial calendar, the content tool that completes the content marketing strategy and maintains consistent presence.

2.2.1 Content types

The content marketing matrix (CMM), originally designed by Dr Chaffey D. as the gap analysis approach to content marketing, is a planning tool that helps to define the most engaging content types and generate ideas for content writing. The matrix's vertical axe represents emotional and rational spending. Horizontally, the matrix goes from awareness defining customer needs and content purpose: to entertain, educate, inspire and convince (Image 5). (Atherton, 2019, 88-89.)

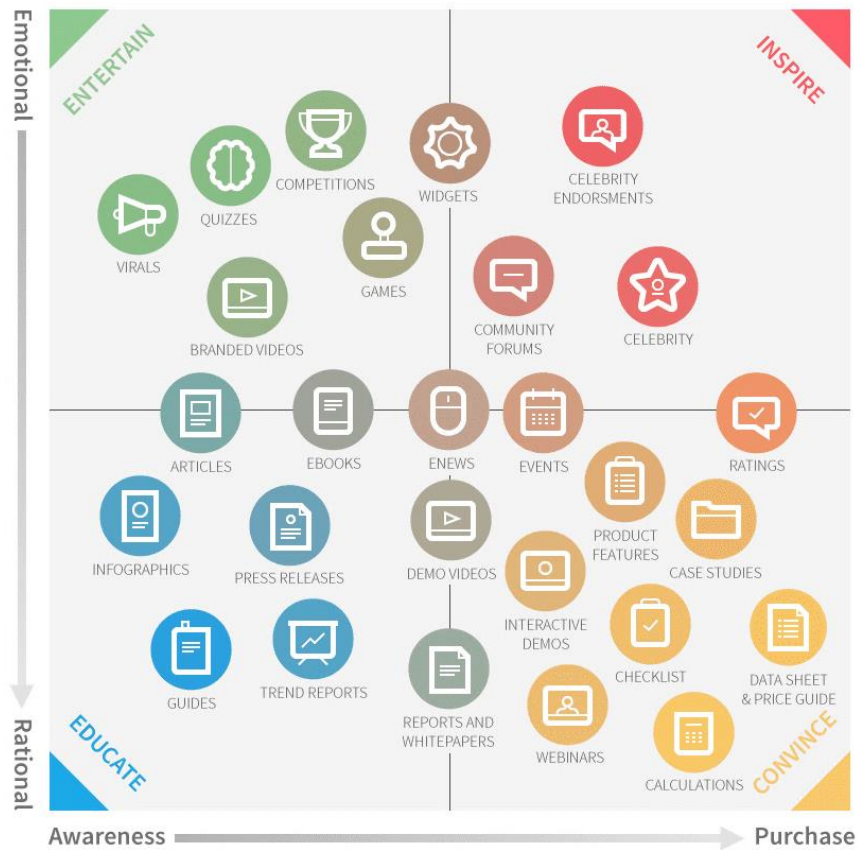


Image 5. The Content Marketing Matrix. Dr Chaffey D., 2016 (Source: SmartInsights, 2018)

In other words, the matrix explicates how important it is to fulfill the needs of customers throughout the sales funnel stages with the need-based content. For example, educational and entertaining content formats develop brand awareness. While entertaining content evokes emotions, educational content triggers the rational side of potential customers. (Atherton, 89, 2019.)

Entertain. In the beginning of the sales funnel stages, potential customers would rather get familiar with a brand in an interactive way than face a purchase offer straight away (Lipovic, 2019). Businesses can entertain potential customers with games, a branded video, quizzes and other fun, interactive activities to hold the interest (Barry, 2015, 235).

Educate. Brands have incredible opportunity to share the knowledge for personal growth of their target audiences and make them feel educated through relevant pieces of the fact-based content, such as eBooks, trend reports and infographics.

(Lipovic, 2019). Educational content leads to building trust, brand credibility and likability with a target audience. (Hall, 2013). However, that type of content has less chances to become viral compared to inspirational content that evokes emotions (Barry, 2015, 60).

Inspire. Content can inspire readers to engage with a brand affecting audience's "beliefs, passions, sympathies and sentiments" (Barry, 2015, 101). Inspirational content that includes, for instance, endorsements and community forums, provokes emotional decision-makers to take action in the later stages of the buying process (Lipovic, 2019).

Convince. To lead the target audience towards a buying decision, content needs to be persuasive. Webinars, product features and interactive demos, as examples, are good convincing pieces of content that prove a product or service works as the last consideration before customer conversion. (Lipovic, 2019.)

Barry (2015, 56) believes "carefully crafted content...can progress target audience from a potential sales lead to a customer". The approach on choosing relevant content types can also be linked to customer journey — the sales funnel. Engagement with customers through content marketing at all stages of the sales funnel does not only focus on attracting a new target audience but leads already interested target audience to a purchase decision (Raso, 2016). The traditional sales funnel comprises four stages. Top of the funnel reflects awareness of need, middle of the funnel is information research and evaluation of alternatives, the bottom funnel describes purchase decision. (Barry, 2015, 57). According to Raso (2016) content strategy can be built upon a three-stage funnel taking into account 1) awareness, 2) evaluation combining information research and consideration of alternatives, 3) purchase.

Customers at different stages of the customer journey anticipate diverse types of content (Image 6) that would lead them to the next stage of the funnel (Barry, 2015, 57).



Image 6. Content types based on the sales funnel stages (Source: Barry, 2015, 57).

On awareness stage customers have a need, but not a solution. Such educational content as whitepapers, checklists and eBooks gain their attention to a brand and provide certain value. Those customers who find that content useful move towards evaluation stage that is designed to showcase the brand's products or services as the right fit for them compared to competitors alternatives and nurture leads by, for example, case studies, samples, demo videos. The purchase decision is made at the bottom funnel. Even when customers journey ends in the purchase stage, it does not guarantee that potential customers would make a purchase. They have to be driven to purchase with call-to-action and convincing content: free trials, consultation, coupons. (Raso, 2016.)

