Strategic reasons to communicate in social media

Case: Basware

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The purpose of this extensive thesis was to study the essence of communication in companies and gain a better understanding of how a company's strategy is applied into the communication culture. Furthermore, due to the rapid growth of popularity of social media utilization amongst people and companies, this thesis discusses social media in general, from the perspective of B2B oriented companies, its usage and opportunities.

The case company for this thesis was a Finnish B2B oriented company called Basware. Basware is an IT-company which provides software solutions that will assist companies in Purchase-to-Pay (P2P) –processes by automating the invoicing systems of the customers.

Like many other B2B companies, Basware had challenges in adapting social media into the corporate culture. Therefore, in order to help Basware to gain understanding of how other companies operating in the B2B industries manage their social media existence, benchmarking and semi-structured interviews were conducted.

The purpose of the results was to provide an overview of how other organizations deal with social media and how they have adapted and coped with it as B2B oriented companies. There are slight differences between B2C and B2B companies in terms of social media utilization. Each social media channel provides benefits and opportunities differently for each company and industry.

This study gave Basware insights to B2B social media and the essential involvement of elaborate planning, communications and the strategy of the company. Moreover, this thesis addressed factors that are important to consider when it comes to using social media rationally and when it comes to achieving efficiency and success in the variety of environments of the virtual world.

Key words: communication, strategy, corporate communication, social media, planning, semi-structured interview, B2B, benchmarking

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Tämän opinnäytetyön tarkoituksena oli tutkia yritysten viestinnän olemusta ja saada entistä parempi käsitys siitä, miten yhtiön strategiaa toteutetaan osana viestinnän kulttuuria. Koska sosiaalisen median hyödyntäminen ihmisten ja yritysten välillä on kasvanut huomattavasti, opinnäytetyö käsittelee sosiaalista mediaa B2B-yritysten näkökulmasta sekä sen käyttöä ja mahdollisuuksia.

Opinnäytetyön case-organisaationa oli suomalainen B2B-yritys Basware. Basware on tietotekniikka-alan yritys, joka tarjoaa ohjelmistoratkaisuja. Ratkaisut auttavat muita yrityksiä tilaus- ja ostoprosesseissa (Purchase-to-Pay) automatisoimalla asiakkaiden laskutusjärjestelmiä.

Kuten muillakin B2B-yrityksillä myös Basewarella oli haasteita mukauttaa sosiaalista mediaa osaksi yrityskulttuuria. Kehittämismenetelminä käytettiin benchmarkkausta ja puolistrukturoitua haastattelumenetelmää. Näiden menetelmien avulla voidaan auttaa yritystä saamaan käsityksen siitä, miten muut B2B-yritykset hallitsevat oman sosiaalisen median olemassaoloa.

Tulosten tarkoituksena oli antaa yleiskuva siitä, miten muut organisaatiot käsittelevät sosiaalista mediaa ja miten ne ovat sopeutuneet sen käyttöön. B2B- ja B2C- yrityksissä on pieniä eroavaisuuksia sosiaalisen median käytön kannalta. Sosiaalisen median kanavat tarjoavat etuja ja mahdollisuuksia eri tavoin, riippuen yrityksestä ja teollisuudesta.

Tämä tutkimus antoi Baswarelle syvän ymmärryksen B2B sosiaalisen mediaan ja yksityiskohtaisen suunnittelun, viestinnän ja yrityksen strategian olennaisiin tehtäviin sosiaalisessa mediassa. Tämän lisäksi opinnäytetyö käsittelee erilaisia tärkeitä tekijöitä, jotka on otettava huomioon, kun halutaan käyttää sosiaalista mediaa järkevästi ja kun halutaan saavuttaa menestystä erilaisissa virtuaalimaailman ympäristöissä.

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1 Introduction

Basware is currently reconsidering the social media aspect for the company's operations; therefore, this thesis provides explanation to how communication plays part in social media success. Furthermore, due to the fact that social media is becoming more and more vital for companies, interviews with B2B companies were conducted to find out more about how exactly B2B industries manage their social media profiles and which channels are suitable for B2B companies, especially for Basware to utilize in the future. Moreover, this thesis discusses communication strategy, social media and how those two particular areas are connected with each other.

Many companies in different industries have discussed and considered the significance and the role of social media in modern day activities. Basware's community wishes to be more "out there" and be more involved in social media ecosystem, but Basware does not know how to "be there" and whether it is worthwhile to begin with.

1.1 Research objectives

The primary research questions of this thesis are "Is it worthwhile for Basware to invest in social media?" and "which social media channels benefit Basware the most?"

This thesis also covers corporate communication and its important involvement in and impact on social media success. Social media is one of the communication "tools" that have recently become the most effective platform for creating awareness and building identities.

Additionally, this study was implemented to benefit and help Basware to achieve its aims and objectives regarding social media related procedures. Basware will also be more aware of how other B2B companies deal with social media and the ways they have managed their social media participation. In addition to Basware, the readers will also gain valuable information of the essence of communication.

1.2 Basware in brief

Basware plc is an IT solution company which was established in 1985. Basware develops and offers solutions for processing electronic purchasing and travelling invoices and provides guidance for financial administration. Basware is a service and B2B-oriented Finnish company that provides solution services that will assist companies in Purchase-to-Pay (P2P) –processes by automating their invoicing systems.

The main mission of Basware is to remarkably decrease the price of invoicing, to accelerate the speed of invoicing processes and automatize the whole system. With Basware's services, companies from different industries can automatize their financial administration processes and improve their efficiency in handling financial procedures globally.

Basware's automotive solution services include managing purchasing processes, accounts pay-ables and travelling invoices electronically. The main purpose of these solutions is to allow the companies to handle their financial issues quickly, accurately, easily and efficiently while diminishing expenses significantly.

Basware's key customers are companies operating in either private or public sectors regard-less of their sizes and industries. Basware's services provide platforms and solutions that are essential in a sense that they will manage customers' financial issues from business planning to financial statements.

1.3   Basware in social media

Basware has successfully established a theme called "The Art of Basware" which attracts young innovative and creative artists to make art contributions and participate in different theme-specific art contests on Facebook. The aim of this method is to support artistic efforts of youngsters and enhance innovation. This extraordinary concept was established because enhancing innovation is one of Basware's main values.

Basware has also already joined LinkedIn. In LinkedIn, Basware used to create valuable blog posts and participate in discussions, but that ended after awhile. There are approximately 730 of Basware's employees and 1600 followers in LinkedIn.

Moreover, Basware used to utilize Twitter, but it is no longer active. Basware is also running blog posts at its official website, but the commenting is disabled which basically means that there is no interaction between the company and the readers. This is unfortunate because when it comes to increasing the value and the importance of the content shared, the estab-lisher of the blogs must encourage and allow others to make own contributions concerning the topic being discussed.

Basware has shown concern, like many other companies without a doubt, about pursuing so-cial media. Every company must first and foremost explicitly define the reasons why going into social media is rational in the first place. Hence, the question for Basware is "Is it

worthwhile and beneficial for Basware to utilize social media opportunities in the first place?" and "which social media channels are the most suitable ones for Basware?".

2   Theoretical foundation for social media approaches

The following chapters address the term "communication" and explain its remarkable impact on companies. Subsequently, the concepts of "corporate communication" and "communication strategy" will be examined and explained thoroughly as well as enlightened their essence for companies. The significant involvement of communication in social media is also covered later on.

2.1   Communication

"Communication is a transmission of messages between the sender and the receiver" as Åberg (2000, 14) defines it briefly. As it has already been established, that communication happens around us constantly and it exists in a variety of forms. We communicate with each other verbally, directly and indirectly, and non-verbally, with signs, gestures, photos, advertisements and nowadays communication takes place more and more virtually via internet. Nothing happens without a form of communication. In our daily lives we are surrounded by different types of messages and we receive and analyze plenty of new and old messages and signals everyday and every hour.

Communication is all about sharing and receiving information from one location to another. A message can be interpreted the right way as it was originally intended to be, and it can also be interpreted wrongly by the receivers of the message. Therefore, it is essential for companies to constantly think and plan thoroughly their communication the entire time, especially when it comes to avoiding misunderstandings and communicating effectively.

Communication is considered a common matter of the societies and it is a skills obtained by everyone. Communication is a part of human nature and it is a vital factor in order to socialize and survive this world. We communicate with each other at home, school and work place and during our free time. The receiver and the sender of a certain message can be an individual, a community or a company.

The basis of the term "*communication*" comes from Latin words "*communicare*" and "*communis*", which basically indicates "doing something together" and "togetherness" (Juholin 2009, 35). Furthermore, communication enhances exchanging information and a person's sense of community, such as a strong belonging in a family and working community.

Communication does get generated by sharing information with each other in different methods. (Juholin 2009, 35.) We receive information and we respond to them verbally and non-verbally. There are different communication styles and they vary from community to community. Communities are the ones that establish communication styles and rules. For instance, language and non-verbal communication are one of the factors that define communities and differentiate them from each other. However, clear and firm definition of the concept "communication" does not exist. The concept is extremely wide and it contains other terms and concepts that define communication in many ways.

Moreover, there is a third way of defining communication based on the feature and the essence of it. According to communication specialist John Dunham Peters, in addition to one-way and two-way communication methods, there is a third type of communication called dissemination. The purpose of dissemination is to spread the message everywhere and let the message to grow and be interpreted by the receivers (Hakala & Huhtala 2007, 33.) The message then can be interpreted and modified according to the receivers' views and culture which can lead to further misunderstandings. For instance, rumors are evolved from dissemination as they usually are corrupted from its original message and the accuracy behind the rumor is not known (Hakala & Huhtala 2007, 34.)

The way we communicate has a great impact on how the message is going to be interpreted by the receivers. A message can be interpreted in many ways and it can give entirely different meaning than it was initially planned (Juholin 2009, 36). There are many factors that can change the initial meaning of a certain word or a sentence. Additionally, these factors can even make the translation fail to affect the audience in the way that was originally desired. Juholin mentions several factors that have a great impact on the way meanings and views of a message can be different; the method and style that is used when communicating is wrong, the tools that are used to deliver information are not the most convenient, the audience that are receiving the information is wrong, language used, culture, environment and expectations (Juholin 2009, 36). For instance, speaking Spanish to non-Spanish speaking audiences would most definitely not translate effectively. In other words, the way we communicate or communication in general can lead to further conflicts and misunderstandings.

