



Optimizing YouTube for the Development of Glass Performance Days

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ABSTRACT

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The thesis was commissioned by Glaston Finland Oy, and the beneficiary was Glass Performance Days (GPD). Started in 1992, GPD had a long history and a great reputation within the glass industry. In 2019, the Organizing Committee decided to record the presentations during three days of the conference and find a way to share them on YouTube. Thus, the need for a content strategy to run the channel effectively even after the presentation series was inevitable. The purpose of the thesis was to figure out how to utilize the channel for the development of the event.

The thesis was carried out by action research methodology based on the concept of marketing 4.0 (Kotler, Kartajaya & Setiawan 2017), YouTube platform itself, and Community of Practice to understand the new customer path and how to use the channel to connect with the participants in a human-to-human level. After two months of launching the channel, a quantitative survey with both closed-ended and open-ended questions was sent to all participants of the event over the years to know the audience and their satisfaction with the channel. The secondary research was to learn about the modern marketing and the current statistics of the audience as well.

After the study, the author has found out how to improve the YouTube rating on the current and future videos, that the channel can have a great impact on the customer path as well as a community building-block. Additionally, an audience persona for GPD YouTube was formed, which help the channel's future content to be more relevant to the people whom the brand serves.

In conclusion, with the audience persona, the author has recommended some actions for the organization to take which would be beneficial for the conference in the long run, which include ideas on content strategy, a steady move on multi-channel marketing, a leads generation tool and a call to collaborate.

Keywords: content marketing, YouTube, audience, community.

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1 INTRODUCTION

This thesis is commissioned by Glaston Finland Oy and it serves as a video content marketing strategy on YouTube for Glass Performance Days event (GPD). An individual cannot achieve any major success without the help of a community. (Wenger, McDermott & Snyder 2002). Therefore, the GPD event was held 28 years ago (in 1992) in Tampere, Finland by Glaston Corporation with the aim to develop the glass industry through education (Glass Performance Days n.d). To keep up with the world in the digital era and most importantly to enhance customer experience, GPD Organizing Committee has decided to launch a channel to share the conference presentation videos to the public. This visual format is expected to help encourage the younger generation to find interest in the glass industry as well as to make the knowledge accessible to others who are unable to attend the event.

YouTube, the world's largest online video platform, is chosen by the commissioner to be the place to store and share GPD videos. This is a new approach of the organization to social media to bring informative content to the glass community. TED Talks has done this and proven success on a global scale by attracting views and shares within a certain community that finds the information relevant. However, since the glass industry is a niche market for this type of content, the great number of views does not account for success but the people who see and share the content do.

This thesis gives a thorough look over understanding YouTube as a channel for GPD to enhance the overall event experience for its participants, as well as to bring in long-term benefits for the organization. Building a strong relationship and understanding the customers are the keys to customer service and satisfaction, which plays a major role in enhancing customer experience and improving the conference as a whole.

1.1 Commissioner's Background

This thesis is commissioned by Glaston Finland Oy and the beneficiary is Glass Performance Days (GPD), which is a non-profit event hosted by Glaston. The author works directly with the Organizing Team of GPD and acts as a member of the team during the period.

Glaston Finland Oy (located in Tampere) is a member of Glaston Corporation (headquarter based in Helsinki). The firm is a pioneer in the glass industry in terms of machinery, technology, and service for glass processing. Glaston's operational environment revolves around applications for architecture, which makes up to 80% of the glass produced with Glaston's technology globally; appliances (10%), and automotive (10%) (Figure 1). (Glaston Corporation 2020.). Founded in 1870, Glaston has a long history of 150 years of expertise and it is maintaining its leading position in the industry on a global scale with two factories in Tampere, Finland, and Tianjin, China; together with over 15 offices worldwide (Glaston Corporation 2020).



FIGURE 1. Glaston's Operational Environment.

Glass Performance Days (GPD) is the world's renowned conference in the glass industry organized by Glaston Corporation every two years, with the long tradition since 1992. Since then, the conference has expanded to over 20 regional events

(e.g. in China and Brazil) to help more people gain easier access to the conference in their specific locations, with their local languages. In 2017, the Organizing Committee introduced Step Change, which is a startup program to develop the glass industry by bringing in new concepts, new people from inside and outside of the glass ecosystem. The program was also a success in GPD 2019 and will continue in GPD 2021.

The main purpose of GPD is to create a forum for the global development of the glass industry through education. This is achieved by:

- Collecting and distributing educational information for the glass community.
- Constantly finding new uses for glass and encourage energy efficiency.
- Providing an innovative environment for start-ups and scale-ups to grow in the Step Change program (introduced in 2017).
- Offering the opportunity for face-to-face connection among architects, designers, researchers with the glass, technology, and energy industries.
- Striving to be a leading and reliable source of glass knowledge.

Professionals and specialists from all around the world participate in the conference for 3 days and during this period, over 100 presentations/workshops on different trending topics are held which bring a tremendous amount of knowledge to the community. The conference covers the whole supply chain in the industry, from materials to end products with the contribution of engineers, architects, project/product managers, and university researchers. Figure 2 shows the number of participants at GPD events from 1992 to 2019. The increasing number over the years shows that the event has been attractive to the glass industry and gained a good reputation. However, due to the global financial crisis in 2008, the figures started to decrease gradually, and finally hit the floor in 2013 with only 430 participants. This was around the time the crisis affected the glass industry the most (2010). It took the glass economy a few years later to revive from the recession. At GPD Finland 2019, 850 people attended the conference and workshops in both Tampere and Helsinki, which surpassed the expectation of the Organizing Committee (760 attendees). This has created a lot of major networking opportunities for all participated companies, especially for Glaston Corporation itself.



FIGURE 2. GPD Participants 1992-2019.

Since the beginning, the Organizing Committee has been preparing a Conference Proceedings Book (and E-book) for each participant at every event. The book includes the manuscripts of the presentations, which contains a huge amount of written knowledge about glass-related topics discussed throughout the event. This year at GPD Finland 2019, it is the first time in the history of the conference that the organizing committee has decided to implement the recording and sharing of the presentation videos online for educational purposes. Together with the traditional Conference Proceedings Book, this is a great combination, and a value-package for the audience to gather knowledge not only from text, but also in the video format.

The commissioner realizes that it is crucial to have a platform for sharing those videos that the data and analysis can be tracked easily and used for other purposes that serve future events. Therefore, the platform should not only be the place to store and share videos, but also a source to generate data, insights, and ideally financial benefits for future GPD events.

1.2 Research Topic

The topic of this thesis is YouTube content marketing for the Glass Performance Days event. Along the way, different factors will be described and discussed to form a feasible strategy for the organization to produce educational content for the glass industry. Storing and sharing knowledge in a visual format has been

under consideration of the commissioner for a long time, so it is an important part, but overlooked in the past. Fortunately, as the technology has made it easier than ever to do such things and the trend is moving towards video marketing, it is high time that an official channel for the event should be launched after GPD Finland 2019 (In the past, the channel already existed but the only use of it was to upload promotional videos for the event, not for educational purpose). As the organization strives for improvements every year, and the fact that everything is going towards the digital platform and connected, it is the next step for the organization to spread the knowledge to the wider range of audience, and longer lasting after each event. Therefore, a thorough plan to provide the glass community with great quality content is vital for the development of GPD.

Donald Miller (2017) argues that a great brand acts as a guideline, that helps the customers achieve their goals (Miller 2019). Therefore, an important mission for GPD is to spread profound knowledge worldwide to support the growth of the glass industry. Participating enterprises within the whole glass supply chain will get access to data that may help them solve their existing and upcoming problems (though this is not guaranteed). Nowadays, when everything is accessible with ease, but also comes with greater risks of false information, it is one of GPD's responsibilities to guarantee bringing not only valuable but also reliable information to the glass community (Vitkala 2019). GPD aims to become the go-to channel when people search for knowledge about glass on a global scale, from beginners to experts. Understanding this mission, the author will suggest a content strategy for GPD's YouTube channel starting after GPD Finland 2019.

1.3 Objectives, Purpose and Research Questions

The purpose of the thesis is to provide the GPD Organizing Team with essential knowledge about the platform and suggest a direction to operate the conference's YouTube channel to develop the Glass Performance Days event. Therefore, it is important to reach the objectives by answering this question:

- How can the author create a strategy for the GPD YouTube Channel that supports the development of the conference?

Following are the sub-questions that can help break down and solve the main issue:

- Why YouTube is chosen?
- What will GPD benefit from the channel?
- How to engage and encourage more audience to spread the visibility of the channel?

The above questions can help the author build a concrete and informative platform that can act as a 'visual library' for the whole glass industry. The channel, in collaboration with the Conference Proceedings Book, will assist and inspire experts in the field to innovate in the foreseeable future.

The outcome of this thesis would be a practical strategy for the company to run the video channel and keep engagement with the audience in the form of education as well as spread the visibility of the event to the potential newcomers in the long run.