Pulizzi (2014, 261) states that one piece of content can be atomized into ten; the process is called content atomization. In essence, content atomization is the process of “breaking down a narrative into individual pieces to widen reach...” (Jutkowitz, 2017, 70). Adaptation of the same content to different formats allows to cover more distribution channels, multiply attention content gets from different target audiences and constantly deliver content without making new content. (King, 2016). Jutkowitz (2017, 71) has the same opinion: content keeps flowing throughout different channels reaching various target audiences with no content being misused — each small piece of information or a story gets to be atomized into another content format. King (2016) gives a showcase from Content Marketing Institute practices: the company sends an article newsletter to subscribers that ends up having higher CTR making it possible to split the article multiple times into different content formats. The chain of further actions consists of ten atoms: first blogpost, first podcast, a board game, presentation, second

podcast, second blogpost, third podcast, a quiz, infographic and third blogpost. Content Marketing Institute successfully completed content atomization's challenge, essentially depending on target audience's positive responses known through metrics. In fact, more popular pieces of content have more chances to be atomized into more formats with higher engagement rate. (King, 2016.)

2.2.2 Target audience

According to Pulizzi (93-94, 2012), content marketers need to clearly understand the diverse audiences they are targeting whether one persona goes through different buying process than another or appeals to specific content. After all, content is directly connected to knowledge on what target audience value (Jefferson & Tanton, 166, 2015).

The common approach in identifying a target audience is to analyze who exactly is an average customer. Deliberation of possible informational needs and common pain points that a brand could provide a solution for would give an insight who to target and determine how to modify the content based on these findings. The engaging target audience is influenced by the content that does not simply promote a product or service but gives an information that gets attention. (Pulizzi, 94-95, 2012.)

Jefferson & Tanton (166, 2015) recommend doing a deeper analysis including a research and a persona creation exercise. The research suggests uncovering real content needs through questioning existing customers, for example, the ones who are the best to work with. The process includes an interview and a list of questions that is detailed to understand interviewees better and consists of open questions to make them talk freely. A persona creation exercise determines a detailed picture of an average typical customer who the content is going to serve based on existing customers. It includes a summary of background information, customers' personal aspirations and business goals, communication preferences and, most importantly, the biggest pain points. The exercise helps to produce better content considering target audience's best interests, as well as being more

empathetic when it comes to content writing. (Jefferson & Tanton, 166-171, 2015.)

Analyzing only existing customers would not give an opportunity to start acquiring a new target audience with different content. Chaffey & Smith (194-197, 2013) propose profiling B2C and B2B customers separately. In case of B2C business operations, the analysis comprises geographic, demographic and psychographic variables. There are certain aspects that may influence the buying process of customers. When it comes to B2B target audience, the combination of organization characteristics (the company size, industry sector, organization type, country and region) and customer variables (name, job title, product interest and demographics) matters in order to start targeting an audience as precisely as possible. (Chaffey & Smith, 194-197, 2013.)

Despite different approaches in identifying the target audience, the main reason in identifying the target audience is to keep a marketing team on the same page. The team members need to understand who they are talking to with the content they create. (Pulizzi, 2012, 94.)

2.2.3 Editorial calendar

Sustainable content marketing strategy requires understanding how the content is produced through setting up an editorial calendar (Pulizzi, 2014, 131). In fact, content marketing is a long-term strategy where editorial calendar represents one of the tools to manage that strategy and maintain consistent presence. Apart from getting better visibility across projects in an organization, editorial calendars support productivity. Each team member is aware of what happens in the content creation process and able to be involved in the planning process. (Eng, 2018). A good editorial calendar includes:

- Headlines.
- Dates: for content creation and publishing to keep up with deadlines.

- Content types and a list of content to publish, including existing content to be repackaged, content yet to be developed and content from third parties (influencers, partners, etc.).
- Name(s) of responsible content producer(s) and editor(s).
- The distribution channels targeted for the content to be published, such as social media.
- Metadata (“tags”) to monitor how the content marketing strategy aligns with the content, e.g. through indication of SEO keywords.
- Current status: e.g. an idea, in process, ready.
- Key metrics: e.g. page views or shares.
- Call to action: behavior to ask for from readers. (Pulizzi, 2014, 132-136.)

Patel (2019b) recommends focusing on the needs of target audience when choosing a topic. It is crucial to cover more than one topic throughout a certain amount of time, e.g. a month, taking into account multiple target audiences and their different interests. One type of target audience may not be interested to consume the content pieces another type is passionate about. In that case, it is wise to diversify subject areas in an editorial calendar to avoid posting about the same topic. Considering such nuances in editorial calendars allows to keep all kinds of potential customers captivated by the content. (Patel, 2019b.)

According to Pulizzi (2014, 132), there are two types of editorial calendars: spreadsheets and special software (e.g. Trello, HubSpot, CoSchedule). Spreadsheets is a common solution that does not require investments. Companies which just start introducing editorial calendars into their marketing strategies would prefer to use spreadsheets to get an idea of how it works. Despite having no additional costs, using spreadsheets in long-term implies some downsides. Spreadsheets functionality is limited. Firstly, communication between teams is missing since spreadsheets do not offer communication tools. Secondly, spreadsheets are disconnected from social media channels and email platforms, meaning spreadsheets can not automatically publish content. Software as Trello and CoSchedule offer customizable boards and lists to map out to-do lists, assign personal tasks to team members, plan a campaign and track the progress. (Moon, 2019.)

Instead of copying from spreadsheets, sharing to social media directly from editorial calendar software is a feature bigger companies would need to keep consistent presence with fresh content. It is important to bear in mind that such software involves increased monthly costs. As an example, CoSchedule asks for \$1050/month per five users with a possibility to pay \$49/month per an additional user. Moreover, adhering to an editorial calendar needs to be set as a priority for the whole marketing team in order to make content marketing strategy thrive. Depending on each company's case, the marketing team decides what is the best solution for maintaining an editorial calendar — spreadsheets or editorial calendar software. (Jefferson & Tanton, 2015, 260.)

As many editorial calendars are scheduled for a year or months in advance, they are not flexible. Changing plans on what should be published — a scheduled two months ago post or a trending topic — is not a long-term option for marketing teams. Keeping short-term editorial calendars allows to stay flexible and spontaneously switch subjects choosing valuable and relevant content over already planned but irrelevant topics. (Marquardt, 2017.)