Due to fast paced growth and development in IT-industries, people have more and more opportunities to communicate virtually. Nowadays people do not even need to be physically present with each other in order to share information, express opinions and have long discussions. In order to communicate, societies have successfully managed to create "virtual communication styles".

Social media is an enormous communication platform in which people navigate in different pages and communicate with each other. Social media, otherwise known "communal" media as Seppälä (2011, 17) defines it, is an enormous virtual channel in which users of the internet come together and share information. Users dive into the virtual world to communicate and collaborate with each other through the internet. Social media has become the number one search engine with which users look for information as well as share information. Furthermore, social media allows people from around the world to share own ideas, thoughts, interact, discuss and network (Seppälä 2011, 17).

Nowadays, everyone and anyone can be in social media. In fact, vast majority of people in the world use the internet and are constantly visiting one or several social media channels. People are able to virtually contact and interact with each other by texting, creating audio and video broadcasts, sharing photos and discuss in variety of established communities.

Social media users build up communities and forums where people who share common interests towards a certain topic come together to discuss, share and collaborate with each other. Social media is known for its commercial opportunities; therefore, companies and associations have become more and more involved in social media and have adopted its tools and services into their corporate culture (Seppälä 2011, 19).

Even all kinds of communication between parties happen on the internet. Despite the fact that normal face-to-face communication still remains to be part of our socialization, it is the social media that has had a dramatic impact on the societies and how people collaborate with each other. Therefore, it is extremely crucial for businesses to obtain knowledge of how to use different tools of social media and participate as much as it is possible and as long as it is rational. In social media everyone is talking about other people, companies, brands and products; thus, whatever happens in this world, it will get spread all over the Internet in no time, and everybody using social media will get access to the latest news.

Social media has become a vital part of companies' communication culture. Social media is an effective lane for communication and for delivering and escalating messages. Not only has social media changed the way we communicate and the methods companies used to sharing news, it also has affected the implementation of the core tasks of corporate communication.

2.2   Corporate Communication

Companies are also defined as communities. Like communities are groups of people who share common values and obtain a common communication style, companies have devoted employees who follow the same rules and regulations, work as a team to achieve common goals and have communication rules that are required to be executed by everyone.

Communication in companies, in other words, corporate communication aims at creating, improving and developing the vision, mission, aims and objectives and the brand identity of the organization through communication. The purpose of corporate communication is to support communication within the organization (internal communication) as well as to support communication between the company and stakeholders (external communication).

From the perspective of organizations and communities, the receivers of a message can either be within the organization, during which internal communication tools and methods are utilized, or outside the organization, during which external communication tool and methods are used.

It has been already obvious that the success of a company is entirely in the hands of the current and future potential customers and stakeholders. Companies must work hard on attracting new customers, potential employees and maintaining strong relationship with them; therefore, communication will give a huge leap towards achieving satisfied customers and devoted employees. As it is famously quoted that "relationships are all about communication" and what comes with relationships is fortune and success in all aspects.

Communication is vital in terms of contacting and attracting potential employees, customers and stakeholders. Companies should always support and enhance two-way communication in order receive opinions and feedback from people within and outside the organization regarding its business (Juholin 2009, 41.) In other words, companies should have frequent interaction with the people that are generally responsible for the success or failure of a company. Thus, companies should listen, interact, receive and consider different perspectives and opinions of others. Whether it is a negative or a positive feedback, it is all for the benefit of the business in development purposes.

Communication creates awareness, sales events are done by communication practices, and marketing is done by communication material, in other words marketing materials that "speak" to the audience by demonstrated graphics, illustrators and written text. Communication gives the company answers and deep insights into the market that eventually will benefit the business operations, and it also provides answers to the customers that might

be interested in the offered products, services and in the company as a whole. Additionally, companies will be more aware of potential customers' needs, demands and expectations re-garding company's offerings (Juholin 2009, 42.)

Organizations communicate externally to introduce and advertise their presence and their business to the public, and they communicate internally to motivate their employees and make them aware of organization's operations, current and future changes, information that concerns the company and other matters that needs to be delivered to everyone in order to be able to work according to the company's values, mission, visions and rules and regulations. Internal and external communication should be coordinated efficiently to avoid misunder-standings. It is said to be extremely difficult to create and preserve effective communication internally and externally, due to changing environment within the organization itself and in the market. However, one of the main purposes of corporate communication is to discover communication-related problems and to come up with ideas to aid these malfunctions and to reduce them. (Cornelissen 2009, 1-10.)

Furthermore, via communication, organizations aims at impacting the society with their views, products and services, participating in societal conversations to discover valuable in-formation and boost organizational communication. The more organizations plan their com-munication thoroughly and communicate with the right methods and tools the more commu-nication will be effective and efficient.

Communication can be conducted in many ways, and one can also communicate without even being aware of the fact that he or she is sending messages and signals. Generally, companies utilize different communication practices in variety of forms. Here are some of the basic communication practices that are frequently implemented in organizations;

- Interactive daily communication
    - Exchanging information on a daily basis
    - Conducted by/in teams, employees, units and administrations
    - Duties are completed and offerings are developed, produced and delivered to the customers
- Announcements, exchanging information, informing communication
    - Sharing information concerning current matters of the company
    - Internal and external communication
- Enhancing motivation and commitment of the employees
- Maintaining reputation and establishing positive company image
- Marketing purposes
- Communicating with the society (Juholin 2009, 43.)

In summary, the purpose of having corporate communication is to handle the following factors that are vital and that will ultimately determine the future of the company:

Figure 1: Tasks of corporate communication (Juholin 2009, 55)

Social media is a communication forum which affects all of the areas of communication demonstrated above. Provided that an organization wishes to communicate externally, social media is a tool that transmits messages outside the organization. Nowadays people socially impact by sharing information and participating in discussions in social media. Corporate image and identity are also developed in social media by building virtual identity through interaction and collaboration in social media. Furthermore, companies have created exclusive pages in social media in which only the personnel of the company have access to. All in all, most of the tasks of corporate communication (figure 1) are conducted by utilizing social media nowadays.

Regardless of the fact that communication cannot be entirely controlled and that communication is not one-way oriented or sender-oriented process, it can still be examined and possibly improved and developed by the communication specialists in a company (Juholin 2009, 37). In fact, organizations use variety of tools to support their communication in a way that the same piece of information can be found from different channels and places; internet, brochures, newsletters and so on. Communication department conducts research projects and surveys to obtain a clear picture of the current situation regarding communication and possibly launch development projects to improve everything that is lacking.

Due to the fact that communication cannot be entirely controlled, challenges and obstacles occur constantly. The major challenges that the corporate communication runs into are described in the figure below.

Differentiation, visibility, evoke interest & creating

a positive organization

Socially impact and be a good organization

Reputation
Image
Brand
Legitimacy

Identifying and knowing stakeholders & creating dialog

and commitment

Creating healthy and innovative work community and be an
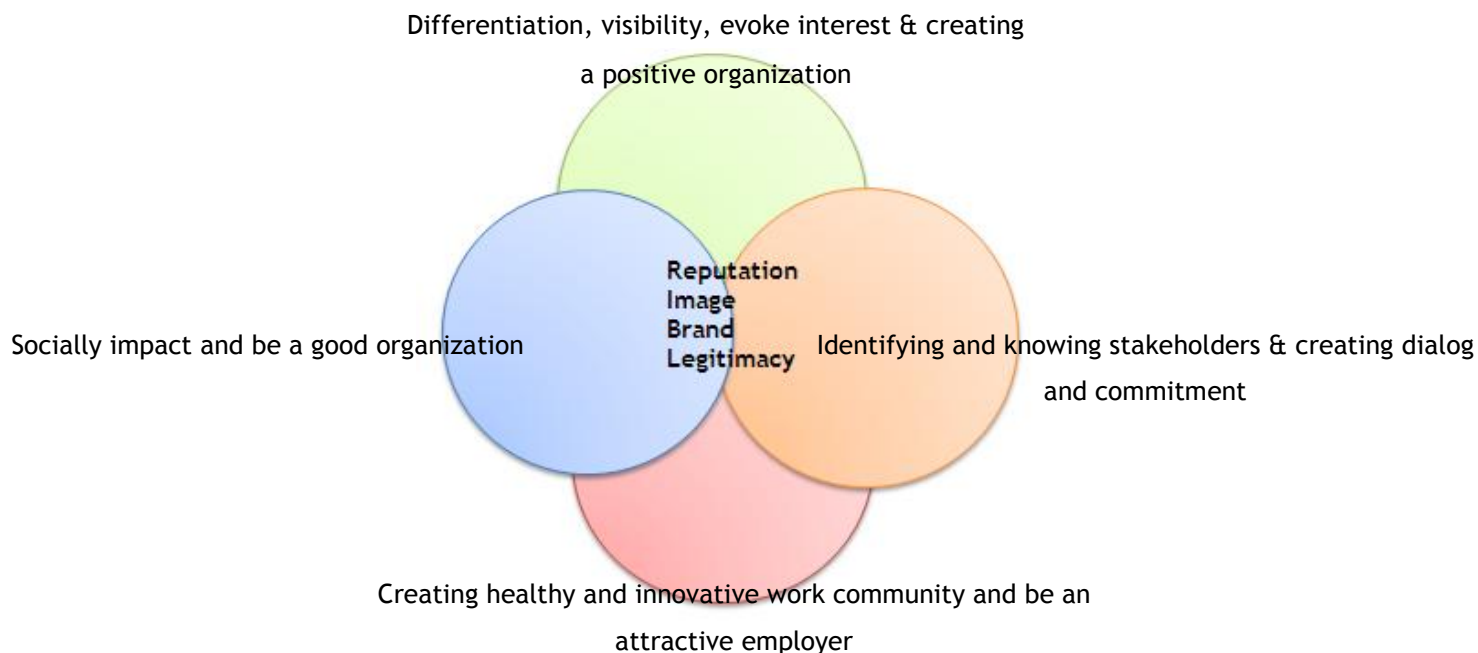
attractive employer

Figure 2: Challenges encountered by the corporate communication (Juholin 2007)

Since communicating incorrectly with the public and with the employees can, most likely, lead to destroying the company's reputation, one of the main purposes of having a corporate communication department is to build up and preserve the positive image, brand and the reputation of the company. Positive image means success for the company; thus, protecting company's reputation is vital.