1.4 Thesis Structure

This section talks about how the thesis was constructed and gives a brief overview of each chapter. The first chapter introduces the paper and some background information. This includes the topic, objectives, as well as the description of the commissioner's organization. Chapter two describes the theoretical framework for the thesis, which consists of Content Marketing, Marketing 4.0 (focusing on the new customer path), YouTube, and Community of Practice (a group of people with a mutual interest working together on a project or solve a problem). The methodology and data collection process are discussed in the third chapter. Next, the author goes further by applying the mentioned theories to the case company. The fifth chapter analyses the data collected via the primary research, which will tell how the current audience sees the channel and finally give the author some conclusions and suggestions for future directions in chapter six.

2 THEORETICAL FRAMEWORK

The concept of this thesis revolves around marketing, YouTube, and Community of Practice. Thus, several terms applicable to the topics will be explained below to form a framework for the author to follow throughout the paper as well as give the readers a better understanding of the author's perspective on the problem.

2.1 Marketing Terms

This is the most important term and concept throughout the paper that needs to be made clear because it is often misunderstood by the majority of people. Marketing is not about advertising, promoting, or selling, even though making sales seems to be the ultimate goal. Philip Kotler (2018) defines marketing as the process of building from scratch a close relationship with customers that brings value for both sides, and satisfaction is on top of the priority list. (Kotler & Armstrong 2018, 29.) The idea came from a long time ago and it is still applicable until these days, now fulfilled with some additions. More precisely, in the words of marketing guru Seth Godin, "Marketing is the generous act of helping someone solve a problem, their problem". In the rapidly changing world, the work of a marketer does not stop at understanding customers and satisfying them with the products or services, but it also includes helping people who want to make a change personally and professionally. Therefore, marketing in the modern world is not selling, not spamming with messages and advertisements, but it is about understanding the smallest viable market and the consistency in communicating and bringing value to a specific group of audience that a company wants to serve (not to sell to), and make it resonate. In the end, customers pay no attention to what or who the company is, they pay attention to the values they get from the products or services they buy to make a change in their lives. (Godin 2018.)

2.1.1 Marketing 4.0

This is the existing trend in the world of modern marketing since the power now mostly lies in the consumers' hands and their surroundings. The purchasing process has never been made easier yet more complicated in this digital era. It is easier in a sense of the speed and method of purchasing. However, the complexity is stressed on the customer journey. The World Wide Web and social media have brought people together regardless of time and space. Nowadays, everyone can be a critic or an expert in one thing or another, giving personal opinions on products and brands freely on the internet; and reading those reviews or hearing recommendations is embossed in the customer journey. Having this in the procedure, the customer path model has changed, according to Philip Kotler et al (2017, 60), from AIDA (Attention – Interest – Desire – Action) and Four A's (Aware – Attitude – Act – Act again) to the Five A's model, which will be explained in the following section. Nevertheless, being active online itself is not sufficient. Brands need to be connected and engaged to their customers even in the offline world, and in a human-to-human manner. In other words, it is now the time to combine digital and traditional marketing, and to unify the message in all channels so that it can show an authentic characteristic of a brand because “customers are paying more attention to their social circle in making decisions. They seek advice and reviews, both online and offline”. Most importantly, the goal of Marketing 4.0 is to reach for advocacy. (Kotler, Kartajaya & Setiawan 2017.)

2.1.2 Five A's Model

This is a new framework to describe customer path nowadays. Previously, in the two former models (AIDA and Four A's, the perspective comes from a salesperson's point of view, thus the ultimate desire is 'action' or 'act again'). However, the power of connectivity has reshaped the journey and lead to the Five A's model, which consists of: Aware – Appeal – Ask – Act – Advocate.

Aware (A1): This is the gateway stage that triggers the customer path. They have no idea about any brands and therefore, are exposed to a wide range of sources both online and offline. The task here is to make the

potential customers see the brand and keep in their minds memorable messages of the brand to move to the next step since people have a limited memory inventory, and they will filter out irrelevant information. This is the first and last phase that the company is in total control of the situation.

Appeal (A2): After A1, the customers have developed a certain level of affinity with the brand and allowed it to take one more step into their lives. This is the first step in the model that the control is totally from the customers' side, and all the following stages will be externally controlled. The Appeal phase depends greatly on the social influence e.g. the community which the targeted customers belong to.

Ask (A3): The curiosity built up from the previous stage leads the customers here to do more brand research. They start looking for advice from others, thus the name "ask", which transforms the characteristics of the journey from individual to social at this step. In this digital era, one is aware and skeptical of the fed information. Hence, A3 is there to further process and confirm the data from A2. Marketers' job is to help customers spend the least time possible at this stage. However, it is important to go through this step carefully when trying to build a community since this is where a lot of conversations are generated. One thing to remember is to keep a balanced level of curiosity, because a brand loses appeal when people are not interested in finding more about the product; while being too curious causes confusion since too many questions need to be asked.

Act (A4): When customers are convinced, they are ready to make a purchase. This step is rather optional depending on the product or service; however, it is highly appreciated that customers take financial action at this point. The key to success in this stage is customer experience. Wonderful post-purchase service as well as deep engagement are valuable to increase the index of happiness and loyalty from customers. A3 and A4 are the phases where customers are easily influenced.

Advocate (A5): Eventually, this is the ultimate goal of the model, which is when customers recommend the brands they love. Yet, the people in this group oddly are the most inactive ones, unless there is a conflicting argument they notice, then they turn straight away to defend for that brand without second thoughts. The ‘act again’ can be placed in this stage. Nevertheless, it is important to remember that nowadays loyal fans are not necessarily buyers to praise the product to their network.

In this model, the target is to lead customers from A1 to A5, however, the process is flexible (Figure 3). Customers can enter at any stage, move back and forth, or even skip a step. For instance, luxury products have a high percentage of non-buyer advocates, which means fans of that brand have skipped A4. Additionally, the time they spend in one place is different from others and it varies depending on the type of product accompanied them in the journey.

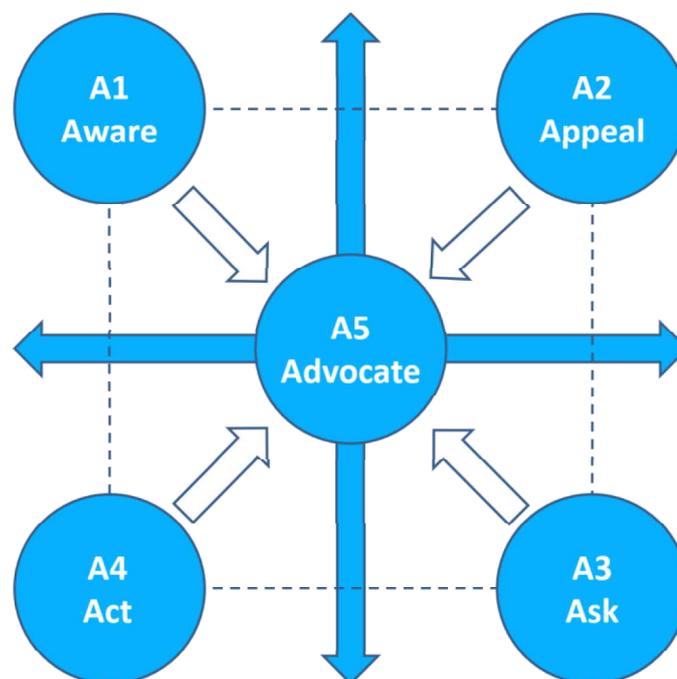


FIGURE 3. Five A's Model Interpretation.

The Five A's model is an effective tool to measure and describe customer behavior because it can imitate the practical image of the customer path in real life with the most accuracy. When done right, it provides insights into the customer relationship, and even help the company “discover either an authentic differentiation or a hidden customer experience problem. (Kotler et al 2017, 60-70.)

2.1.3 Content Marketing

In this digital era, content is the game-changer in the B2B world, and video is the rising approach to tell a brand's story (Matviichuk 2020). It appeared under many names throughout history: customer media, branded content or custom publishing, etc. However, they all come down to one common definition: content marketing. According to the Content Marketing Institute (2020), this form of marketing is the process of creating and distributing information to the targeted audience in order to gain profit in return. Thus, the content needs to be well-planned, relevant, valuable, and consistent to grab the audience's attention, keep them engaged, encourage actions, and finally lead to advocacy, as mentioned in the Five A's model above. It is a powerful tool for marketers to take advantage of to publish information that resonates with their "smallest viable market". Content marketing exists in many shapes: blog post, video, podcast, social media post, and magazine, etc. This form of marketing is becoming more and more popular these days, and there is no prediction whatsoever that this creative method to help people become who they seek to be will ever be obsolete. Though, as the amount of content available on the internet is enormous, a company needs to have an audience-centric mindset, otherwise content will become noise, which results in being filtered out automatically by the audience. It might sound daunting that content marketing does not yield great results overnight, especially in a B2B environment. However, it is a long-term strategy, and if done well, it rewards the brand with visibility, reputation, and healthy customer relationship. (Patel n.d.; Kotler et al 2017; Godin 2018.)