2.3 Business-to-business content marketing strategy

This chapter distinguishes business-to-business and business-to-customers content marketing as they differ in intent, core messaging, distribution channels and content formats. Then, business-to-business tactics in content marketing and value that can be received by following them are explained.

2.3.1 Business-to-business vs. business-to-customers content marketing

Harvey (2018) is convinced that when it comes to business-to-business (B2B) and business-to-consumer (B2C) content marketing, the first lesson to learn is that they are fundamentally different. Understanding the relevance of certain

content types and approaches to reach customers across different channels for both B2B and B2C businesses guarantees more chances to reach target audience in the most meaningful and engaging way (Siu, 2015). On the Image 7, Forer (2017) introduces an infographic on trends of B2B and B2C marketing.

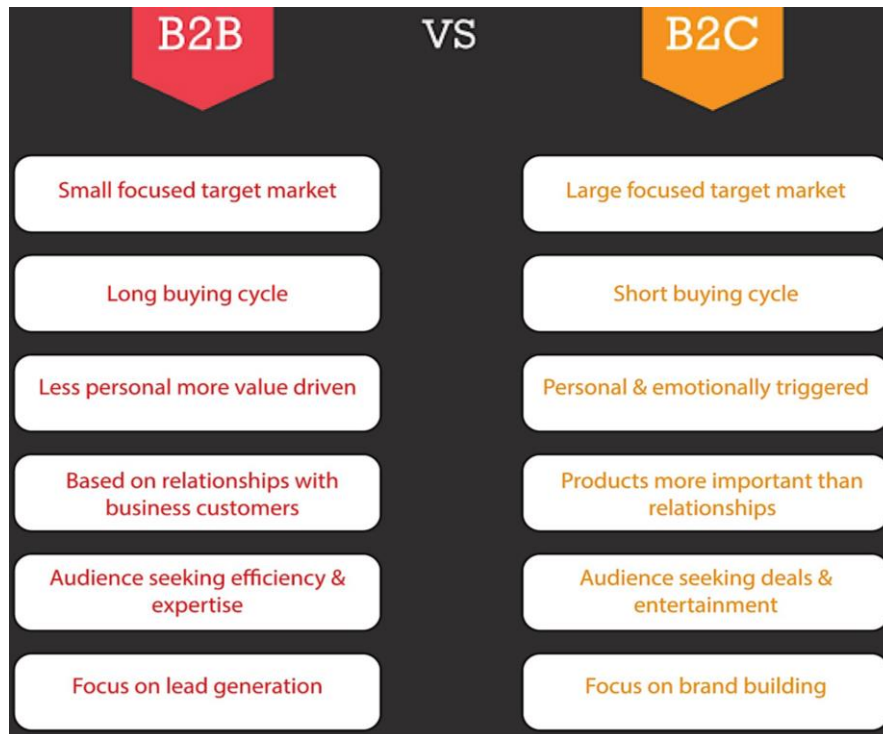


Image 7. B2B and B2C trends in marketing, 2017 (Source: Forer, 2017).

B2B and B2C customers are driven by contrasting motivations that encourage or prevent a purchase. B2C customers go for a brand that represents a certain lifestyle through visual identity, its reputation and the content it produces. B2C content marketing focuses on emotional side of customers making them feel a certain emotion about a product or service, e.g. excitement for new social status they get, so they want to make that impulse purchase. (Harvey, 2018).

Unlike B2C, B2B clients explore cost-effective solutions for their problems provided by a trustworthy brand judging its content as proof of credibility and reliability. At the same time B2B-focused organizations tend to build long-lasting relationships with customers. B2B content marketing comprises logic and the “making a case” approach with in-depth focus on ROI, numbers and statistics to show expertise, value of an offered product or service and build a positive

reputation through compelling content. (Harvey, 2018). On the other hand, Siu (2015) believes features of both types of businesses overlap and would rather distinguish B2B and B2C content marketing based on more meaningful, in his opinion, way — long and short sales cycles.

Creating content for B2C and B2B audience does not imply following the same strategy due to significant differences in motives and motivations. Although, engaging content remains a superior purpose for both types of audience. (Patel, 2019a.)

Based on 2019 Social Media Marketing Industry Report (Stelzner, 2019, 16) B2C and B2B organizations utilize different social media channels for their activities. The Image 8 below clearly demonstrates that B2C and B2B both tend to aim at Facebook as a primary channel for content distribution. However, Stelzner (2019, 16) highlights that the importance of Facebook for B2C-focused businesses dropped from 75% in 2018 to 69% in 2019. 16% of B2C respondents give their second preference to Instagram. In regard to B2B-focused businesses, Facebook (48%) surpasses LinkedIn (30%), a professional networking and employment-oriented social media channel, whilst only 46% of respondents from B2C companies use LinkedIn and 78% of them give preference to Instagram.

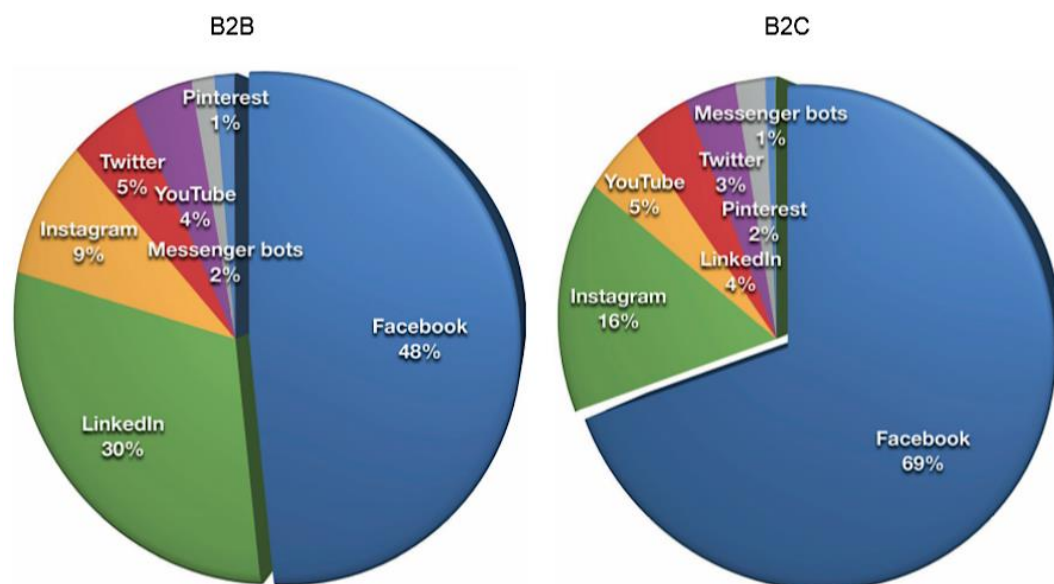


Image 8. Importance of social media channels for B2B and B2C-focused businesses, 2019 (Source: Stelzner, 2019, 16).