The described challenges, or more likely objectives, mentioned in the figure above are matters that are incredibly unpredictable. It takes incredible amount of work and devotion in order to achieve at least half of those objectives. Moreover, there are other elements which can be considered obstacles that grave their way into the company to "prevent" certain things from happening or make things difficult to deal with. For instance, it has been already established that companies cannot satisfy all the people with their products and services. There are people in the market that are completely satisfied with the offerings that are being produced by a company, but there are also people who are dissatisfies with them. Therefore, the customer who did not like the product will most likely spread a negative word about it which will ultimately lead to more challenges for the company to deal with and to prevent it from making major destructions.

These challenges can be overcome by investing in social media. In fact, social media accelerates the process of beating those obstacles and helps the company to achieve the aims and objectives faster. Social media is a good supporting system to strengthen communication in companies, but is not precisely a solution either. Regardless, with social media opportunities, companies will be able to conduct different communication practices that are relevant for building up the company's brand rabidly and effectively.

All in all, as Cornelissen (2009, 5) states that corporate communication department is a "management function that is responsible for overseeing and coordinating the work done by communication practitioners in different specialists' disciplines such as media relations, public affairs and internal communication".

2.3   Defining terms

2.3.1   Vision

Vision is a term that answers questions "what do we, as a company, want to be now and in the future?" (Hämäläinen & Maula 2004, 15) In other words, it embodies desires and objectives that are wanted to be attained in the future and a state that is hoped to be seen by the customers. In addition to that statement, vision is also a desired future state that the company has the ability to envision itself being at in the future as well as believe in it (Åberg 1999, 39). The success of a strategy is dependent on well resolved vision and everybody should always aim at working towards that vision. Nobody can be entirely certain what will happen in the future and neither can vision tell how to get to achieve the objectives. However, with clear vision the corporate will be able to work for a purpose and never stop until getting there. As an example, here is Basware's established vision:

"Basware's vision is to be Globally Established Provider."

2.3.2   Mission

Mission, on the other hand, answers questions to "what is our job?" "What do we do?" and "what is the purpose of our company?" "Why do we do it?" (Hämälainen & Maula 2004, 15). The purpose and the existence of a company have to be questioned by the management and the employees and defined thoroughly and clarified to everybody. Mission shows a path to attaining the vision and provides justification to the business and through that it gives a purpose for the corporate existence (Åberg 1999, 50). To have the full ability to work on the required duties and to be able to survive those tasks, one has to understand the reason behind

everything that is done and why these things are done the way they are done (Juholin 2009, 102). For instance, here is what Basware says about its mission:

"Basware's mission is to provide value for financial processes with leading-edge process automation solutions and services. We are a forerunner constantly meeting the needs of our customers."

2.3.3 Values

Value is a matter that we consider essential and it sets up our priorities. Some values are common for everybody, such as things that are considered wrong, and certain values are set up by a community or culture. A value answers a question of "how are we supposed to work?" (Hämäläinen & Maula 2004, 18). Values hold a guide that leads the corporate to the right direction in the company's everyday operations. Baswares's values are:

"Aim for achievement, build on respect, be professional and act with courage are Basware's main values."

2.3.4 Strategy

The term *strategy* comes from a Greek word *strategos* which means "leading the war" (Juholin 2009, 68). Strategy is a guide that provides guidelines to achieving company goals in a changing world while taking three fundamentals into consideration; vision, mission and values (Kamensky 2000, 17). Furthermore, it is also an ensemble of conscious and subconscious choices that supports the work of the organization (Aaltonen & Ikävalko 2001, 3). Strategy deals with questions such as "how is the company going to achieve its vision and implement its mission?" and "what does the company have to do to become successful in the future?"

One of the most challenging and complicated things that companies have to conduct is creating a strategy plan. Due to constant and unexpected changes happen in the environment, uncontrollable variables and frequent developments within the organization, initiating planning and updating it along the way is certainly not an easy task. Hämäläinen and Maula (2004, 13) also state that creating a plan is complicated because there are many answers and solutions for handling an issue and there are several methods of doing things.

The purpose of creating a strategic plan is to clarify and determine company's main operations and generate solutions for potential issues that the company might get encountered with in the future (Hämäläinen & Maula 2004, 13). Employees of an organization are entitled

to know everything about the company's matters and be aware of how to act to represent the company in the best way and in different situations under any circumstance.

A good written plan is not sufficient to guarantee company's current and future success. "Well planned is halfway done" –quote can evidently prove that planning does not take us anywhere yet; however, plans do take us closer to achieving our aims and objectives, but plans will give additional answers and lead to real achievements when they are put in practice. Furthermore, to make the plan work, employees have to be on the same page in terms of understanding the plan, values, vision and mission of the company they are working for, and they must know what to do in different situations because otherwise the plan is completely useless (Hämäläinen & Maula 2004, 13). Hence, strategic plan is required in order to ascertain a common understanding and come up with solutions to fix and avoid potential problems.

Juholin (2009, 72) also mentions that strategy plans are linked to the company's business plan and they answer questions such as what, when and why. Moreover, there are two types of communication plans that can be created by a company; operational planning and strategic planning. Operational plan covers concrete matters, for instance marketing campaigns and material, analysis and observation practices and roles and responsibilities are also determined. As for strategic plans, they answer questions for why and they contain future planning, research and development practices.

2.4   Communication in strategy

According to Juholin (2009, 68), the advantage of planning communication is that it will provide a firm basis to the company's main operations, objectives and vision. As a matter of fact, well planned and well executed communication provides extreme support to the company and it will help in identifying important issues and in giving answers to questions such as how to proceed in certain situations. As it was stated before, plans are not always binding and they seldom stay exactly the same as they were initially written. Things change within the organization itself and in the environments as well; therefore, companies must adapt to changes according to the environment and embrace these changes in their operations to be able to succeed.

Communication is one of the most vital parts of the strategy because nothing can be executed without a form of communication. In order to achieve the goals, meaning achieving the vision and implementing the vision, the organization, or the communication specialists working in the company to be exact, must strategically think about different communication methods and how those methods will benefit the business. In addition to that, strategic communication

also supports employees in everyday tasks by conducting communication practices including collecting feedback from the personnel and from the customers as well (Hämäläinen & Maula 2004, 28).

The reason why strategic communication is important is that it is done to make employees understand their jobs, make them approve the strategy and commit to it. It also supports and influences corporate reputation. To create a positive working atmosphere and to attain devoted work force, organizations must ensure that their employees have the common understanding of the company's objectives. Furthermore, having accurate knowledge of the organization's operations, being aware of the current problems and partaking in development projects will increase employees' efficiency and satisfaction (Theaker 2011, 132). Lack of planning and lack of informing will make things worse. For instance, if a certain employee is not completely aware of what the company stands for and external person will ask about it, the employee will find a hard time to find words to explain it to the public. This situation is very unfortunate and embarrassing, but it is certainly not unpredictable.

It does not suffice to say and write strategy in words and in sentences, but the strategy has to be put in action. Strategy implementation is a long process and it does not change the company by overnight. In some cases, lots of companies find themselves modifying the strategy and editing the plans frequently (Hämäläinen & Maula 2004, 28). Strategic communication is a communication concerning the content of the strategy, and with that communication, strategy will be carried out. Strategic communication can be divided into the following sectors:

- Communication supporting implementation of the strategy
- Communicating about the content of the strategy
- Communicating about the strategy-process (Hämäläinen & Maula 2004, 28.)

To sum up, communication does not alone solve problems, but it will present valuable information, increase awareness about a certain issue and it will give impacting opportunities to the company. Communication strategy is an operational plan that aims to guide the organization in different issues via communication practices and define and determine aims and objectives of the company and provide solutions and paths to solve potential conflicts that might occur in the future while respecting company's values, mission and vision. In other words, communication strategy provides communication practices that need to be executed to represent company's values, mission and vision. The following figure gives a whole picture of different levels of communication plan and what each of these levels contain;

VISION

Strategies   Corporate   Values
             mission

Business idea

Basic determination and analysis of
communication

Communication strategy

Strategic objectives
Focused areas
Measures

Communication plans

Daily communication
Determining communication tools
Repeated or known tasks
Business plan
Guides, policies, process-descriptions
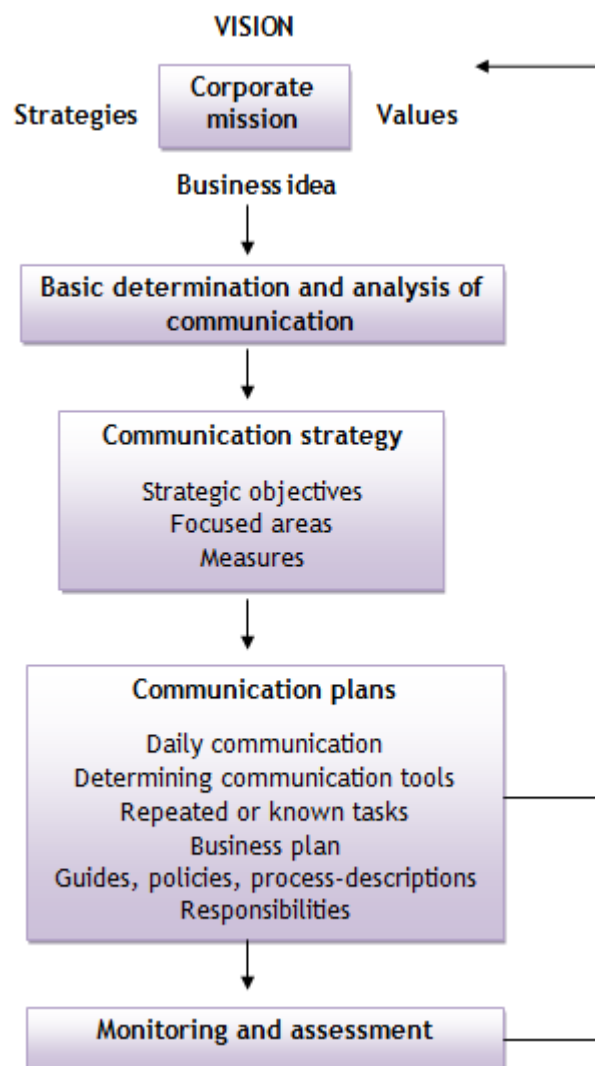Responsibilities

Monitoring and assessment

Figure 3: Different levels in planning communication (Juholin 2009, 74).