Content marketing is not new, in fact it has come in practice since the 1800s and one popular example is The Furrow Magazine from John Deere. Farmers chose to read the paper in the first place, not due to its reputation or it came from a famous company, but because of the unbiased content that has been giving them knowledge. As a result, the magazine has been supporting the farming industry through the test of time. (Content Marketing Institute 2015.). Good content marketing needs to be neutral. A company needs to build a strong connection with customers, and content is the catalyst: it exists to educate, entertain and help people solve their problems.

2.2 YouTube as a Platform

SimilarWeb's top website ranking (2020) shows that YouTube is the world's second most popular website to people of all ages nowadays, with the longest duration per visit (SimilarWeb 2020). The platform was founded in 2005 by three founders: Chad Hurley, Steven Chen and Jawed Karim. It started with the idea of sharing videos online, which was blooming wildly and rapidly by gaining 38 million visitors after one year in business. The company went through an acquisition of \$1.65 billion by Google in 2006 and until today it has become the second-largest search engine in the world. (Miller 2011, 6-7.)

YouTube is a powerful tool to help businesses grow and connect with their customers via video content marketing. A study by Aberdeen Group in 2015 pointed out that companies that include videos in their marketing strategy effectively generate revenue 49% faster year-over-year than those who do not (Moravick 2015). Hence, a firm can make an impact on its niche in the long run by taking advantage of the platform for better customer experience.

Starting video marketing with YouTube is a safe and beneficial start for all businesses regardless of size. First, it is about price. There is no cost for hosting and publishing videos on YouTube. Therefore, that capital can be invested in content creating to generate quality videos that matter to the audience who the company wants to serve. Second, the channel is so popular now that people cannot help but being there to catch up with their network. Thus, it is a fruitful source for companies to find the presence of their audience. Moreover, people like to watch. The human eyes are more drawn to moving objects rather than still ones, so the video format is the thing that is in need, especially when the purposes of YouTube users are to watch videos that are under the topics of entertainment, education, or information. Finally, many organizations have taken advantage of this platform to raise awareness, advertise, support customers, and even train employees. (Miller 2010, 9-17.)

2.2.1 Applicable Terms

Brands that give YouTube a space in the marketing strategy need to understand how to track the performance of the content published. YouTube offers its users with a tool to do exactly what is needed: Analytics. Not only it can keep track of the channel's performance but also the statistics of every single video in a channel. It helps YouTube users, known as creators, notice what succeeds and what does not work, so that the next videos can be improved based on the data shown by Analytics. In this section, some of the fundamental and relevant terms that apply to the commissioner's channel are described:

View, Like, Subscription and Share: These are the most popular metrics and easy to see when entering a video of a channel. 'View' means how many times a certain video has been watched, and YouTube can give the calculation of the total views of the channel in a specific period. 'Like' is the rating option for the audience after consuming the content of a video, and there is also a 'Dislike' button for bad or irrelevant videos. This shows the other audience right before they watch a video to see if it is worth the time. Next is 'Subscription'. When the content is so good and relevant, it triggers people to want more, and that is why the 'subscribe' button exists. People who click that button will become a channel's followers. They will get to see the newest videos from the channel before non-subscribers since they receive notifications and are more likely to see those videos on their feeds. Last but not least, the 'Share' index allows the company to see the influence of the videos on its audience. Unlike the three terms above, the number of shares is only visible to the creator. It is an effective and inexpensive way to spread the visibility of the company, since everything is done by the audience's willingness. Overall, with these four aspects, the more the better and a company can boost them by encouraging the audience in a human-to-human manner, and of course with valuable content. However, this depends on the industry of the company. For example, the glass industry is a niche market. Therefore, the number of people who watch the videos is not as important as who watches them.

Traffic source: This area shows where a video is watched, whether it is internal or external. The internal sources can be from different pages within YouTube (home page, suggestion bar, or from a playlist). External sources can be anywhere outside the platform that the audience finds the video: Google search, newsletter, company website, or other social media. This is an important element for a business to care about because it tells where the company's content is found and watched.

Audience retention: This contains 'average view duration' and 'average percentage view', which shows how long do the audience usually spend on one video, and how many percent of the video is watched. Furthermore, each video has a graph for the creator to see what works and what does not. For instance, a peak in the graph means the video is interesting at that point and the audience keeps skipping to that time, or the video got shared at that exact time. By looking at the frame of that spot, creators can notice what sparks the interest of the audience there and decide further actions for future video content. (Pettie 2017.)

Impression and Click-through Rate: Impression represents how often a video appears in the view of the users. If they click on that thumbnail to watch the video, then the click-through rate increases since it is an indicator of the ratio between awareness and action. However, these numbers are gathered from internal traffic only since YouTube cannot control external sites. The numbers also contribute to the attractiveness of a channel. A high click-through rate should mean that the content is interesting and relevant to the audience. However, as the channel becomes more popular and the videos start to be seen more on the platform, which results in a reduction in click-through rate. (Wilson 2019.)

2.3 Community of Practice

In the words of Etienne Wenger, Richard McDermott and William Snyder (2002), Community of Practice is "a group of people who share a concern, a set of problems of a passion about a topic, and who deepen their knowledge and expertise

in this area by interacting on an ongoing basis.” Community of Practice (CoP) exists everywhere from working environment, school, hobbies, or even at one’s home. However, this does not mean people need to be in physical contact all the time, it means to create a common place where they see common values when they are surrounded by people of the same interest and start to interact with each other in several ways such as sharing information, knowledge or helping with problem-solving. A positive result from a community of practice is that close friendships can be found that truly inspire and motivate people to work towards their own set of goals. (Wenger et al 2002.).

Knowledge is tacit and “sharing tacit knowledge requires interaction and informal learning processes such as storytelling, conversation, coaching and apprenticeship of the kind that CoP provides” (Wenger et al 2002). The life and health of a CoP depends largely on the participation of its members. To facilitate this, the ‘leader’ needs to take initiative in encouraging interaction among members of the group. Valuable content is expected to be produced and discussed regularly so that the engagement level is always kept high, or at least to a certain degree that people do not forget or lose interest in the group. If this fails to execute, the community still exists, however, it survives for the sake of a community, not lives meaningfully, and brings value to the matter that it is created for in the first place.

The most important and rewarding thing about joining a CoP is forming a close relationship and having a sense of belonging to a group of people with the same interest. Connection is the key to the development of a CoP. Therefore, a clear mission statement and benefits are important to the engagement of members. If it is not clear what people gain from the community, they are not willing to contribute and invest their time and effort in building what is vague. (Wenger et al 2002.)

3 METHODOLOGY AND DATA COLLECTION PROCESS

This thesis is done by the action research methodology. This requires the author to work closely with the Organizing Team of GPD on a weekly basis on the production of the videos, planning publishing schedule (Appendix 1) and distribution of the presentation videos, survey questions, as well as ideas for new content and actions, come into place during the collaboration period. The video publishing schedule has been discussed thoroughly between the author and the commissioner to settle on a reasonable plan for the audience as well as to fit the internal communication regulations. According to Dr. Catherine Dawson (2002), action research is common in projects related to community development and education. This requires a small group of people with the same mindset to go through the phases of planning, trials and errors repetitively to seek out the best possible way to make a change. (Dawson 2002, 17.). This means the researcher starts with identifying the topic and forming research questions for a change in the organization in which the research is carried out. A plan for action is then created to help answer the questions. Applicable theories are also important in this stage since it forms a framework for the project. After that, the change is implemented in a real-life situation and then data are collected and analyzed to see if the outcome is appropriate. Often, the process is cyclical since the first attempt does not live up to the researcher's expectation. Action research has a high level of flexibility and practicality for business research. (Dudovskyi n.d.). Therefore, this is suitable for the work that the author and the Organizing Committee are trying to achieve, which is to use the channel as a leverage to grow a bigger impact of GPD on the glass industry.

The primary data is collected via a quantitative survey, with a mixture of both closed-ended and open-ended questions (Appendix 2) focusing on content creation for future projects. The main open-ended question is about the topics of interest of the audience other than the presentation videos. It will also reveal some information about the audience's worldviews, which contribute to the understanding of the psychographics of the targeted group. On the other hand, the closed-ended questions' purpose is to capture customer satisfaction, which asks about the video quality, audience demographics, and behavior online. By combing

types of questions in the survey, the author can get the information of the audience and their opinions/suggestions in one questionnaire (Dawson 2002, 31). The participants are also asked to leave their emails voluntarily for further email interviews based on their qualitative answers. The author's target is to reach 80 responses, with an estimation that 50% of the responses have the open-ended questions filled. The survey result will be evaluated to see the trend in the interest of the community. Additionally, statistics of the videos are collected from YouTube Analytics, which will be analyzed to understand the performance of the channel.

After two months since the first presentation was published, the author started to send the survey to GPD audience because this offered enough time for the audience to get used to the new way of receiving information from GPD so that the author can ask for satisfaction and comments on the quality. The survey was spread over a few channels of communication for 6 weeks. First, the survey was introduced via a mass mail sent in a form of newsletter to all who had signed up for the GPD mailing lists. This got a good amount of open rate, but the completed surveys were few. This method was carried out continuously alongside with the release of the videos weekly. Next, the author tested by adding the survey as the last part of two posts from the chairman of GPD, Mr. Jorma Vitkala, on LinkedIn. It got a great exposure to the community; however, the result was not promising as it appeared to be, since it was still a hit on the 'mass' audience. Later, with the advice from Mr. Brown Onduso, the supervisor of the research from the company's side and also the conference manager, the survey was sent via email and WhatsApp as personal messages to a smaller group consisting GPD Finland 2019 participants only. This method has proved itself to be the most effective one since it yielded more than two-thirds of all the responses and there were more open-ended questions answered compared to the mass audience method. After one and a half months of distribution, the author has reached the target with 86 responses (486 opened) and 40 of them include the main qualitative answer.