2.3.2 Effective B2B content marketing tactics

According to Beets (2018) from Content Marketing Institution, around 90% of top-performing B2B content marketers put audience's informational needs first. Companies endeavor to avoid promotional messages to let the right audience find value in content they publish. By continuously following that approach businesses get attention and, most importantly, earn trust as a reliable source of information. (Beets, 2018). Content marketing reveals great potential for B2B industries. There are certain tactics on how to generate content in a way it satisfies the informational needs of target audience and converses leads into potential customers at the same time. Once businesses incorporate their expertise with content marketing tactics, they can create impactful content that gets response from those who are eager to follow the content and get familiar with a brand. (Patel, 2019a.)

Incorporate storytelling. Infusing storytelling tactics allows brands to differentiate themselves and connect with target audiences on an emotional level. After all, every business has a story to tell. Effectiveness of storytelling is based on aspects of human nature: stories awaken emotions, such as empathy, and open up minds to new ideas. (Jutkowitz, 2017, 5). Patel (2019a) presumes the importance of focusing on a story rather than selling. As an outcome, selling within the high-quality content is advantageous (Patel, 2019a). However, storytelling content may easily transform into self-promotion that influence the audience's response in an opposite way — pushing away (Patel, 2019a).

Cross-pollination and collaboration. Contribution to content writing that is published on industry-leading websites and well-respected sources leads to awareness from new audiences and recognition of a brand as an expert in a field (Jefferson & Tanton, 2015, 148). In addition, it gives an opportunity to increase statistics in such metrics as exposure, conversion and web traffic. Besides, sharing other experts and industry professionals' content as a showcase gives a third-party opinion on industry-related topics, educating the audience with

insights and new perspective on the issue. It is crucial to demonstrate a brand values sharing truly compelling content from other resources, fostering the possible discussion with target audience. (Patel, 2019a). However, Jefferson & Tanton (2015, 148) remind of the content a business publishes to other industry-leading sources to remain inspiring and valuable to industry and a target audience, not self-oriented.

Multi-layered content. Different people have different learning styles: verbal, visual and social (Jefferson & Tanton, 2015, 134). Allowing target audience with different learning styles to grasp content in the same way is to combine text-based and visual content to create the most engaging experience. Adding visual aspect might be challenging but worthy to undertake to make content performance more effective. Target audience may not be that responsive to giant block of text, but visualization keeps them entertained. As a favorable result, multi-layered content should end up being worthy of the audience's time. (Patel, 2019a.)

Jefferson & Tanton (2015, 135) elaborate that often video satisfies informational and entertainment needs of target audience. Based on universal search results, videos have 41% higher CTR than plain text. Case studies and testimonials, webinars, 'how to' videos, slide walkthroughs and many other video content options serve multiple purposes: to tell a story, entertain, get found by the target audience, build an emotional connection and make them follow for more content. (Jefferson & Tanton, 2015, 135-136).

Paid content promotion. Targeted paid ads would bring a highly specific audience to the content that they are actually interested to read and keep following. Instead of promoting products or services, businesses publish compelling content they produce themselves. Paid ads include Google AdWords, pay-per-click and sponsored advertising options on social media. (Jefferson & Tanton, 2015, 154).

Businesses always associate LinkedIn as being the greatest tool for getting the right B2B target audience. Patel (2019a) is convinced neglecting Facebook ads

is a mistake. The secret why Facebook ads work best as a part of B2B content marketing tactics lies in engagement with a community who cares about B2B content through shares and attention. Attention leads to more potential for conversion. (Patel, 2019a). Facebook hits the first place when it comes to analyzing what social media ads are in regular use among content marketers. Facebook has based on social media report written by Stelzner (2019, 35).

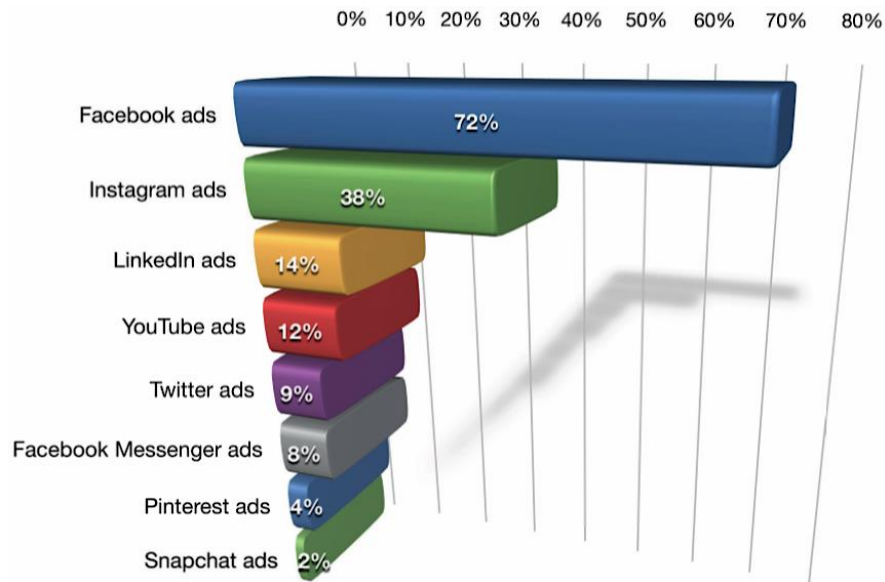


Image 9. Social media ads preferences (Source: Stelzner, 2019, 35).