In strategic plans, vision, mission, strategy, principles and values should all be clarified by the administration. Administration then is the responsible for arranging meetings and trainings to the employees to explicate company's values, mission and vision. Even though the management is the one handling strategic plans, personnel are also entitled to participate. The staff of a company usually takes part in providing answers to questions regarding implementation of the plan (Hämäläinen & Maula 2004, 14.) In other words, the employees come up with ideas how to execute the plan to achieve the aims and objectives.

2.5   Basware's communication strategy

Basware's main tool for internal communication is the Intranet (defined in the following chapter). With the help of Intranet Basware's management aims to ensuring that the employees understands the company's strategy similarly and works according to it. The core purpos-

es for exploiting Intranet are to unify and build successful working relationships between the employees. Furthermore, intranet supports Basware's corporate culture and establishes interaction between the workers working at the same unit as well as between the employees working abroad at other units (Sirkiä 2012.)

Communication through Intranet informs the employees about the latest changes to keep everyone up-to-date. Intranet is set to add value to communication and to collaboration between the management and the personnel at Basware. The goal of Intranet is not for management to give orders to the employees or to support one-way interaction. Basware aims to receive feedback, enhance communication and equaling their statutes regardless of their job titles (Sirkiä 2012.)

As a company listed in the stock market, effective external communication is vital for Basware. Basware communicates with investors, partners, customers and other shareholders. Investor Relations and customer relationships are important factors for the business. Investors, customers and other shareholders are entitled to receive accurate and up-to-date information and news about the company (Sirkiä 2012.) External communication is not all about marketing and selling products and services; it is about making other parties part of the organization and involving others in decision-making processes.

Basware's corporate communications' main functions are internal communication and Investor Relations. Global marketing handles other communication functions, such as Product Marketing, Marketing Communications, Marketing Operations, Enterprise Marketing, Volume Marketing and Public Relations. Management's role in internal communication is to create mutual and harmonious behavior within the organization and make the company to become "as good as the management is" (Sirkiä 2012.)

2.6   Social media in organizations

One of the most frequently defined reasons for companies to participate in social media ecosystem is to reach the target audience and closely interact with them (Seppälä 2011, 18). This statement can be proved by the fact that people consider internet and social media their second world where they sell and purchase products and services, watch news, movies and different broadcasts, listen to music, read stories, newspapers and magazines and socialize with new people and old contacts as well as close relatives and distant ones. Those things are done while we are physically present and we did them way before internet was invented. Imagine one day when the internet and social media dominates people's lives entirely and there will be no television or phone devices being sold nor utilized anymore. Hence, companies will miss out a lot if they will not take advantage of the opportunities offered on the

internet. Companies will be able to reach out to wider range of customers, specialists and potential partners in an instant.

With the fast development of technology, individuals and businesses conduct most of their everyday activities via the Internet. For instance, according to the study conducted by Tilastokeskus, 86% of Finns use the internet and 44% uses at least one social media service (Seppälä 2011, 19). These figures already indicate that internet and social media have become essential part in people's lives. Internet can be accessed at shopping malls, airports, libraries, schools and one can even "carry" it around on the mobile phone. Social media is easy and quick to access, cheap to use and extremely valuable.

According to the figures demonstrated in the table below, there were 76% of the users in Finland that visited the internet on a daily basis in 2011. 92% percent of the users belong in 25-34 age group, whereas in the age group of 65-74 only 35% use the internet.
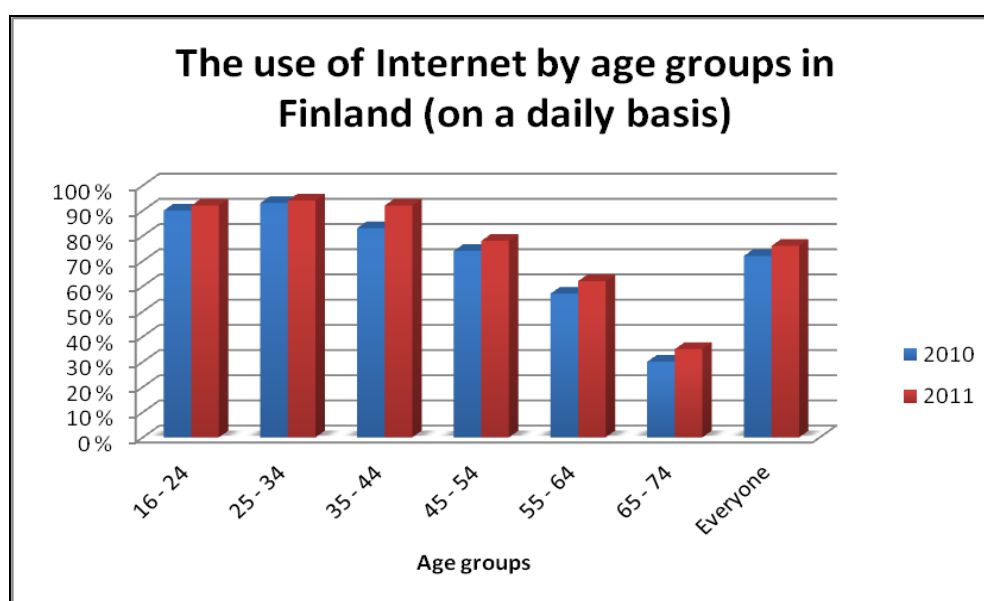
Figure 4: The use of internet by age groups 2010-2011 (Tilastokeskus 2010&2011)

Organizations utilize social media tools, Intranet to be exact, to get every employee's skills in use as well as to encourage them to partake in company development matters and enhance internal communication (Seppälä 2011, 19). Intranet is a company or group owned private virtual network to which only certain people have rights to access within the organization connected though the local network (TechTerms 2012). Over the years, Intranet has developed into being one of the tools of social media. When Intranet was first established, it was not regarded as a social media tool because it did not have the features that are typical of social media and it did not enhance two-way communication at all. However, nowadays Intra-

net contains discussion boards and networking tools in order to communicate freely and efficiently within the organization.

Via Intranet employees and other staff of an organization can share valuable and classified information concerning the company with each other and share own views, experiences, ideas and participate in discussions. The differentiation between internet and intranet is the fact that internet allows users around the world to access all kinds of information regardless of whether it is classified or not whereas no one can access intranet without given rights and through organization's local network address.

Researchers have concluded in their studies that the reason behind organization's lack of involvement in social media world is due to doubts, fear and lack of personnel's social media knowledge and skills. Old and traditional companies are especially the ones that face challenges in going into social media and using the tools (Seppälä 2011, 19.) The top administration of the company is the key responsible for making decisions regarding commissioning social media and ensuring that all the employees attain required knowledge and skills. Generally, the management organizes training sessions in which specialists educate the personnel all about social media (Seppälä 2011, 20.)

Social media requires a new working method and it needs to be conveniently integrated into the corporate culture. Despite of wide range of tools offered in social media, companies must specifically determine the suitable mediums to be efficiently utilized (Seppälä 2011, 22.) Participation in social media automatically and unconsciously expresses promise to listen, answer and be constantly present for customers and other visitors. Good representation of a company will increase the possibility of establishing customer relationships and gain their trust (Forsgård & Frey 2010, 39.) Promises made should definitely be honoured in order to preserve company image and protect its reputation (Kuokkanen, Pohjanoksa & Raaska 2007, 14). Furthermore, via social media companies can make people listen, encourage them to share their opinions and ideas and invite them to participate in discussions concerning company matters (Kortesuo & Patjas 2011, 21).

Social media tools provide great opportunities for companies to create awareness of their businesses in the market, to promote themselves, to conduct marketing activities and to create and maintain customer relationships. The primary reasons why vast majority of companies from different industries use social media services are:

- Advertising and marketing purposes
- Enhance communication and interact closely with the customers and stakeholders
- Customer service cheap and efficient (Kortesuo & Patjas 2011, 14).

However, social media is certainly not only for the purpose of marketing and advertising. Despite of great advantages that social media tools can provide, there are negative sides to it as well, unfortunately (Brake & Safko 2009, 14.) In case a company uses social media advantages just for the sake of promoting its products and services, this will not go unnoticed by the users and they will consider it "pushy" and negative approach to engage customers. This "misuse" of social media services will give a bad impression about the company; therefore, companies must be careful with the way they represent themselves online (Kortesuo & Patjas 2011, 15.)

Social media enables companies to engage the audience and create strong customer relationships. When planning social media strategy, companies need to take four essential factors into consideration when communicating via social media: communication, collaboration, education and entertainment. Social media is all about enhancing communication and enabling collaboration between users (Brake & Safko 2009, 7.) According to a study executed by IBM Institute for Business Value, 74% of the company executives interviewed ensure that communicating with and engaging customers is the primary reason behind using social media. 64% of the respondents use social media for customer service and 60% report that they promote events via social media (IBM Business Services 2011). The following chart gives an overview of what companies did with social media in 2011.

What is your company doing with social media today?