The secondary data was gathered from the database from the commissioner's side and various internet articles and research papers about the theories and statistics applicable to the thesis. Additionally, existing customer data came from various sources: email marketing database and registration information from the previous event, etc. to support the author in studying about the demographics of

the target audience. The survey mentioned above had a small number of questions since the organization had already stored some information about its participants. Therefore, it would be redundant to ask those questions over again.

4 CONCEPTS APPLIED TO GPD

This chapter talks about the application of the concepts mentioned above in reality and sees how it works hypothetically with the GPD YouTube channel. The current situation of the channel is addressed in the first place to set the context by a SWOT analysis and see how it relates to the development of the event. Second, the author applies the Five A's model from Marketing 4.0 to GPD to see at which stages the YouTube channel can be beneficial. Finally, it comes to Community of Practice, where GPD strives to organize and maintain a commonplace for glass professionals with a high level of engagement and activity even during the off-event period.

4.1 Current Situation of the Channel

A SWOT analysis is conducted as a self-reflection of GPD channel to realize where it is at, what goes well and what does not, together with the chance to develop and some obstacles the organization needs to overcome (Figure 4). This analytical tool is commonly used to consider if a new project is worth working on and what impact it can bring to the table. It is done by self-diagnosing to figure out the strengths and weaknesses of a project, which are from an internal standpoint; meanwhile the opportunities and threats are from the external environment.

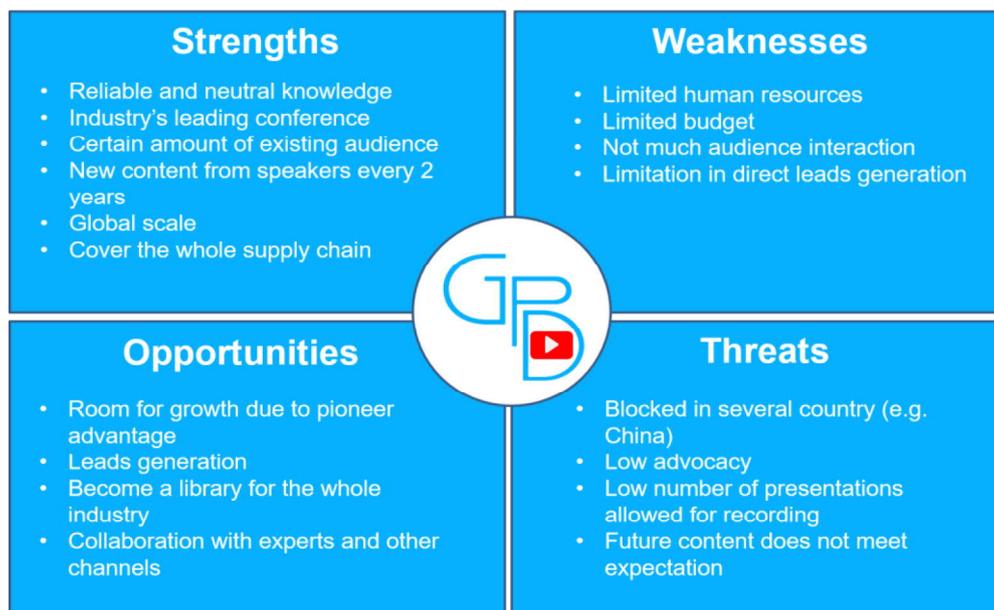


FIGURE 4. GPD YouTube SWOT analysis.

Strengths: GPD's unique selling points are being a neutral and educational forum for glass on a global scale, as well as covering all topics of the whole supply chain. The event has been successful over the years with this concept, which has built up a reputation in the glass community, making it a leading conference for professionals to network and discuss innovations. This has created a certain number of audiences for the GPD channel when it started. Moreover, the conference is a fruitful source for the channel as it generates official and valuable content for the industry every two years. As mentioned above in the Commissioner's Background section, most of the projects in the glass industry are long-term as they deal with constructions and R&D. Therefore, a two-year time frame is suitable for companies and speakers to contribute new and peer-reviewed content. The diversity of the content also helps to serve people of different backgrounds since there are over 15 topics discussed in each event.

Weaknesses: Being a non-profit and independent department from Glaston, GPD faces its own challenges, especially with the lack of resources. The number of team members has always been limited due to the event being biannually organized. Moreover, the channel is a new and minor project, so it can hardly grab attention from the company, therefore, the operating budget is low. These issues pose some challenges to the quality of the channel when it comes to technicality and consistency. Some weaknesses on the technical side of the channel at the moment are lacking interaction from the audience. However, this is a long-term project and it is expected to take some time before things become effective. Besides, there are limitations in direct leads generation e.g. there are no gated (viewers are required to give some information before seeing the content) or password-protected features available. If a channel wants to embed an external link within a video to a landing page, it is required to reach 1000 subscribers and 4000 watch hours per year.

Opportunities: Since this is a young product of GPD, it has a high potential to grow. In the past, participants have only expected to attend the event and get the book/e-book after the conference for future references. Now with the presentations uploaded on YouTube for free, not only do they support the learning experience of the attendees, but they also attract potential customers and sponsors

for future events. The channel aims to become a visual library for the glass industry, which will be an effective method to generate more leads, besides the e-book. With further planning and development, chances of collaborating with experts and other channels in different fields that can bring value to the glass industry is highly probable.

Threats: First, YouTube is blocked in several countries. This leads to a limitation of visibility towards potential audiences, especially ones in China. The only way for them to watch the content is to use Virtual Private Network (VPN), which requires more work on the customers' end, therefore, it is not practical. Second, due to the passive interaction of the audience, the chance to have many shares and comments on social media is not high. It is crucial to encourage the audience to spread the word since it is the most organic and cost-effective way regarding the current situation of the Organizing Committee. The channel needs to reach the level mentioned in the weaknesses part to have more access to more utility tools that YouTube has to offer. Furthermore, even though the conference has new content from the speakers every 2 years, it is still up to the speakers to allow the presentations to be recorded, which the Organizing Committee has no control of. Finally, the standard and expectations for GPD content are high, which raises a challenge to the future content series besides the presentations, and GPD team needs to plan carefully to create top-quality videos in terms of knowledge and delivery within limited resources.

4.2 Five A's in GPD

The purpose of the YouTube channel is to help develop the GPD conference in the future. Thus, it is important to study the customer path of GPD's participants and see how the channel can bring in value throughout the journey. The most recognizable impact can be seen at the Awareness and Appeal stages. These stages aim at potential customers, which are mostly the participants in the Step Change program, especially outsiders since GPD is well-known among the glass industry globally, and attending the event is desirable. Therefore, it is important to pay attention to the audience groups at these stages, as the content categories need to be different. On a more subtle level, the channel can act as a catalyst for

the Act phase where it can boost the early sales of tickets and sponsorship as potential sponsors can see how the event was held from the footages of the conference as well as benefits they can get from the channel after the event. Furthermore, publishing the presentation videos is an act of post-purchase service to make the overall user experience “positive and memorable” (Kotler et al 2017, 64). Along the way, being consistent in publishing educational content allows and encourages people to share it within their network. This pushes the idea of the Advocate stage.

Applying the Five A’s model into GPD can positively improve the experience of the customers and the image of the brand. According to Kotler et al (2017), the goal of a business today is to achieve the so-called “bow tie pattern” (Figure 5). What this means is that anyone aware of the brand will suggest it to others, and anyone who finds the brand appealing will end up making a purchase. (Kotler et al 2017.). According to the GPD 2019 Satisfaction Report, 82.6% of the survey participants say that they will come back for GPD 2021, and 90.7% say they will recommend GPD to their network (Glass Performance Days 2019). This shows a promising sign that the Act stage of the event is successful that people are willing to ‘act again’, and the ratio of Aware to Advocate is close to 1 (Aware = Advocate). Overall, it seems possible that GPD can achieve the bow tie pattern in the future.