3 CASE ARBONAUT

This chapter focuses on the case company Arbonaut. In order to gain an insight into Arbonaut's vision on content marketing as a strategy for managing social media, the author conducted an interview with the Head of Sales & Marketing department, Alain Minguet, and the Sales Manager, Elisa Korpelainen. The list of questions is provided in Appendix 1. The interview answers are processed and evaluated using SWOT analysis to identify pain points that are fundamental in defining B2B content marketing strategy.

3.1 Current content marketing strategy

Current content marketing efforts in social media that Arbonaut undertakes are best evaluated by SWOT analysis — what is already being implemented in regard to content marketing and how well it is done, what attractive opportunities to grasp and threats to minimize. The SWOT analysis for Arbonaut is presented in Table 1.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Chosen social media channels fit best. • Clear goals on content marketing. • Professionals in-house are potential sources for content creation. • Mentioning in posts gets the most engagement. 	<ul style="list-style-type: none"> • Unclear scheduling and lack of consistency. • Narrow focus on content types. • Lack of human resources to create content.
Opportunities	Threats
<ul style="list-style-type: none"> • Increased brand awareness and engagement rate. • Educated and loyal community. • Targeted sales-ready leads. 	<ul style="list-style-type: none"> • Content provides no value. • Low / mediocre engagement.

Table 1. SWOT analysis for content marketing efforts of Arbonaut.

The list of Arbonaut strengths in content marketing efforts starts from the right choice of social media channels. Arbonaut is currently present on two platforms: Facebook and LinkedIn. The company's choice on social media channels is determined by channels actively used by existing customers and partners. The company had thoughts on using Instagram or Twitter in addition to the current platforms, however, it was hard to imagine what kind of content to produce and

what target audience to aim at. Since Arbonaut concentrates on B2B operations, taking into consideration the channels used by potential clients and existing customers seems as the clear strategy to follow.

Moreover, the company aspires to get visibility, raise consumer interest and awareness on products and services. The company is setting brand awareness, lead generation and higher engagement rates as content marketing objectives. Team of Arbonaut consists of more than 50 professionals in software development and forestry. These experts are one of the best sources to generate content in-house: from commenting on industry news to writing a short article on a hot topic. Utilizing internal sources instead of outsourcing does not only cost-efficient but also shows the level of expertise and builds brand trustworthiness. Posts where Arbonaut mentions a partner or an organization gain the most engagement in terms of likes, comments and shares. For example, when visitors come to the company or there is a forum or collaborative project taking place.

Arbonaut does not adhere to explicit content marketing strategy. As a chain reaction, it leads to several problems. Unclear posting schedule influences post consistency and missing holidays and event updates in a timely manner. The adopted content types do not evolve. The company does not experiment with new formats posting in a basic style: a few sentences, a photo and relevant hashtags. Most importantly, those problems are caused not only by having no content marketing strategy, but also due to limited human resources to make content thrive. Valuable content takes more effort than just time. Unfortunately, the company does not have a copywriter or content marketers in the Sales & Marketing team. In addition, providing zero value with content may result in questioning whether it is reasonable to follow brand's activities or not, as a threat that could be minimized by experimenting with content. As aftereffect, instead of higher engagement rates from target audience the company can expect low or mediocre engagement that slows down the achievement of business objectives.

Considering crucial weak points in the content marketing efforts, Arbonaut can pursue challenging but realistic opportunities. Brand awareness and lead generation, as paramount objectives of the marketing team, are reachable. More

collaborations with partners and participation in forums and events lead to mentions in posts that bring in new audiences who might be interested in content published by Arbonaut. Some of them can appear to be well-targeted sales-ready leads. Through broader content types Arbonaut could get an educated loyal audience no matter how targeted it is. However, relying on paid ads does not appear to be the only option for lead generation, since the latest product promotion of ProMS Mobile did not meet expected outcome in relation to budget spent.

3.2 Content marketing strategy for Arbonaut

To guide the company using the ideas or considering them as foundation of other marketing initiative, the content generation process is fully covered in the content marketing strategy for Arbonaut. It is noteworthy that every content type is an option for Arbonaut. It could be changed to another content type using methods of CMM or content atomization, although taking into account audiences with various learning styles. The content marketing strategy for Arbonaut consists of the following:

- Visualization of the content marketing strategy plan (Image 10).
- Suggested content types based on objectives with explanation of choice and examples on Arbonaut case.
- Content atomization example.
- Guidelines for Arbonaut target audience and an editorial calendar considering time management and HR issues.

Based on the interview, the main objectives the company aims to achieve are focus on audience engagement, increase in brand awareness and improved lead generation. Successful achievement of these objectives requires the combination of relevant content types, selection of special business-to-business tactics and metrics to measure outcomes.