Communicate with customers	74%
Respond to customer questions	65%
Promote events	60%
Generate sales leads	52%
Sell products/services	50%
Solicit customer reviews	48%
Capture customer data	46%
Brand monitoring	46%
Customer research	43%
Recruit employees	43%
Employee-to-employee interactions	41%
Solicit customer ideas	40%
Provide support	40%
Expert insights/thought leadership	38%
Training/education	37%
Customer-to-customer interactions	35%
Vendor or partner communications	27%

Legend:
- **Customer engagement**
- **Opportunities for customer insights and cocreation**
- **Other**

Notes: N=351. Not shown in figure: "I don't know" = 9 percent and "Others" = 2 percent.
Source: IBM Institute for Business Value analysis. CRM Study 2011.
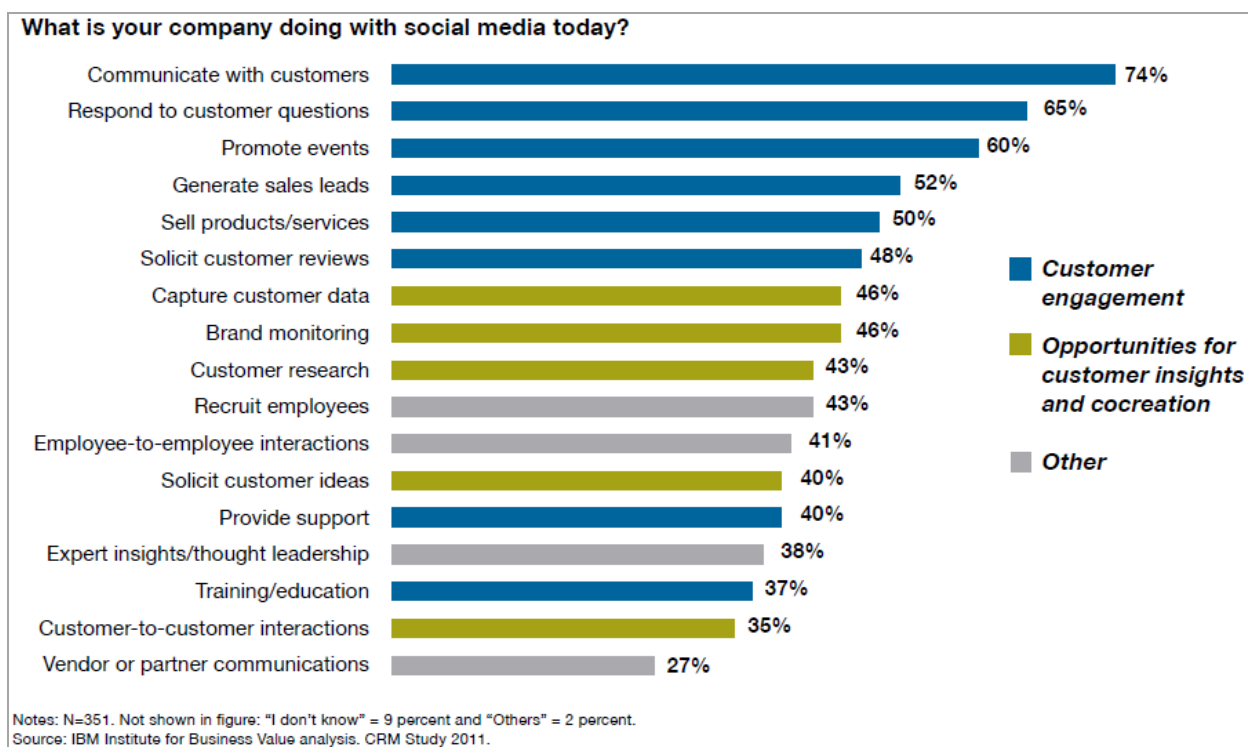
Figure 5: The reasons behind companies' social media usage in 2011

It is much more beneficial for companies if the employees and other staff of the company are familiar with advanced technology and the phenomenon of social media. Nowadays, using e-mail is not sufficient enough to understand the world of social media. In fact, companies that don't own a website, blogs or other tools in the virtual world is considered extraordinary nowadays because in developed and technology-oriented countries Internet and social media are issues that everybody should know about from the early-age. Therefore, companies should adapt newest trends and communicate efficiently by using these tools (Brake & Safko 2009, 9).

Maintaining close attention to what is happening in the virtual world and participating in different conversations is crucial in terms of being able to maintain competitive advantage and guarantee business success in the future (Solis 2008). However, according to Kortesuo & Pat-jas (2011, 18) the company's industry and the target customers can already determine whether the company should use social media as a supporting channel or as a main channel. With the following matrix, a company can decide the fate of the organization's social media existence:

Social media as a supporting channel   **Social media as a main channel**

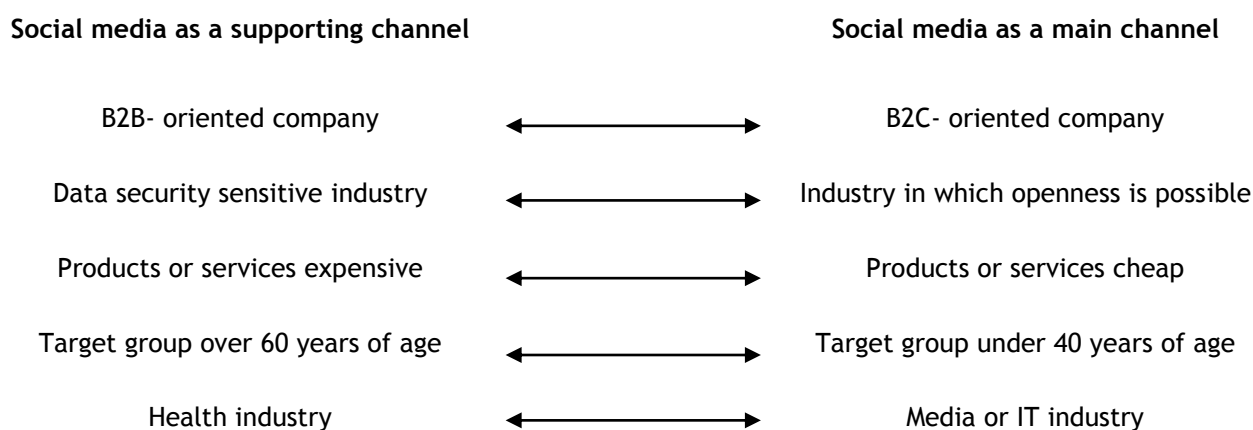| B2B- oriented company	⟷	B2C- oriented company
Data security sensitive industry	⟷	Industry in which openness is possible
Products or services expensive	⟷	Products or services cheap
Target group over 60 years of age	⟷	Target group under 40 years of age
Health industry	⟷	Media or IT industry

Figure 6: Social media as a "supporting channel" vs. "main channel"

For instance, provided that the odds of the company's identity are mostly located in the left side of the matrix, social media is then to be taken as a supporting channel of the company.

For Basware the odds shift mostly towards supporting channel because Basware is a B2B data security sensitive industry whose services could be considered above average. In this case Basware could use social media as a supporting channel. Additionally, as an IT industry, one would immediately assume that social media and the world of IT is something that the company have some sort of proficiency in.

As the ecosystem of the social media is growing dramatically, companies must adjust and adapt the changes constantly. Most of the social media tools and applications that are used by millions of individuals and businesses at the moment might disappear in a few years because of fast improvements and developments of modern tools and applications; thus, strategies of a company should be updated frequently and the social media ecosystem should be observed closely. Obviously, the main purpose of most of the companies is to discover customer needs, wants, demands and expectations, and then fulfil them by developing products, services and experiences to satisfy those desires. Here where social media comes in handy. The more the companies are active in the social media ecosystem the more they will get customer insights (Brake & Safko 2009, 121.)

2.7   Social media in B2B communication

Social media is all about creating and building identities. Whether it is a company or an individual, all of us as social media users are building our own identities by communicating, engaging and influencing one another. There are differences, however, between companies that are B2C and B2B oriented industries in terms of which channels to use and what type of approach to pursue. Majority of B2B companies have doubts about committing to social media and many companies face challenges in establishing a rational and effective social media existence. (Ruotto 2012.)

Business-to-consumer-oriented companies tend to create higher brand identification in social media and they usually have a "one size fits all" kind of approach which implies that it appeals and answers to wide range of people and their needs. On the contrary, Business-to-business-oriented companies build lower brand identification and they operate in highly specialized industries. (Ruotto 2012.)

Moreover, B2C industries utilize social media for marketing and campaigning opportunities and they connect and communicate with customers through these activities. B2B companies, on the other hand, should target and engage their customers through thought leadership and expert profiling. A thought leader is a person who understands the business, the needs and wishes of its customers and knows the broader marketplace in which the company is operating. B2C companies have adapted traditional marketing approach which is all visible in modern day social media giants, whereas certain B2B companies have taken "thought leader" method which stands entirely for creating valuable contents. Companies should always be cautions of misusing social media opportunities. In other words, taking advantage of social media just for the sake of advertising and selling is one of the approaches that are considered misusing of social media. (Ruotto 2012.)

Each one of us as individuals is passionate about something; therefore, regardless of who the companies' main target groups are, social media is filled with people with variety of interests, specialized skills and passions. However, B2B companies should definitely not benchmark or take examples from B2C companies in terms of adapting their approaches, methods and behaviors in social media. Social media benefits different companies differently and each company has different opportunities to gain from. (Ruotto 2012.)

Companies aim to push their brand via social media even though all people are looking for is a solution. In a sense, companies do not necessarily understand the most essential factors in engaging customers and building successful identities in social media. Organizations should note that 75% of decision makers use search engines, such as Google, for product or service procurement. Hence, if the company's product or service cannot be found through the search engines, the product or service is perceived that it does not exist at all. (Ruotto 2012.)

It is all about the content created and provided when it comes to social media success. In order for the company to communicate and engage customers, the content has to be valuable, consistent and communicative in the readers' eyes. Furthermore, the well produced contents are the ones that create paths that will ultimately lead to the brand itself. Social media requires openness and willingness to be open and to provide contents that give value and experience to the customers and readers in general. A communicative, valuable and consistent content can only be created by implementing a content strategy which includes a plan that defines social media channels and aims and objectives for each channel. Companies should therefore leave a digital footprint which will navigate people to the company's brand. According to the statistics, Finns rely on the contents provided by the news more than social media. However, 74% of B2B decision makers use news sites for seeking information and 56% use social networking for procurements from B2B industries. In other words, social networks are extremely beneficial for B2B oriented industries as well due to massive amount of companies existing in the social networking sites. (Ruotto 2012.)