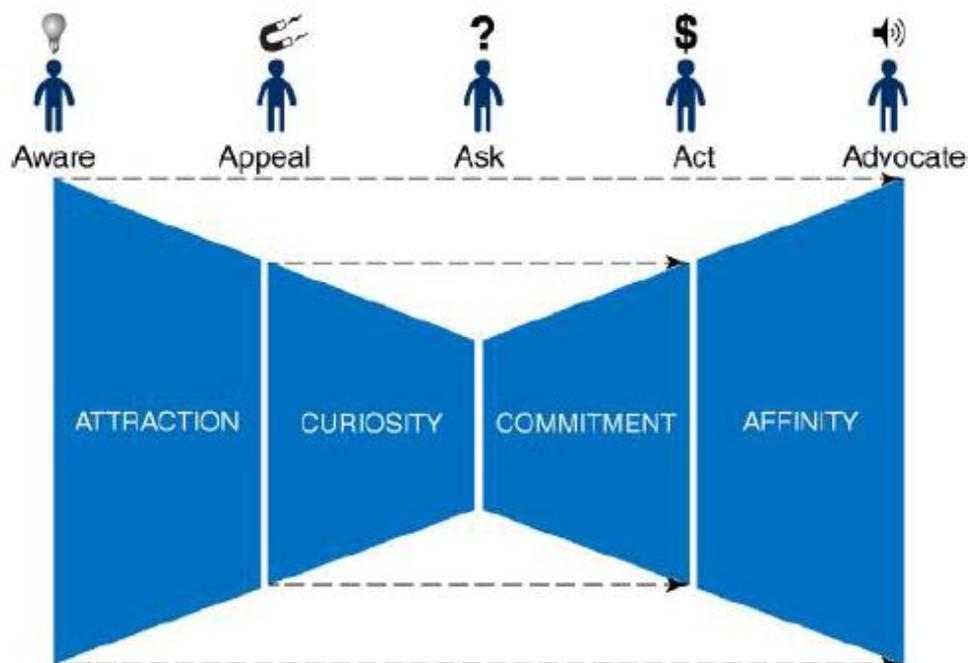


FIGURE 5. The Bow tie pattern (Kotler et al 2017, 99).

4.3 Community of Practice in GPD

CoP appears in different shapes and forms. In the case of GPD, it is considered a large-scale CoP that members officially meet up every two years. During that time, the connection is built strongly, however, the period between two conferences seems to lack interaction amongst the members. Therefore, it is of great importance for the Organizing Committee to keep people hooked on the idea of looking forward to the next event. This can be done by reviewing the content of the previous event, and simultaneously produce more content around the trending topics of the glass industry. Besides, occasional webinars between the main events help to pull together people within the community globally and virtually. Ideally in the future, when digitalization is more popular, GPD YouTube channel will become a space for glass experts to communicate and share ideas. The Organizing Team needs to act as a coordinator to help facilitate communications among members.

5 PRIMARY DATA ANALYSIS

In this chapter, the author evaluates the data collected from the primary research, which are the results of the survey and YouTube Analytics, and analyzes how these sources of information are relevant to the study. Additionally, some limitations will be addressed at the end of the chapter.

The objectives of the primary research, as mentioned in the methodology, are to understand the current audience of GPD YouTube and generate ideas for future directions of the channel. The author wants to acquire how the audience think about what they have been watching during the last four months. Therefore, the survey was designed to obtain customer satisfaction with the videos in terms of image, audio, and content quality. Moreover, the audience's demographics and behaviors were collected via the survey as well as their activities on YouTube thanks to Analytics.

5.1 Audience Profile

Audience is a crucial part that makes up a channel. Without them, content means nothing. Therefore, it is of necessity for the author to get the gist of the people who are following the channel. After that, the next step is to generate content for the group which the organization is serving, instead of looking for new members to watch existing content, and especially not to create content for 'everyone' because "mass means average" and eventually no one feels special (Godin 2018).

5.1.1 Demographics

This factor helps with the process of understanding who the audiences of the channel are, in order to generate relevant content in the future. The statistics shown below are fetched within the time frame from 12th November 2019 to 23rd March 2020:

Age: the audience age spreads among the working-age, from 25 to over 65 years old, of which the majority falls in the range of 35 to 54 years old (Table 1). Within this group, the number of men outweighs women (95% to 5%) (Table 2). The main age groups have the most average view duration. It indicates that they spend more time in a video than the other, which can be interpreted that the current content attracts Gen X and Millennial people the most.

TABLE 1. Audience's age and watch time.

Viewer age ↓	Views	Average view duration	Average percentage viewed	Watch time (hours)
13-17 years	—	—	—	—
18-24 years	—	—	—	—
25-34 years	20.0%	3:26	15.7%	14.1%
35-44 years	40.6%	5:48	25.0%	48.3%
45-54 years	14.9%	5:27	24.3%	16.6%
55-64 years	24.5%	4:11	18.6%	21.0%
65+ years	—	—	—	—

TABLE 2. Audience's gender and watch time.

Viewer gender ↓	Views	Watch time (hours)	Average percentage viewed	Average view duration
Female	4.8%	3.0%	14.3%	3:00
Male	95.2%	97.0%	21.5%	4:53

Geography: GPD's videos are watched in more than 40 countries, and the majority falls in these five nations: Germany, the USA, Finland, the UK, and Canada. Most views are generated in Germany, however, the audience in America spend more time watching the videos according to the total watch time metric. It can be seen that since the first published date, the majority of the audience are from European countries, while Asian and African audience do not seem to come up often (Table 3). Nevertheless, in a more recent time frame, Taiwan is rising to the top 5, replacing Canada.

TABLE 3. Top 10 Audience's geography and watch time.

Geography	Views ↓		Watch time (hours)		Average percentage viewed	Average view duration
<input type="checkbox"/> Total	15,679		1,201.1		20.1%	4:35
<input checked="" type="checkbox"/> Germany	1,264	8.1%	75.9	6.3%	15.7%	3:36
<input checked="" type="checkbox"/> United States	1,174	7.5%	110.7	9.2%	24.0%	5:39
<input checked="" type="checkbox"/> Finland	847	5.4%	32.0	2.7%	9.8%	2:15
<input checked="" type="checkbox"/> United Kingdom	290	1.9%	17.1	1.4%	15.1%	3:32
<input checked="" type="checkbox"/> Canada	206	1.3%	20.9	1.7%	25.5%	6:04
<input type="checkbox"/> France	180	1.2%	12.1	1.0%	17.2%	4:02
<input type="checkbox"/> Spain	174	1.1%	9.8	0.8%	13.9%	3:21
<input type="checkbox"/> United Arab Emirates	154	1.0%	23.3	1.9%	39.1%	9:04
<input type="checkbox"/> Austria	152	1.0%	8.0	0.7%	13.1%	3:09
<input type="checkbox"/> Italy	148	0.9%	6.1	0.5%	11.1%	2:28

Demographically, it can be stated that the audience of GPD YouTube channel are men of Gen X and Millennial, who are working in decision-making positions in the glass industry around Europe and North America. This is reasonable since it reflects the actual demographics of on-site participants at GPD Finland 2019, and the US and Germany are two leading countries in each region when it comes to glass and technology.

5.1.2 Psychographics

The important elements to keep track of the target audience is what they want to do and how they see things, not only who they are and where they come from (Godin 2018). Therefore, the demographics are there to know more or less about how the people watching the channel look like, but the psychographics will show their worldviews and behaviors for the time being, which means they can and probably will change in the future. However, getting to know these factors now is the most effective way to open the door to get into the customers' life. This section discusses what the author has gathered that are related to the audience's psychographics.

First, since GPD's motto is to develop the glass industry through education, the learning part is inevitable when studying the audience's behavior. As can be seen from the chart below (Figure 6), the majority chooses lectures and workshops as the most suitable form of acquiring knowledge when it comes to glass. The two

following that are very close to each other are books and videos, while audio-books seem to be inefficient in this particular field. GPD seems to successfully serve more than 74% of its audience due to the fact that throughout the history of the event, workshops, lectures and the conference books (and e-books) have always been in good service. From now on, as the video part is introduced and based on the survey result, GPD can make the learning experience even more accessible to its audience by combining the interaction of on-site speeches/trainings, conference proceedings, and videos. This has met the criteria of Marketing 4.0, which is to be present with customers both offline and online (Kotler et al 2017).

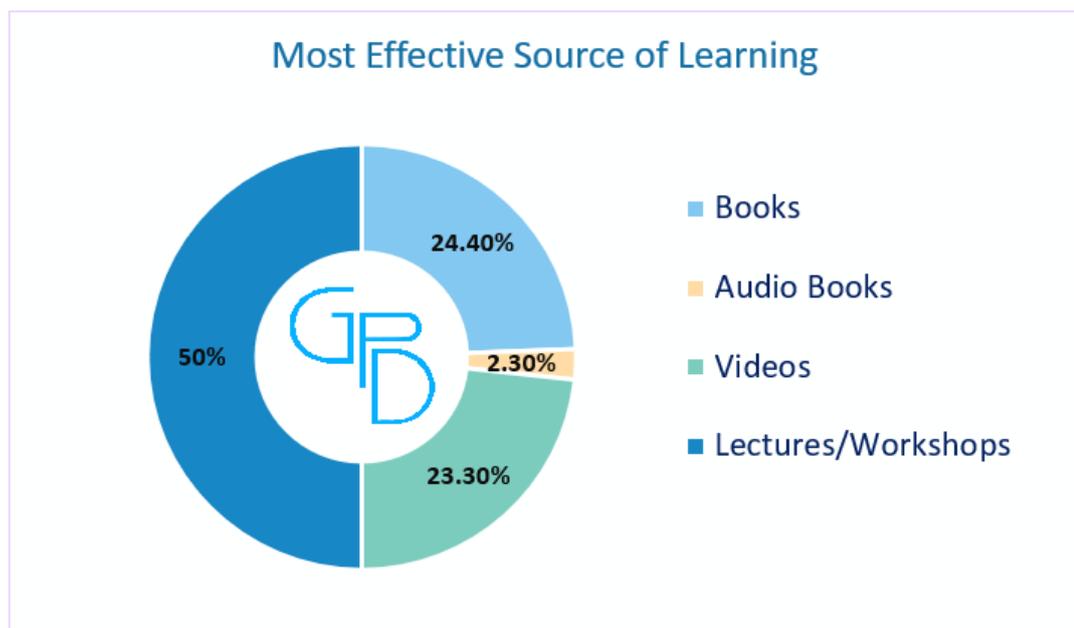


FIGURE 6. GPD Audience's most effective learning sources

Second, the audience's frequent activity online shows their behaviors which help determine the channels to focus on to distribute the content in the future. According to the survey result (Figure 7), LinkedIn is the most popular social media in the glass industry, which accounts for 79% of the audience and it far exceeds the other platforms. The next one is Facebook (45.3%). Moreover, the most used device while consuming the content is computer, which accounts for 78% of the views as well as 966 out of 1201 hours of watch time (80%) in the channel from the first date of publication until 23/3/2020. The second type is smartphones, however, it only takes 18% of the total views. This information helps to choose the place and directions to promote the videos and create future content to fit the