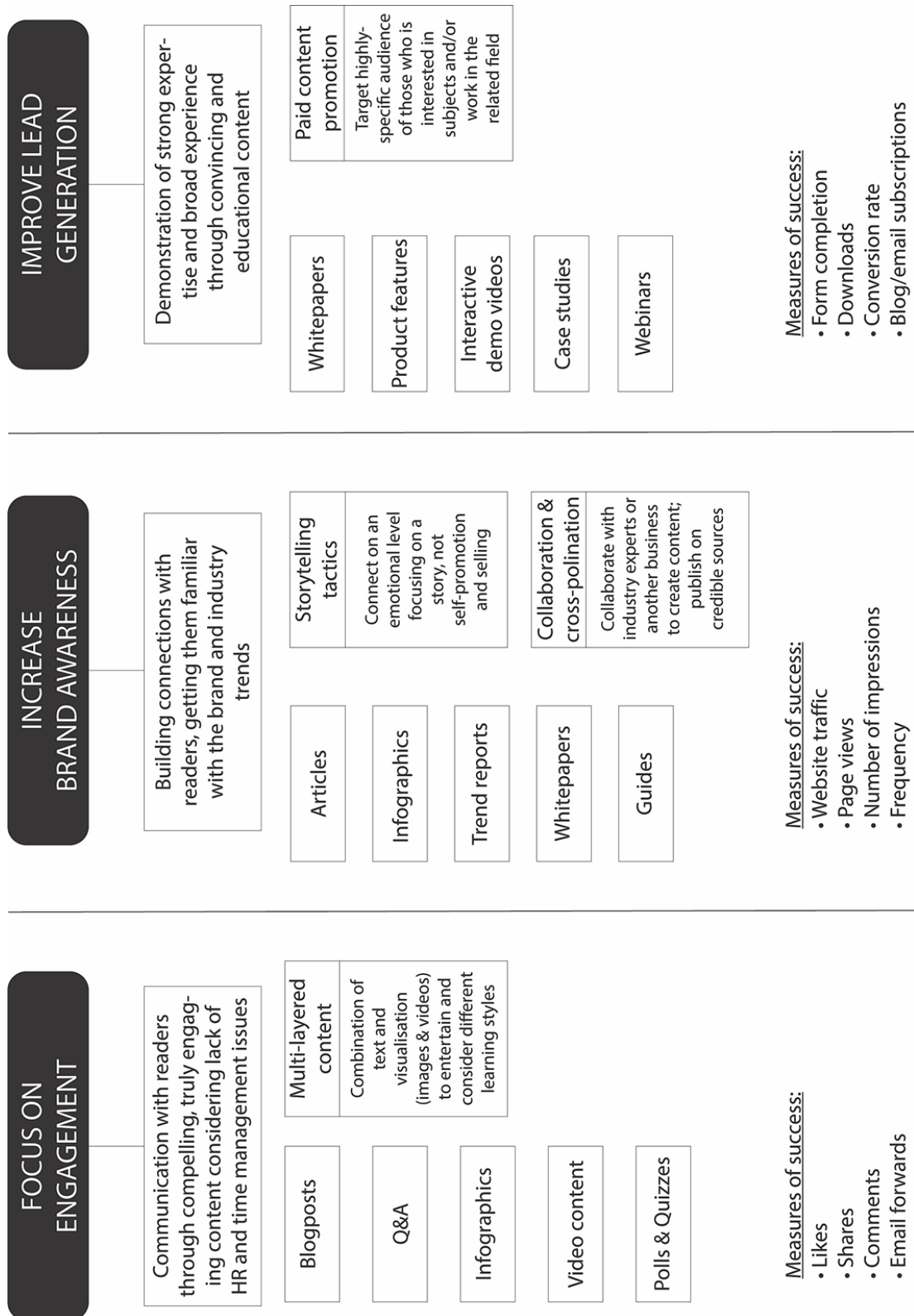


Image 10. Visual representation of content marketing strategy for Arbonaut. (Source: Pulizzi, 2014, 296).

3.2.1 Engagement

It is rather crucial to have a focus on engagement in Arbonaut's case. Based on the fact that the company does not receive much response from the audience in terms of likes, shares and comments from published content, obviously, improving the engagement rate remains one of priorities. Considering Arbonaut industry, it is common to think that forestry content gets attention of only industry-related target audience. That could be partly true. On the other hand, the way content is created and delivered defines target audience's interest. Even when target audience is not related to forestry, content written based on industry and industry's widely discussed topics gets recognition.

Higher engagement is reached with producing compelling, high-quality content that delivers value to the audience or raises a discussion around a certain topic. The advised content types to start with in order to attain higher engagement are the following: blogposts, Q&A, infographics, video content, polls & quizzes. These content types serve either entertaining, educational purposes or both.

Through Q&A communication with the company the target audience would be able to ask questions from industry professionals who work in Arbonaut and get answers they have never discovered from the Internet. Video content, polls and quizzes entertain; it is almost impossible to skip that content immediately but to pay attention, e.g. check what others may have replied in a poll or quiz out of curiosity. Blogposts are designed to convey educational or entertaining messages that raise a discussion or stimulate further thinking and require more attention and time to read. Infographics exist to educate. Although, the design that can be appealing or boring, would decide if target audience intent to engage with it. It is noteworthy that multi-layered content complements a block of text with visuals to induce content looks attractive. Besides, it acknowledges various learning styles of target audience.

Once content types are chosen, engaging content may seem complicated to come up with, although, in Arbonaut's case, there are many topics to cover. For

example, Arbonaut could release a video with in-house professional talking about forest fires, popularizing the issue and importance to spread the word. Through creation of a poll on target audience's familiarity with remote sensing lead, despite of the answer, to technology explanation in a blogpost. Forestry is enriched with significant scientific breakthroughs in technologies through the years with actual dates that may encourage Arbonaut to create attractive infographics based on industry development stages. With the combination of information research, relevant content types and creativity, producing compelling content would boost engagement rates.

As mentioned, Arbonaut does not have a responsible person for content marketing and social media marketing. That leads to time management issues in the marketing team. It is highly advised to consider two options: hiring a part-time employee for content marketing activities or outsourcing. Outsourcing some activities that companies can not commit to due to limited resources is a common solution among many businesses. In addition, producing content in a consistent manner is connected to engagement: if there was no content to engage with on a consistent basis, the audience would not hold interest towards a brand anymore. However, outsourcing might not be sufficient. Marketing agencies could not be qualified enough to perceive the specifics of forestry, industry technologies and especially be familiar Arbonaut products, services, values and culture compared to in-house marketing professional. It should be noted, delegating content creation to an in-house employee demands budget revision, same as outsourcing.

3.2.2 Brand awareness

Brand awareness is determined as the beginning of the consumer purchase process. It requires building a connection with the target audience, step-by-step getting them familiar with industry trends and the brand activities. As a good starting point, Arbonaut has already started increasing brand awareness with content on participation of the company in events and forums, hosting delegations from other countries. Utilizing other content formats would lead to stronger extent

of brand recognition through mostly educational content: articles, infographics, trend reports, whitepapers and guides.

Articles tend to be longer than blogposts. Writing an article requires more efforts and the audience who seek educational content. Arbonaut posts articles in a digital format on the company's website, although target audience should get to know about them from other channels, too. The company could extract general abstracts on a topic and post an article's full text with the following abstract to make an article's topic clearer. As an example, in 2018 Arbonaut, in collaboration with partners, has published a scientific report on operative satellite-imagery based forest inventory in inaccessible northern boreal forests in Russia. That valuable piece of research could be atomized into multiple content formats. One of the findings may become an article or a whitepaper, if content raises technology, a product or service as superior to other market options.