All of this comes down to the fact that it is not about social media, it is about communication and public relations that engages customers and enhances collaboration and interaction between the company and its customers by giving valuable contents.

It has been proven that LinkedIn is an efficient social media channel, especially for B2B oriented industries. LinkedIn is a great source of news and extremely useful for public relations and networking activities (Mason 2012.) *"LinkedIn operates the world's largest professional network on the Internet with more than 150 million members in over 200 countries and territories. There are more than 300,000 unique domains actively using the LinkedIn Share button on their sites to send content into the LinkedIn platform. Recent figures show that more*

than 2 million companies have LinkedIn Company Pages." (LinkedIn 2012.) The composed contents are the most essential factor that needs to be considered and planned thoroughly in order to achieve success in social media (Mason 2012).

Social media in general is a vital part of company existence because there have already been signs of closer financial ties between technology giants, such as Facebook and LinkedIn, and news and publishing industries. This fact makes everybody predict the time when Facebook will purchase newspaper giants, such as The Washington Post. Nowadays, people use their advanced devises like SmartPhone to access news and information instead of purchasing a traditional newspaper. Therefore, we can conclude that the current state of social media is powerful (Mason 2012.)

According to implemented analysis, LinkedIn has provoked B2B traffics, in other words, majority of joined users and visitors are from B2B oriented companies. Thus, LinkedIn entails great opportunities for B2B industries if they use it well. LinkedIn is a powerful news service and it enhances the experience of reading news. Furthermore, building relationships and making connections is also important share of the whole LinkedIn experience.

Companies can now even feed their own internet pages into own LinkedIn account; thus, they can share and distribute company news and other contents straightly to LinkedIn pages. LinkedIn is convenient social media cannel for B2B industries because studies suggest that most of the information and news, which concerns B2B industries, being shared in LinkedIn get views, likes and shared forward a lot more than in Facebook. Funny and entertaining news tend to be more popular via Facebook than in LinkedIn. To some extent, that particular fact makes LinkedIn more "sophisticated" and more professional compared to Facebook for instance (Mason 2012.)

LinkedIn is a vehicle for branding, communicating and leveraging company's employees' network. Professionals utilize LinkedIn to share ideas and communicate with one another and to know their network better. Companies must be able to find and to be found in order to create an identity in social media and provide insights to show own expertise in the industry; therefore, in terms of building an identity and the brand, employees must be the ones to exist in social media (Ingerslev 2012.)

Vast majority of people look for users' profiles in social media. People seek for a company through the employees working at that particular company, through external searches, recruiter outreach and LinkedIn job network. Behind every great company are great employees and professionals. Companies should encourage their employees to be active in their network thoughtfully, manage their personal brands, participate in conversations and be part of the

right groups. In social media, companies should manage their profiles, sway their recruiters, listen to the network and get insights from the interactions by giving valuable contents, engaging and communicating. (Ingerslev 2012.)

2.8   Social media planning

Social media planning phase starts only when the organization has examined the issue thoroughly and the decision is officially made by the administration. Corporate culture is essential to consider especially when dealing with issue such as social media that will one way or another have an impact on the way the organization is going to work in the future. Social media planning is important to organizations to which social media topic is fairly new (Otala & Pöysti 2009, 93.)

The top management of an organization must elaborately explain the reason why it is right to adapt social media into the company operations. Companies must answer the following question before launching any development and planning projects (Otala & Pöysti 2009, 23.);

1. What kinds of solutions could social media possibly provide to the company?
2. Is the company ready for openness and new adjustments and adapting to new working methods?
3. Could the company possibly achieve a critical mass?

As soon as the basic requirements are met and as long as the answers lead to encouraging the company to give it a go, development project for social media can now be launched. In the social media plan the following matters need to be studied and defined elaborately; the purpose, goals and measures, chosen tools, content description and limitation, piloting and handling information security (Otala & Pöysti 2009, 94.)

2.8.1   Purpose, goals and measures

This part of the plan is supposed to elaborately clarify the primary purpose for pursuing social media, main aims and objectives that are desired to be achieved in the long run and determining measuring method with which the effectiveness of social media can be studied and measured afterwards (Otala & Pöysti 2009, 95).

The purpose describes the main reasons why the company wants to use social media in the first place and what the main goals are in general. Aims and objectives, on the other hand, explain the exact desired goals that are hoped to be obtained in the future (Otala & Pöysti 2009, 95-96.) These two factors keep the organization motivated and help them stay focused

on the same aims and objectives to prevent the personnel into going separate directions. Well determined measuring tools and methods will be advantageous especially at the time when the organization wants to find out whether commissioning social media was worth it and whether it is helping the company to achieve certain objectives (Otala & Pöysti 2009, 96). Given purposes and goals need to be rational and extremely well defined. Reasons, such as "our competitors are in social media, so we need to be there as well" and "to conduct sales and marketing events online to increase our profits", are not considered good and they definitely do not suffice. Reasonable reasons can be, for instance "to decrease phone calls and e-mail messages" or "to enhance customer service and collaboration with our customers" (Otala & Pöysti 2009, 96.)

2.8.2 Chosen social media tools, content description and limitations

There are several beneficial social media tools for companies to make use of in order to reach and communicate with customers, employees, investors, potential target groups and other stakeholders on the Internet. Even though there are many alternatives to choose from, it is not completely rational for companies to use all of the tools available. In fact, many companies use only one or a few social media tool; however, it depends on whether the company is newly established, small, big or international company. Furthermore, another factor that determines which tools are most useful is the industry of a company. Each social media tool benefits companies differently; thus, companies must determine the most suitable ones that are the most beneficial and that are most likely to help achieve the aims and objectives (Safko & Brake 2009, 7-9.)

In the content description, the planners should organize the text that is going to be written in social media. In other words, answers questions of what type of content should be produced in a blog, wiki, Facebook, Twitter and so on (Otala & Pöysti 2009, 101).

2.8.3 Piloting and information security management

During the planning phase, piloting is also conducted at the same time. The purpose of piloting is to experiment social media based on the plan. In the pilot, the organization gathers a small team, which tries out social media tools according to the plan. This way, the organization will be slightly aware of which tools might work for the company and which might not and social media would become structural (Socialmediatoday 2011). Based on the experiences and views of the pilot team, the management will then be able to modify the plan, improve and develop it according the results. Thus, the plan will become more accurate and it is then safer to fully be executed (Otala & Pöysti 2009, 102-103.)

Regarding security management issues, the plan also covers things that should not be exposed or discussed in open social media environments. Furthermore, contents that deals with company matters should all be skimmed through to ascertain that nothing classified will be sent out for the public to read. Without these instructions that deal with company's security management, misunderstandings will most likely occur and creating content will be difficult and controlling company's flow of information will go out of hands (Otala & Pöysti 2009, 103.) The following figure gives a clear structure of the process when adapting social media into the corporate culture (Otala & Pöysti 2009, 25);

Inspection of the basic requirements

Need

Not recommended

Is there a clear and right need?

No ← | → Yes

Is there a right corporate culture?

Is the critical mass going to be achieved?

Can we develop/ change?

Planning social media

- Project purpose, goals and measures
- Selecting the tools
- Content description and limitation
- Choosing pilot group and planning
- Information security management

Utilization of social media

- Roles and responsibilities
- Guidance and training
- Rules and regulations
- Supporting personnel
- Ensuring prerequisites

Working in social media space

Producing content in the virtual space

Managing the work in virtual space

- Resourcing and organizing produced content
- Leading thoughts
- Monitoring the activity
- Solving problems and conflicts
- Motivating employees

Measurement and assessment of the results

Measuring the success

Results of the operations
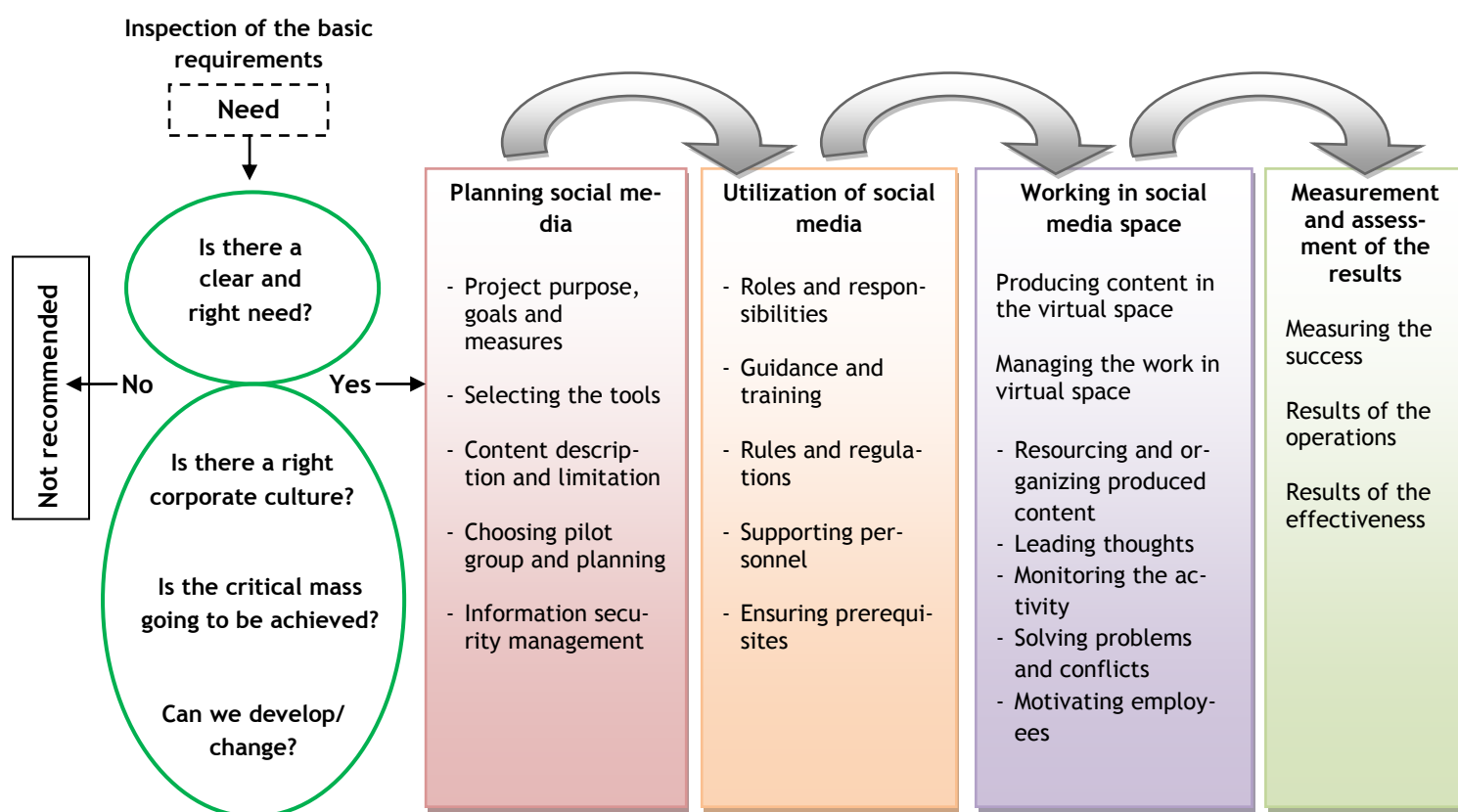
Results of the effectiveness