characteristics of each platform. By adapting content to match the platform and device, it is easier for the audience to follow the content as well as the channel will be in favor of the platform. For example, the length and the format of the video (horizontal or vertical) are chosen based on whether the video is on Instagram (shorter) or YouTube (can be longer), and whether most people watch it on PC (horizontal) or phone (preferably vertical).

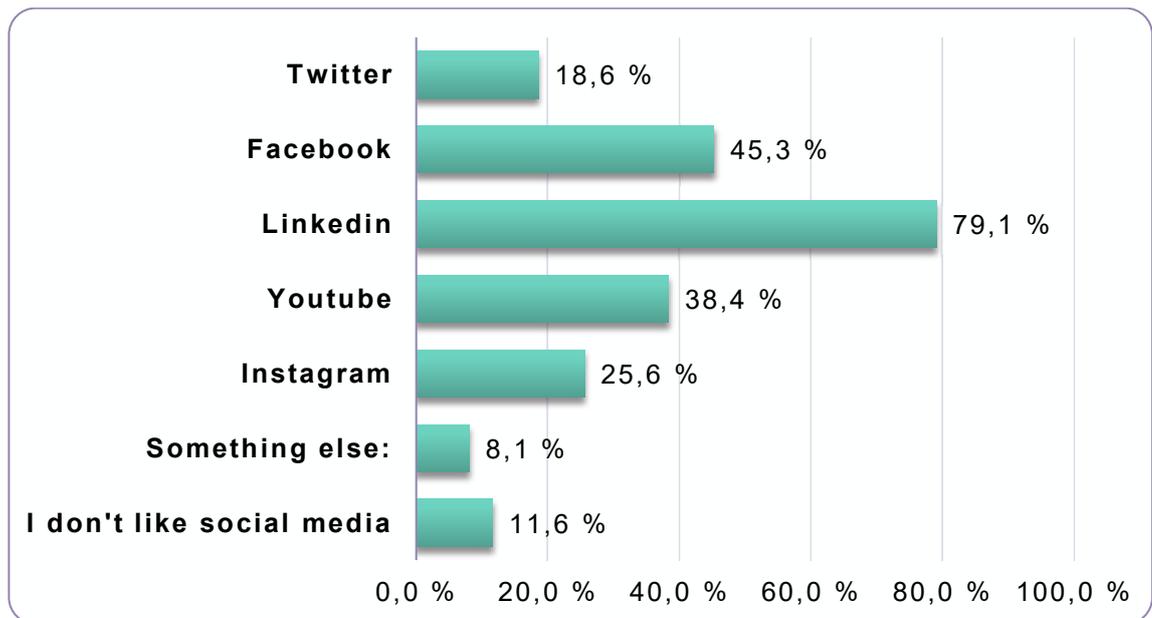


FIGURE 7. GPD Audience's frequently used social media.

Over the past few months, the GPD YouTube channel has received a certain number of shares within the glass community. Half of the sharing method is by "copy to clipboard", which means the video links are copied and shared personally or embedded in other websites, which somehow proves the great number of usages by computer. Sharing via WhatsApp takes about 18% (42 times). This says that some of the audience have been involved in the Advocacy phase of the Five A's model. The important thing is that conversations are made, either one by one or in a group, because it shows that the content is relevant and valuable for the audience. This is a positive sign as word-of-mouth is still one of the most powerful marketing methods applicable today. On the other hand, looking from the newsletter's perspective, in the list of 21000 GPD participants' emails, there are only about 3000 active and 230 are eager to click the links to watch the videos every week. This suggests that some work on updating the mailing list needs to be done to get the hang of the true audience.

Lastly, from the survey result, the majority of the audience wants to see more slide time on the screen than the speakers, or at least a balanced time for both because it is more useful for them to read the information than seeing the presenters. It shows that knowledge is the utmost desire for the audience when consuming the channel's content. The viewers are interested in the topics of environment, market trends, factors affecting the glass industry, demonstration of practical processing methods, and Q&A sessions. Hence, these are all worth considering for GPD Finland 2021's presentation video production and future content to serve the audience.

5.2 Channel's Performance

This section shows how the GPD YouTube channel has been working over the past few months. The purpose is to see what worked well and what needs improvements. Similar to the previous section, all data are gathered via YouTube Analytics from 12/11/2019 to 25/3/2020 and via the survey.

5.2.1 Audience's Rating

Overall, the viewers are satisfied with what they have been watching so far and the feedback has been very positive. Quality-wise, the videos are made with good audio (4.1/5 according to the audience) and picture resolution (Full HD 1080p), which are clear to listen to and read the slides' details. This can be the standard for future presentation videos of the channel. Content-wise, it is of great balance based on the practicality, education, and length (Figure 8).

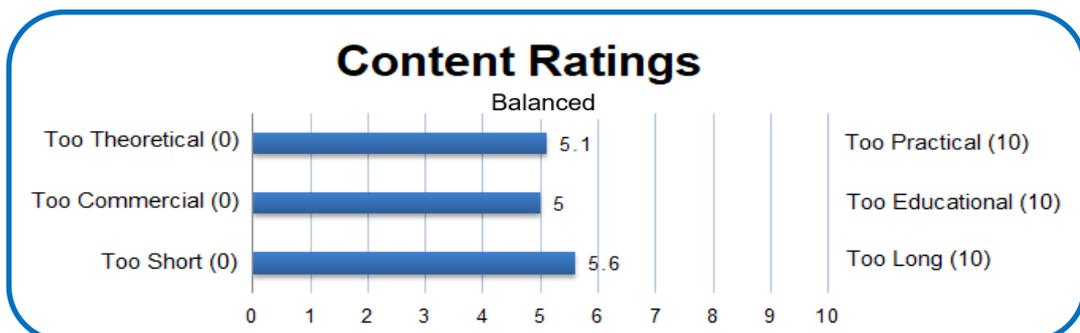


FIGURE 8. Presentation Videos' content rated by viewers.

However, the limitation to this is that it can only give an overview of the content in general, because according to Bernard Savaëte (2020), one of the active members of GPD since the early days, some presentations are too long and even unacceptably commercial while some are short and needs more explanation. The Organizing Committee should be even more strict over the content of the presentations for future events, though it is difficult to control since seven parallel sessions are operating simultaneously during the event.

5.2.2 YouTube Indexes

YouTube Analytics is an essential tool for every creator to keep track of the work because it reveals a huge amount of information about the audience's interactions with the channel without any extra cost. Below are some back-end indexes made by YouTube Analytics from 12/11/2019 to 25/3/2020:

Traffic Sources: Over the last four months, the channel has managed to attract more than 16000 views; and 60% of that comes directly within YouTube, mostly in the form of playlists, meaning the viewers choose to watch the videos in a ready-made list, for example, the most viewed playlists are IGU & Windows Technology and R&D. This can be the result of the mass mail since those are the early sessions when the author decided to publish the whole list at once, and the links to the videos are the links inside a playlist. External traffic accounts for 13%, which comes from various sources, but mainly from Google Search and other social media platforms like LinkedIn and Facebook. This confirms the response of activity on social media from the survey as those two are the most common platforms. GPD can take advantage of this figure because the majority of the community is on LinkedIn, so it is a promising place to share the content and potentially generate new leads.