Sharing industry trends with target audience with reports could put Arbonaut in a place of a trustable source of information. The company should come up with a list of sources where industry trends and news are being published, monitor upcoming trends and news, then make a summary of content and share it whether it consists of the company's personal opinion or not. When the company creates a guide, it is important to remain helpful to audience. Specifically, how-to guides and tutorials are designed to fill a need or solve a problem; they do not need to be long either. Guides also support brand awareness, especially once audience is sharing that useful content with others. Arbonaut may consider making a guide of, for example, capacity building the company offers with step-to-step clarification of the service.

Regarding tactics, storytelling, collaboration and cross-pollination should be considered. Once the company starts moving towards better brand awareness, Arbonaut should also put aside self-promotion but start to tell stories with a focus on a failure or success. Many companies are afraid to share failures with audience because they are also afraid of losing potential customers. However, failures are an experience that teach businesses a lesson. Arbonaut could prove that despite of some difficulties in the company's past, Arbonaut employees have

been developing problem-solving skill and does not repeat the same mistakes based on previous experience. Instead of being another impersonal brand, Arbonaut might represent people behind the brand. Storytelling in any way builds necessary emotional connection with audience.

Cross-pollination allows to collaborate with industry experts, business partners and businesses to create a valuable piece of content with joint efforts. Once the content is published on credible sources, brand awareness is spreading to new target audiences. Arbonaut has done several joint researches and articles. That is an initiative the company needs to continue doing to achieve scientific advancement and become a recognizable brand.

3.2.3 Lead generation

Demonstration of strong expertise and broad experience is crucially important to generate leads. Providing a solution for potential customers through convincing and educational content determines the agility of prospect conversion into leads. Such content as product features, interactive demo videos, case studies, webinars and whitepapers initiate interest in the company's products or services as a proof of value and advantageous solution.

Arbonaut specializes in software as a product. For example, ProMS platform hosts geospatial information used for railroads, powerlines, forests, roads and storage sites. Due to extensive and diverse possibilities of ProMS usage, the platform offers features that may become crucial for potential customers in a purchase decision when choosing between ProMS and competitive offers. Sharing the value provided by product features becomes a part of the main approach towards better lead generation with the help of content. As a part of product promotion for lead generation, Arbonaut could publish an interactive demo video on, for example, how ProMS software performs for visualization of falling trees on railroads or vegetation risk management.

Arbonaut's whitepapers have always been aimed at one superior technology, a product or service for solving specific business problems. In fact, Arbonaut, as a technological company, has developed technologies that have competitive advantage or such a product feature that solves a problem of many businesses. With designing a whitepaper, Arbonaut may explain an issue with in-depth research. Followed by a research, one of the best demonstrations of expertise is a solution of a problem presented to target audience or the research itself, conducted with the company's software.

The company often participates in projects that involve finding the best solutions for customers and sometimes customization of software based on their needs. Thus, case studies of a customer journey from problem statement to an effective solution provided by Arbonaut is a convincing piece of content. As an on-going project, Arbonaut together with other organizations contribute to development of Virtual Forest tool aimed at realistic 3D-visualization. Another example is the study on deforestation and forest degradation causes in Ethiopia in which Arbonaut made a list of vital assessment to contribute to problem-solving. Both examples — projects — are considered as foundation for a case study and success story to win a new business, highlight competitive advantage and build trust with potential customers. Mostly project information is stored at the company's website but depending on the content purpose it may be easily transformed to any desired content format for social media channels. Webinars, which usually comprise a presentation with Q&A session, may bring qualified leads, as well, by product or service demonstration and expertise expression.

For improved lead generation the most suitable content marketing tactics is paid content promotion. In fact, Arbonaut wants to be found by more specific target audience that would not only be interested in the company's diverse content, but also consider the company's products and services as a solution for their problems.

3.2.4 Content atomization

The flow of content may last up to two years when using content atomization. Image 11 presents the content atomization example for Arbonaut.

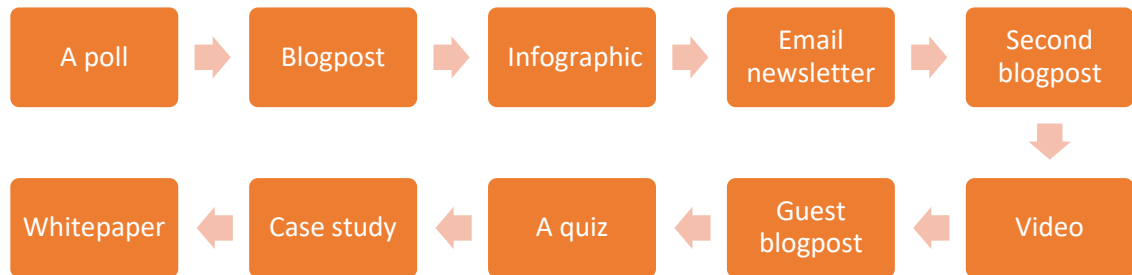


Image 11. Content atomization example for Arbonaut

The topic for atomization should be comprehensive and broader in order to produce ten pieces of content out of one, with the same topic. The example of content atomization for case Arbonaut is forest fires, as one of the key software ArboFiRM provided by the company.

Arbonaut may start with atomizing a poll on guessing *the percentage of forest fires caused by human factor*. Despite the answer, education of an audience with a blogpost on *common causes of forest fires* to educate the audience and possibly rise a discussion. In fact, 2019 has been a year of high possibility of wildfires and several accidents, such as the wildfires in the Amazon rainforest that makes the topic of forest fires relevant and highly discussed in social media. Then, the blogpost on common causes leads to infographics that visualizes the blogpost with pictures and numbers on the same topic — *the common causes of forest fires*. Arbonaut sends email newsletter only on Christmas but having email addresses of interested target audience is advantageous when the company wants to send a newsletter on *LiDAR technology used for fire risk management by Arbonaut* with the link to the infographic. The next atom is the second blogpost with the text that combines *forest fire problem statement and LiDAR technology for fire risk management used in-house by Arbonaut*. Then, the video on *how-to map out fire fuels and potential fire spread using ArboFiRM software* with in-house professional who develops the program. It would include self-promotion, but it remains only logical considering the second blogpost's topic. The seventh

atom is guest posting with a major advantage of giving a third-party opinion on the forest fire issue. The topic needs to be discussed with a business partner or other businesses based on who Arbonaut offers collaboration. Then guest posting is implemented, and the audience is educated with forest fire management, Arbonaut could design a simple quiz (using own tools or online quiz makers) summarizing information from previous atoms into questions and answers. The ninth atom is case study from the company's practice on an already finished or ongoing project starting from the problem statement for a specific case and finishing with a solution provided by Arbonaut. The last atom is a whitepaper that includes all the knowledge received from the previous atoms. A whitepaper should encompass ArboFiRM software as a technology that is able to affect forest fire management on a global scale.