Figure 7: The process of commissioning social media into the company

3   Communication strategy and social media

Virtual communication, or communication in social media, is part of the corporate communication as well as part of the business as a whole. People virtually communicate to find information and share information in an instant (Kuokkanen, Pohjanoksa & Raaska 2007, 11.) Nowadays, people seek for answers more and more through the internet and leave other means to the side. If a person was looking for information about the prices of a certain company's

products, that person will immediately start looking for answers about the company via search engines.

Companies more or less must have some existence in the virtual world. Internet is not only used for the sake of communication, but used also as a tool to support company's operations. The virtual services are utilized to support organization's communication processes efficiently. Communication is of course very much involved in every aspect of virtual usage regardless of what the reason is behind social media utilization (Kuokkanen, Pohjanoksa & Raaska 2007, 11.)

One of the most challenging things in virtual communication is the ability to find the most accurate information as well as differentiate own company's information from other massive info floods. There are tons of companies operating in the same industry that have strong social media presence; therefore, organizations that wishes to connect with customers and stakeholders in social media and create awareness, they must know and be conscious with their strengths and weaknesses and try to approach social media with differentiation in mind (Kuokkanen, Pohjanoksa & Raaska 2007, 14.) In other words, companies must have a different approach than others to stand out and shine from other users.

Moreover, organizations must note that social media utilization must be approached from the point of view of company's strategy. Strategy is said to assist in development purposes and it usually leads in virtual operations as well. The attitude, style of the messages sent and the approaching method must be all conducted in a way that they represent the company's main strategy in the best way possible (Kortesuo & Patjas 2011, 16.) Here is an example;

Provided that the company's core point in the strategy is to *"strongly develop and improve customer service"*, the company should pursue virtual service from the basis of the possibility to enhance customer service and increase customer satisfaction. When formulating a social media utilization plan, the primary activities that should be considered first are actions that were invented to boost up customer service. Suggestions for activities that have nothing to do with customer service per se such as marketing and sales activities should all be at the bottom of the list and considered last (Kuokkanen, Pohjanoksa & Raaska 2007, 15.)

Communication in social media has to sound and appear to the visitors of the page according to the company's strategic factors; vision, mission and values. Eventually, the visitors must witness and state themselves that the company does indeed stand for its values as it own claims. If social media is used only for marketing and sales, the information being shared will look forced on people and users might get fed up with the situation. Companies should defi-

nitely not take marketing and sales approach in social media because those give bad impression which will ultimately diminish company's chances of survival in the virtual world.

Due to drastic changes in how we nowadays communicate, organizations must embrace those changes and apply them into the corporate communication culture. Social media is the number one tool for communication to everyone and everywhere; therefore, abandoning and avoiding the whole idea would diminish the effectiveness of communication and would mean the same as rejecting a great developing and influencing opportunity. Social media is a prominent source of information and everyone dive into social media to seek for information and solutions, hence, every company better have some sort of existence in social media to provide answers and communicate with people.

To answer the concerns stated by Basware (mention in the introduction), this thesis induced to execute research work and benchmarking. The research method that was utilized in discovering answers for the above mentioned concerns was qualitative method, interviewing method to be exact.

4   Research methods

There are two types of research methods that are utilized especially in development projects; quantitative and qualitative research methods. Quantitative research method is applied especially when researchers of a study want to discover the accuracy of a certain theory. Whereas qualitative research, it is applied when the primary aim is to gain more understanding about a certain subject and issue (Moilanen, Ojasalo, & Ritalahti 2009, 93.)

In addition to having a theory, different "hypotheses" are also created by the researchers of a study to find out whether the theory established is definite. Hypothesis means arguments and assumptions made to prove the accuracy behind a theory. In quantitative research, the investigator does not have any kind of interaction with the people whose answers are being researched. Typical tool used in this particular research is questionnaire form. The investigator creates a questionnaire form or a structured interviewing form which will be sent out to the people whose answers, views and opinions are hoped to be received and statistically analyzed (Moilanen, Ojasalo & Ritalahti 2009, 93.)

For this particular thesis, qualitative research method was adapted to discover case company's competitors' and B2B software companies' views on social media. The purpose of qualitative research is that it allows researchers to get a better insight into target audience's views and opinions and gain a better understanding regarding a specific topic or issue (Qualitative research consultants association 2012).

The tools utilized in qualitative research are theme- open and group interviews and observation. The target audience in this particular research method is very much smaller than in quantitative method. Additionally, the target people selected for the qualitative research are purposely chosen to obtain adequate and right perceptions for an issue being studied. The amount of material produced in this research method that needs to be analyzed is far greater than in quantitative research. After collecting interview material, the research is then set to analyze the material and make own conclusions based on own skills and expertise (Moilanen, Ojasalo & Ritalahti 2009, 94.)

4.1   Interview

In terms of searching information and for the sake of research and development projects, interview is proven to be one of the most utilized methods (Ruusuvuori & Tiittula 2005, 25). Interview is a pre-planned process in which two or more persons have a two-way conversation about a certain topic. The roles played in the interview are interviewer, who presents questions and collects information, and interviewee who, on the contrary, answers the presented questions and provides information (Moilanen, Ojasalo & Ritalahti 2009, 97.)

Interviewing technique is particularly advantageous when the aim is to contribute the full attention to the individual being interviewed, thus, the interviewee can bring up issues freely. There are several interviewing methods that can be used; however, the most convenient method is determined by the answers and data the researcher wishes to obtain from the interviewees. (Moilanen, Ojasalo & Ritalahti 2009, 95.)

For the purpose of gaining as much valuable information as possible, the arranger of the interview must be constantly aware of the fact that the situation in which the interview is being held requires comfortableness, motivation and above all, trust. The interviewer is the key responsible for motivating the person being interviewed and encouraging him or her to speak freely. In addition to motivation and support, the interviewer must have a trustworthy appearance and representation in order to fully establish an honest interaction with the interviewee (Moilanen, Ojasalo & Ritalahti 2009, 95.)

As stated earlier, interview is a process in which discussion is evoked to discover views and new aspects from the information provider based on the questions being presented. Interview is all about enhancing conversation and maintaining the discussion on topic; therefore, it is recommended that the interviewer uses a recording device during the discussion to concentrate on the conversation itself rather than spending time on taking notes and ignoring the fluency of the talk. Interviewer must pay close attention to the person talking and be ob-

servant and leave the note taking and analyzing for later (Moilanen, Ojasalo & Ritalahti 2009, 96.)

In the interview, the investigator will be in direct contact with the examinee. Interview permits the investigator to lead and manage the information being discovered during the interview. Furthermore, motives and purposes behind every answer that do not get mentioned linguistically can be revealed by paying close attention to the speaker. Even the answers can also be analyzed and understood in different dimensions just by listening and being directly interacting with the interviewee (Hirsjärvi & Hurme 2008, 34.)

Semi-structured interview is not as formal and direct as the structured one. Semi-structured interview allows the interviewer and the interviewee to have an open dialog and insert additional questions and answers during the discussion. The process is thus not entirely strict and the conversation will be more open and smooth and it will bring up new aspects and dimensions to the topic being studied (BusinessDictionary 2012.) With this technique, the researcher can further investigate the topic as well.

5   Company interviews

As mentioned earlier, B2B companies should not benchmark, investigate or take examples from B2C companies in terms of adapting their approaches, methods and behaviors in social media. Social media benefits different companies differently and each company has different opportunities. For the thesis study, three companies operating in B2B IT software industry were interviewed.

It was a privilege to have the opportunity to interview Affecto's Manager of Investor Relations Mr. Hannu Nyman, F-Secure's Communications Officer Ms. Anna Vuori-Karvia and Tekla's Web Content Coordinator Ms. Maija Vierimaa. The purpose of these interviews was to gain better insights to how companies utilize social media and how social media was adapted to the company's corporate culture.

5.1   Affecto

Affecto is a forerunner B2B oriented EIM (Enterprise Information Management) company in the Northern Europe. Affecto helps the customers to improve their productivity and competitiveness by providing superior use of information in decision-making and implementation. EIM is a comprehensive data management which ensures the availability and good use of information in operational and strategic decision-making matters. (Affecto 2012)

Interview with the Manager of Investor Relations of Affecto Mr. Hannu Nyman was conducted in March 9th, 2012 in Helsinki.

Affecto's social media usage is very much limited. The main purpose for current social media utilization is for recruitment purposes. LinkedIn and Twitter are exploited for employee search and job advertisements. The company also has a Facebook profile, but it was just recently created.

Affecto aims to evoke interest in the company as a work place in LinkedIn and Twitter, due to constant demand on obtaining high skilled employees for the company. Affecto wants to influence others by giving opinions and expertise and raise the company's profile in social media.

Marketing communications department is responsible for the company's Facebook pages whereas Human Resource Management is responsible for maintaining LinkedIn and Twitter. Additionally, Affecto plans to launch a blog posts that is going to be maintained by CEO of the company.