Audience Retention: Currently, GPD channel has grown up to 320 subscribers (starting with 5 followers before November 2019), with the average view duration of 4:35 minutes, which accounts for 20% of a video's

average length. This is only a general calculation, since each video has its own statistics. Nevertheless, in many of the videos, it is common that the audience tends to drop off already when the presenters are in the introduction phase. This indicates that the viewers lose interest during this time to either exit the video or in a better scenario, skip to a more relevant part in the middle of the presentation. In many GPD videos, viewers usually skip to or share the videos at the points where the slides are shown. Again, this verifies that the audiences are attracted to the graphics and pictures in the presentations, which explains their desire for longer slide time. This area needs improvement to boost the interest and subsequently the engagement level of the audience since there are only 12% of the views come from subscribers and 88% are from non-subscribers or not logged-in views (Table 4). The contrasting figures however suggest rooms for growth in new followers. Gaining more subscribers means more traffic and watch time, which increases the ranking of the channel not only online but also offline among the glass industry. Ideally, the channel can be a gateway to lead viewers to GPD's landing page when it is closer to the event to sell tickets, and most importantly it can draw attention to potential sponsors in the future.

TABLE 4. GPD channel's subscription status.

Subscription status	Views ↓	Watch time (hours)	Average view duration
<input type="checkbox"/> Total	16,262	1,245.7	4:35
<input type="checkbox"/> Not subscribed	14,328 88.1%	1,055.5 84.7%	4:25
<input type="checkbox"/> Subscribed	1,934 11.9%	190.2 15.3%	5:54

Impression & Click-through Rate (CTR): As explained in the theoretical framework, these last two metrics from YouTube Analytics tell the author about how often the video thumbnails show up in the viewers' screen inside YouTube (impression) and the chances they choose to watch a video after seeing its thumbnail (CTR). These two are the trickiest indexes to measure since they are a little confusing. A video can get more CTR but less views than another and vice versa. For example, Table 5 shows that in 2019, the channel has a CTR of 4.2% which generated 6200 views in

total, meanwhile in 2020 the CTR drops to 2.9% but the views go up to 10100 (Table 5).

TABLE 5. CTR and Views comparison between 2019 and 2020 of GPD channel.

Year	Impressions	Click-through Rate	Total Views
2019	39000	4.2%	6200
2020	70100	2.8%	10100

This happens because the channel gets more popularity on the platform due to consistency and more subscriptions, so the video thumbnails appear more on users' screens (more impression) via Home page, Subscription tab, and Suggested Videos bar, etc.; but not everyone would choose to watch a video right after they see it. At the moment, even though the rate has dropped, the channel still benefits from gaining more views eventually, which is a good start in terms of visibility. Nevertheless, some extra work on the thumbnails is needed to trigger the interest and curiosity of the audience because high CTR and watch time are elements of an attractive channel. (Wilson 2019.). Figure 9 showcases an example of two types of thumbnails. On the left is the current one for almost all presentations published. The one on the right side is the new one that will be put into practice soon to compare the performance of the videos.

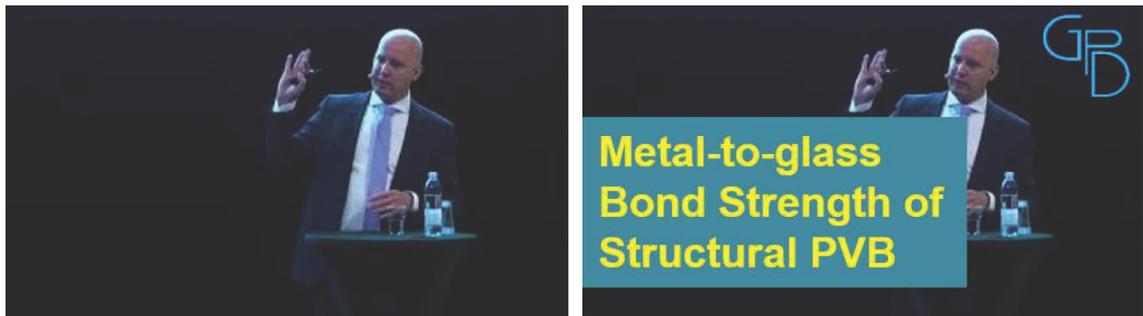


FIGURE 9. Two thumbnail versions of the same presentation.

5.3 Research Boundaries

As the scope of the thesis revolves around YouTube only, the author does not go into detail about other potential social media platforms like Facebook, LinkedIn,

and Instagram since they all need more profound study separately to make the most use of each one. It would only create noise to the audience if the contents are thrown there without any control or purpose. To the author's defense, it is better to concentrate on one aspect first before scattering around the media. This way, the audience has only one focal point, which results in more attention. Yet, they are mentioned in the next chapter as potential distribution channels for the YouTube content because eventually, the videos need to be shared externally in the long run.

Another limitation of this thesis is that the author does not mention other competitors. The reason for this is that GPD is a non-profit event, and its purpose is to develop the industry through education, while most of the other glass-related events are trade fairs and exhibitions, except for the Glass Processing Automation Days (GPAD) in the USA. However, GPD has no intention for competition, as professionals in the industry come to the event for learning and networking experiences, not to make sales. Furthermore, GPD has taken the pioneering step to be responsible for hosting and sharing the glass knowledge to the public, now even in video format for a better serving opportunity. It is the hope of the organization to bring valuable information to those who need to disrupt the industry with innovation for the better on a global scale.

6 CONCLUSION AND RECOMMENDATIONS

6.1 Findings Conclusion

This section presents the conclusion drawn from the research findings after combining the theories and data analyzed in the previous chapters.

The main reasons for YouTube being chosen as the platform to share GPD's content are its popularity and cost-effectiveness. Being one of the most visited websites on the internet, it is simple for the viewers to use the platform anytime and anywhere. Since the organization is testing the influence of video on the learning experience of the customers and the exposure of the event, it is more beneficial to take advantage of this free and reliable platform in the early stages. Other video hosting sites (e.g. Vimeo, Sproutvideo, or Brightcove) usually charge a subscription fee monthly to use the service, not to mention the limited storage space. The reach potential of the channel is higher on YouTube than any other platforms due to the number of active users. Videos from YouTube can also be shared and embedded with ease at almost anywhere online, which is convenient when a third party wants to share GPD's videos to their website. Moreover, the advanced analytics tools that every YouTube creator has included in the channel cannot be offered anywhere else for free. As a result, YouTube seems to fit GPD's situation for the time being. After conducting the SWOT analysis and applying the Five A's model from Marketing 4.0, the author realizes that GPD has the advantage of being a well-known organization to share its conference videos on a user-friendly platform like YouTube, and the opportunities for development far outweigh the threats mentioned. Moreover, as the commissioner is going towards digital, the printed conference proceedings book is on the edge of extinction sooner or later. Therefore, the cost of production can be utilized as the budget for content marketing, which will yield more value as the participants can still find the same materials in the e-book. Overall, launching a YouTube channel for the event is a smart move and it will bring in profit to the organization in the long run. To achieve that, the channel needs to stay active and provide GPD's audience with valuable content, even after the presentation series. However, the main purpose which is education needs to be kept strictly. The recommendation section

below will go into further details on how to sustain the channel and how to engage more with the audience.

The existence of GPD YouTube channel supports the mission statement of the conference: Develop the glass industry through education. Other than that, the organization also benefits from the channel. It is a valuable add-on to improve the customer path from awareness (A1) to advocacy (A5). This is one of the first steps that the organization can take to prepare for the future where everything is going towards digitalization. Moreover, the channel can boost the visibility of the event to people outside of the glass industry, which is useful for Step Change in a way that it may attract new startups for future events. Next, when the channel reaches a certain popularity, other companies might find more value, which makes selling sponsorship easier. Finally, GPD YouTube channel can be an additional stream of revenue for the organization when the monetization feature is enabled (1000 subscribers and 4000 hours of watch time per year).

Since the publication date, many dedicated followers have directly sent compliments on the channel via email and verbal conversations with the chairman of the event. This indicates that they will be the ones who make the advocacy phase happens (Kotler et al 2017). Moreover, it is a great encouragement for the Organizing Team to realize that the effort put into the work is worthwhile, and it matters to those being served.

6.1.1 Audience Personas

In order to run an effective channel, it is vital to know who are being served. After conducting the research, the author has created the target audience for GPD YouTube channel with these attributes:

- Men of Gen X and Millennial generations (35-54 years old)
- Locations: EU and US
- Profession: managers, designers, architects, engineers and other decision-making positions in the glass industry
- Prefer reading slides when learning
- Active on LinkedIn and Facebook

- Learning device: Computer
- Topics of interest: global market trends, glass processing demonstrations, environment, and Q&A.

In the near future, content series will be made to serve people with these characteristics. The topics of interest offer great value to the Organizing Committee since they act as a guideline for the team. However, a deeper research on the audience and their interaction with the site later on after all the presentations are published should be carried out for a second assessment to see if there are any changes in both the demographics and psychographics.

6.2 Recommendations for Development

There are plenty of actions that need to be taken into consideration for the growth of the channel. This section answers the main question of the thesis, and the third sub-question about audience engagement will also be discussed here. There will be both suggestions for short-term and long-term strategies that the organization can take into account.