3.2.5 Recommendations on target audience

Analyzing the current target audience in LinkedIn and Facebook, it is clear that mostly Arbonaut is being followed by people who are either connected to the industry, implemented projects with the company or visited the company's premises. However, to increase brand awareness and improve lead generation Arbonaut needs new audiences. The following actions help to analyze who is the average customer:

1. Deliberate informational needs of existing target audience and an ideal target audience, e.g. the content on remote sensing technologies. Arbonaut could ask existing audience about content advantages and aspects to improve in the form of survey.
2. Identify pain points of an average potential customer who could start following Arbonaut content in search for solution. The current range of Arbonaut products and services allows to solve many complicated customer problems but narrowing them supports concentration on the most common pain points and building content ideas upon it.
3. Profile B2B customers regarding geographic, demographic and psychographic variables based on existing target audience or an ideal

audience.

Arbonaut should always keep its target audience in mind. The content that audience is passionate about creates more engagement. That leads Arbonaut towards achievement of other business objectives as a chain reaction.

3.2.6 Guidelines for editorial calendar

Arbonaut does not have human resources to keep up with a comprehensive system for content marketing strategy. On the other hand, there is no better way to manage the strategy than editorial calendars. The tips to start using an editorial calendar and monitor the content flow with the marketing team are the following:

- Give preference to spreadsheets instead of editorial calendar software. In the beginning of following the content strategy, spreadsheets are a wise decision due to cost efficiency (spreadsheets are free of charge to use) and simplicity to use at the start.
- Keep an editorial calendar as simple as possible for HR and time management reasons: headlines, due dates, a content type, a title, name(s) of responsible content producer(s) and editor(s).
- Cover several topics throughout a month to satisfy informational needs of target audience(s). Posting about visitors or past and upcoming events is not enough to achieve the objectives.
- Diversify content formats. Arbonaut needs to expand the content formats rather than use a block of text and an image as it does not stand out from other content potential customers are exposed to.
- Schedule for a few months in advance instead of one year to remain flexible. In addition, editorial calendar needs time resources for planning. For Arbonaut it would be better to plan a few months beforehand to see content marketing results and how the system works for the marketing team.

4 CONCLUSION

A shift from traditional marketing to content marketing has been developing for years, although the adaptation does not happen in a fast pace for many businesses. In Arbonaut's case, the company lacks human resources and, thus, time resources to concentrate on a strategy in a way it has positive influence on the company. Spreading awareness about the brand and conversing prospects into qualified leads are the main objectives set by the company. The content marketing strategy should not only align with objectives, but also consider the specific situation of Arbonaut.

The recommended pathway for Arbonaut is to start following content marketing strategy with three simple steps: 1) diversifying content formats, 2) identifying an ideal target audience, 3) planning and managing the strategy with an editorial calendar in a form of a spreadsheet, which involves fundamental changes to the marketing team efforts.

Content formats, in fact, are adept to entertain, educate, inspire or convince. Arbonaut should choose the content intent and core messaging it wants to deliver that would decide the relevant content types for the company. For example, such content intent as convincing a hesitant potential customer means utilizing convincing content types, such as a case study and interactive demos. The key recommendation related to content formats for Arbonaut is to start experimenting, evolving old posts into new content types and being constantly present with fresh, high-quality content. The number of the Arbonaut's followers on social media remains on the same level. In order to make the difference in engagement and target audience's involvement with content, Arbonaut should create and publish content with consideration of target audience, its needs and desires.

Sharing content is not enough for a long-term strategy. The strategy covers many aspects: content writing, working with an editorial calendar and constant monitoring of results, etc. In the beginning Arbonaut might experience the scarcity of HR and time resources but adaptation to systematic planning and

implementation of the strategy, which takes time and certain efforts from the team, would become a part of a daily routine in the team. Despite of possible difficulties, it needs to be implemented to not only exist for potential customers online but be valuable with content in order to win new businesses.

In addition, it is suggested to consider hiring a part-time employee or outsource content marketing activities from an agency. On the one hand, in-house content marketer would know the company's activities, values, and culture better than an agency and be fully concentrated on the strategy implementation for a part-time salary, helping other team members in the marketing team to focus on their duties. On the other hand, an agency seems a cost-efficient and simple option when it comes to outsourcing only one content marketing activities, not the whole strategy. Having an agency to cover the whole content marketing strategy would require much more investment than in-house specialist. Based on these findings, in-house content marketer is a better alternative if the company is looking for an option to cover the content marketing strategy.

In conclusion, the thesis provides Arbonaut with recommendations, which would positively impact on better engagement rates, increased brand awareness and improved lead generation in a long-term content marketing strategy. The business-to-business tactics, distinguished from business-to-consumer content marketing, that the company needs to consider are also suggested.

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Interview questions for Arbonaut

Questions related to social media:

1. What are the main goals of Arbonaut social media presence?
2. What social media channels are the most relevant for Arbonaut and why?
3. How do you assess current social media efforts?

Questions related to content marketing:

1. What is the main content marketing strategy of Arbonaut:
2. What is Arbonaut posting about?
3. Does the company have an editorial calendar and schedule?
4. Does the company use any tools to manage social media channels and perform basic analytics?
5. Does the company use metrics (e.g. engagement, leads, reach) provided free of charge by social media channels to measure success?
6. Is there any particular content that gets more engagement and likes?
7. How does the company engage with the followers?
8. What does Arbonaut lack in social media and content marketing?