6.2.1 Content Strategy

People are on YouTube for three purposes: education, information, and entertainment. Though GPD is mainly about education, the other field is also worth mentioning:

Education: There is a lot of potential for educational videos. GPD's presentations contain a huge amount of knowledge, and surely, with the current views, they are not exposed to their full potential. Those videos can be trimmed into smaller videos, which act as a "summary" of the full video, to give the busier audience a faster way to seek to solve their problems. Moreover, Interviews with experts in the field between 2 GPD events in a form of video call or podcast can help bring together people who are interested in the topic discussed in the call. Besides, GPD can organize webinars on either general topics for all participants or a specific field for

the audience who are fond of that area (e.g. Tempering, IGU, or Smart Glass). They can be recorded and later published on the channel. Finally, a series of glass how-to, demonstration, regulations, standard code of assessment as well as technical terms explanation are all possible to draw more audience's attention.

Information: In this area, the content can be diverse, for instance, it can be in the form of speakers' self-introduction about their talks at the next event. Market trends and career opportunities within the glass industry are valuable materials to many audiences. Last but not least, promotional videos for upcoming events also fall into this category.

Entertainment: Apart from the intellectual content, GPD can also look into the aspect of entertainment. This does not mean the channel has to post 'pet' videos (even though they are among the most-watched), but GPD can make videos about behind the scenes of previous events, similar to the GPD Finland 2019 After Movie, but give the audience a friendlier experience with people giving feedback or randomly talking. Other videos can be made to remind participants of a certain memory during the event (e.g. the after-party, or conference dinner). Some other content for entertainment can be "jokes by participants/speakers/sponsors". It shows more of a human character in the brand, which creates a friendly image in the eyes of the audience, thus, forming a closer human-to-human relationships, not brand-to-human, as mentioned in the Marketing 4.0 theory. Nevertheless, the norms of GPD and Glaston's communication still need to be of consideration in regard to this type of content. Photos of the previous events can be compiled into a 'throwback' video, which brings back the GPD memory for the loyal audiences. This is exclusively relevant to GPD participants because they must attend the event to experience and remember those moments. Videos like this among the formal and educational videos have a high chance of getting more shares on social media, which yields visibility for the event and ideally people who share the video will tell their own stories and positive experience of the event, which boost advocacy (A5) and in return gains more views for other videos in the channel when the thumbnails are catchy.

6.2.2 Multichannel Marketing

The top two external social media are LinkedIn and Facebook. Thus, sharing videos on those platforms is the right thing to do to increase visibility as well as to spark conversations. However, it is best to focus on one channel, in this case, it is LinkedIn since it has the most active responses. Furthermore, GPD has a group of 1300 members on the platform though it is not very active, but it can be revived. The LinkedIn account of the chairman of GPD has a great number of followers (around 11600), which is an ideal source to promote new content. Besides social media, the organization can connect with international media and press which have been supporting GPD over the years to spread the videos.

6.2.3 Leads Generation

This is one more feature that GPD YouTube channel can do: capturing more leads for future businesses. Leads are very important for any business as they are the people who are interested in the product and they might bring valuable resources to the organization, in this case the conference. Therefore, they are considered as potential customers, and it is vital to know and treat them well throughout their conference experience (pre-event, during event, and post-event). Currently, the only way to get leads from the channel is to redirect the viewers to the E-book page via description box so that they can download the book for free after sharing their information. However, as soon as the channel unlocks the monetization option, external links like the landing page or e-book can be embedded right on top of the video, which makes it way easier for the audience.

6.2.4 Collaboration & Co-creation

One can manage to work independently, but not in the long run. Hence, collaboration comes in handy. This is called Co-branding. By finding a partner of great fit to an organization's purpose and creating content together, this expands the audience for each side, meaning that the coverage of Community of Practice

reaches the next level. This is a good practice that can leverage the creative process of both sides since each has more materials to investigate. In the future, GPD should be working with other channels who are active on YouTube in other topics e.g. construction or automotive. Moreover, the strengths of each side are exploited to its full potential during the collaboration period. For instance, GPD has a world-class level of information within the glass industry over the years and it is willing to publish, however, the resources on the technical side is limited. Thus, a search for other channels that have the same vision (growing via education) as well as high quality video production is of necessity. This collaboration can bring in values for both sides, and most importantly for the end audience. Moreover, GPD can ask people who have good content to share the ideas and papers to the organization to make videos from their materials. It is a win-win for all parties involved.

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APPENDICES

Appendix 1. GPD Presentation Videos Publishing Schedule

1 (3)

Project Name		Duration	Starting	Ending	
Publishing Schedule for GPD Finland 2019 YouTube channel		7 months	12/3/2019	7/7/2020	
Description: 3-5 videos will be published per week on Tuesday depending on the sessions, and they will be made public automatically on YouTube first and then sent later via Mailchimp to all GPD newsletter subscribers.					
Date	Time	Session	Video Number	Notes	Status
12/3/2019	10am	IGU	# 01 # 02 # 03		Done
12/10/2019	10am	IGU	# 04 # 05 # 06		Done
12/17/2019	10am	R&D	# 07 # 08 # 09		done
12/24/2019	---	---	---	Holiday	
12/31/2019	---	---	---	Holiday	
1/7/2020	10am	R&D	# 10 # 11 # 12		done
1/14/2020	10am	R&D	# 13 # 14 # 15		done
1/21/2020	10am	R&D	# 16 # 17 # 18		done
1/28/2020	10am	Façade Eng.	# 19 # 20 # 21		done
2/4/2020	10am	Façade Eng.	# 22 # 23 # 24		done
2/11/2020	10am	Façade Eng.	# 25 # 26 # 27		done

2 (3)

2/18/2020	10am	Glass Tech App	# 28 # 29		done
2/25/2020	10am	Coatings	# 30 # 31 # 32		done
3/3/2020	10am	Coatings	# 33 # 34 # 35 # 36		done
3/10/2020	10am	Temper- ing	# 37 # 38 # 39 # 40		done
3/17/2020	10am	Temper- ing	# 41 # 42 # 43 # 44		done
3/24/2020	10am	Smart Tech	# 45 # 46 # 47		done
3/31/2020	10am	Smart Tech	# 48 # 49		done
4/7/2020	10am	Smart Tech	# 50 # 51		done
4/14/2020	10am	Glass & Sus.	# 52 # 53 # 54		done
4/21/2020	10am	Glass & Sus.	# 55 # 56 # 57		done
4/28/2020	10am	Glass & Sus.	# 58 # 59 # 60		
5/5/2020	10am	Thin Glass	# 61 # 62 # 63		
5/12/2020	10am	Thin Glass	# 64 # 65 # 66		
5/19/2020	10am	Façade C2R	# 67 # 68 # 69 # 70		
5/26/2020	10am	Market Trends	# 71 # 72 # 73		

3 (3)

6/2/2020	10am	Market Trends	# 74 # 75 # 76		
6/9/2020	10am	Market Trends	# 77 # 78 # 79 # 80		
6/16/2020	10am	Quality	# 81 # 82 # 83 # 84		
6/23/2020	10am	Extreme Conditions	# 85 # 86 # 87 # 88 # 89		
6/30/2020	10am	Structural	# 90 # 91 # 92 # 93		
7/7/2020	10am	Structural	# 94 # 95 # 96 # 97		



GPD Audience's Opinion 2020

This short list of questions is made to ask for your satisfaction and opinion on the new platform we are building to store and share GPD content starting from GPD Finland 2019. Your answer is of great importance and means a lot for our development of the channel and your GPD experience as a whole. Please start by filling the fields below:

I am a member of this age group:*

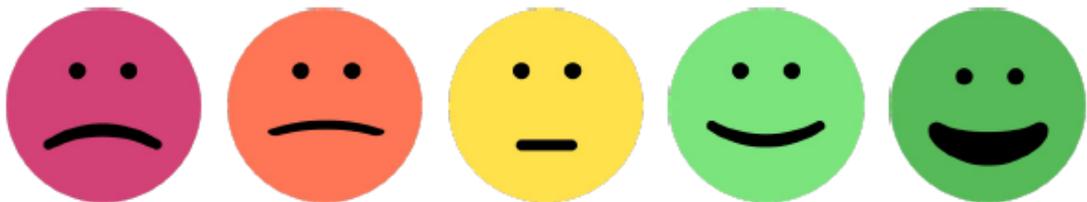
- 18-24 years old
- 25-34 years old
- 35-44 years old
- 45-54 years old
- 55-64 years old
- 65 and above

2 (4)

I get new information/learn new things most effectively from:*

- Books
- Audio books
- Videos
- Lectures/Workshops

How I rate the SOUND quality of the presentation videos:*



To me, the CONTENTS of the presentation videos are*

choose '5' = **Balanced**. ("Practical" = presentation includes images, videos of finished/on-going projects // "Theoretical" = theory and assumptions from the speaker's point of view)

*

Too theoretical (0) vs. Too practical (10) (0 - 10)

too commercial (0) vs too educational (10) (0 - 10)

too short (0) vs. too long (10) (0 - 10)

3 (4)

During the video, I would like to see:*

- More slides on the screen
- Balanced time for slides and speaker
- More speaker's footage
- Something else:

Other than presentations, I would like to see more videos on the topic of:

(please suggest at least one, your idea matters!)

I am active in these social media platforms (choose multiples if needed)*

- Twitter
- Facebook
- Linkedin
- Youtube
- Instagram
- Something else:
- I don't like social media ☹

Open comment for GPD Youtube channel, or GPD in general:

My email address

(This field is only used when we need your further opinion)