Affecto's customers do not look for information on the company through social media; therefore, there is no greater purpose for existing in social media. The nature of the business has eliminated the whole idea of being fully active in social media. From the perspective of the company and the business, enhancing dialog and reaching customers through social media is not important.

LinkedIn is also used to produce blog posts in order to discuss matters and ideas that concern the industry. The nature of the business does not fit to social media because the company is listed in stock exchange market, so it is regulated in terms of how open one can be in discussions and what information to share and what not to.

Furthermore, using social media for advertising and marketing purposes or for brand support does not exactly fit the business. That is why Affecto's social media involvement is relatively small. So far, the most use of social media for Affecto is from the perspective of employment. Company's solutions are largely based on what the consultants will work on for the clients; therefore, there is always a need for constantly hiring new employees.

5.2   F-Secure

F-Secure is an IT company which provides solutions for protecting customers' valuable digital content on all devices. F-Secure's products and services protect customers online. (F-Secure 2012) Interview with the Communications Officer of F-Secure Ms. Anna Vuori-Karvia was conducted in March 7th, 2012 at F-Secure's company premises in Helsinki.

Social media has become an important part of F-Secure's corporate culture. F-Secure has successfully managed to adapt social media into the company's operations. Currently, F-Secure's main social media working environments are Facebook, Twitter, LinkedIn and YouTube. F-Secure also maintains two different blogs; consumer-oriented Safe and Savvy- blog and Labs-blog which discusses technicalities and laboratory issues. Additionally, F-Secure upholds a community forum where visitors can discuss information security related issues, express concerns, ask questions as well as advice each other. F-Secure also shares presentations art SlideShare profile.

The company uses LinkedIn to reach B2B-oriented companies and business representatives with F-Secure's posts. In Safe and Savvy- blog, we aim to share publications that we believe interests the readers, and provide advice on information security related issues and problems. The same messages that are sent in Facebook will also be delivered through Twitter. Customer service of F-Secure has an own profile on Twitter as well as couple of our employees have a work-oriented Twitter accounts. The F-Secure Labs runs a blog that is maintained by professionals that are responsible for analyzing virus, phishing, spyware and spam attacks. In the Labs-blog, the administrators of the blog share and discuss information and news that talk about computer and different internet threats.

All of the contents that can be viewed in social media are produced in English because most of the company's customers and people interested in the company's operations are able to speak and understand English. However, F-Secure has also established a Facebook page that is completely in German language, due to the fact that majority of Germans do not obtain English skills and they expect to get services in their language. Germany is a big country and the market area for the company is big, therefore, the company aims to serve their customers with their language.

F-Secure has hired a social media consultant who works closely with the communication department in communication related matters. F-Secure has 3 different channels, and from each of these channels they have people who support social media and help in managing LinkedIn. Although the communication department manages the social media, the content is also produced by other units. Others are encouraged to create contents for social media. At

F-Secure, communication department is the one that leads and manages social media matters, but other departments are also involved in developing company's social media existence.

F-Secure did not have to abandon anything when social media was adapted. In fact, social media has been a positive addition to the company because they have already seen that social media has provided great opportunities for the business. Social media is a natural part of F-Secure's business culture. Social media is an integral part of our communication. F-Secure has always included social media into their communication developments.

In terms of measuring the effectiveness of the social media utilization, F-Secure has found measuring the scale of visibility in social media is difficult, considering the fact that F-Secure is listed in the stock market. However, via social media, it is easy to get visibility and get discussions evoked. The company has the advantage of getting the opportunity to reach people in an instant. The analysis can help the company to discover the types of messages they should continue sharing. They monitor the tools that they are using, and they evaluate how many people follow the pages, mention or share their news, and how many likes and follow the discussions actively. The team evaluates these things on a monthly basis.

5.3   Tekla

Tekla is a B2B software company that provides digital information models that offers growing competitive advantage to customers operating in the building, infrastructure and energy sectors (Tekla 2012). Interview with the Web Content Coordinator of Tekla Ms. Maija Vierimaa was arranged in Espoo in March 12th, 2012 at Tekla.

Tekla's social media environments are Facebook, Twitter, YouTube, LinkedIn and blogs. Tekla has ten Facebook pages (every unit manages its own page) and Twitter account is maintained mainly in the head office in Finland. Every Tekla office has one person from the marketing team whose one of the responsibilities is upholding their local Facebook page. LinkedIn profile is mostly for job postings and employment purposes. Additionally, the company uploads tutorial videos on YouTube in order to guide the customers in utilizing their software solutions.

At the Tekla's head office, Web Coordinator is responsible for the company's social media involvement. They have managed to collect people from each team that will be able to assist in managing the profiles because they do not have an employee that would take full responsibility of social media. Many take social media as an addition to their work, but the Web Coordinator is managing it the most.

The company did not give up on anything when they decided to pursue social media; however, taking care of it takes a lot of time. Tekla aims to handle social media as much as it is possible. Tekla truly believes that social media is beneficial for the business regardless of being B2B oriented company. Via social media, Tekla hopes to get their voices heard, to get comments and feedback from customers and from others. Social media also helps Tekla in acquiring suitable employees. So far they have received positive responses and a lot of positive feedback.

Tekla hopes to get connected with their customers and end-users of their software solutions and get visibility as well. Twitter is said to be a convenient tool for expanding a simple message abroad. Tekla is also listed in stock exchange market; therefore, openness and freedom of speech is to some extent limited.

As for measuring the success of social media, the company counts the amount of followers they have, interactions established, comments posted, likes and the amount of users forwarding company's shared posts. Tekla have determined objectives on an annual basis, but they constantly monitor the figures and the behavior in social media.

Through social media the company aims to create an image of Tekla as a forerunner, increase awareness and recognition of the company and establish a foothold in the field. Moreover, Tekla also ensures that every employee must communicate according to the company's brand and image. The marketing department cooperates with the communications department, so together they have gone through this issue carefully and made sure that everyone is doing this right and according to Tekla's communication guidelines.

6   Benchmarking

The following table gives an overview on the current social media existence of 12 companies operating in the B2B IT industries and who are also Basware's competitors: Itella, Logica, Emptoris, OB10, Palette-Group, Readsoft, Tieto, Ariba and Crossgate.

Table 1: 12 IT software companies in social media

	Facebook	Twitter	YouTube	LinkedIn	Blogs	Wikipedia	Flickr	SlideShare	Other
Affecto	X			X	(X)				
F-Secure	X	X	X	X	X	X		X	
Tekla	X	X	X	X					
Itella	X	X				X			
Logica	X	X	X	X	X	X	X	X	X
Emptoris		X	X	X	X	X		X	
OB10	X	X	X	X	X	X			
Palette	X			X	X				
ReadSoft	X	X	X	X	X	X			X
Tieto	X	X	X			X	X	X	
Ariba	X	X	X	X	X	X		X	
Crossgate						X			

As it seems, the majority of the above mentioned companies currently exist on Facebook, Twitter and Wikipedia. YouTube and LinkedIn are also very popular social media tools used by majority of the companies, whereas Flickr, SlideShare and other tools are used only by fewer of these companies. CROSSGATE is the only company from this particular group that does not put any effort on being in social media ecosystem at all. However, information on CROSSGATE can still be found in Wikipedia.

The biggest social media users of them all would be Logica, ReadSoft, Ariba, OB10, Tieto and Emptoris. F-Secure and Tekla are also considered active users of social media as well. The amount of tools each of these companies utilizes does not determine the level of expertise or activeness of the company, but the amount of time, commitment and effort put in updating the sites are the key factors here.

In addition to the tools demonstrated in the table above, ReadSoft and Ariba use other social media tools that are not particularly popular worldwide. ReadSoft uses Vimeo, which is yet another type of video sharing place (YouTube) and Viadeo, also used by Logica, which is similar to LinkedIn, in other words, it is also a place where *"professionals use the networks to enhance their career prospects, discover business opportunities and build relationships with new contacts as well as to create effective online identities."* (Viadeo 2012).

As for Ariba, the company has managed to establish an extensive community board in which three main streams are available; activity, communications and actions. This "what matters" –titled forum is filled with issues concerning the community, and the members can participate in sharing own views and knowledge based on own interests and specialization (Ariba Exchange 2012).

To get a clear overview on the ways companies act and behave in social media, 4 most utilized channels amongst the companies: Facebook, Twitter, LinkedIn and YouTube, were investigated.

6.1   Facebook

Facebook is a social media channel whose mission is to provide a platform in which people can interact and stay connected with each other. People use Facebook to keep in touch with friends, family and associates, to discover the latest news, to communicate and share information and news with each other, and to discuss matters that are important to them. (Facebook 2012)

Itella

- Manages three Facebook pages:
- "Posti" for customer service (In Finnish)
- Supporting Automatic SmartPost parcel machine "SmartPOST Suomi" (customer service in Finnish)
- Posti museum "Postimuseo" (enables followers to get acquainted with the remarkable history of the concept of post and posting and its evolvement to present day till predicted development in the future. On Facebook "Postimuseo" advertises the offerings of the museum and share news and upcoming events that are going to be arranged at the museum.)

Logica

- Holds 8 Facebook pages
- News, information and facts
- A separate account for recruitment purposes
- Pictures from different events
- Competitions (e.g. best sustainable development project)
- Presentations, company status, company information
- In English

OB10

- Company news, information and announcements
- Sharing broadcasts from YouTube account and articles regarding the industry
- Feeding Twitter posts
- In English

Palette-Group

- Newly created account
- News about the company
- Sharing links to their blog posts
- Announcement and information about events
- In English

ReadSoft

- French Facebook used to feed Twitter posts only
- Not used according to Facebook's purpose

Tieto

- Reports about the events(What happened, how did it go, and pictures from the events)
- Company news

- Shares news in variety of languages
- Introducing new employees
- Charity related posts (Earth Hour and UNICEF) encouraging others to participate

Ariba

- Facebook profile which is called "Ariba" and
- the content provided is entirely in English
- promotes its events and articles
- shares news and links to different articles concerning the company and the industry

6.2   Twitter

Twitter is an information network that connects people to the latest stories, ideas, opinions and news. Twitter allows companies to reach their customers. Companies use Twitter to quickly share information with people interested in their products and services, gather market intelligence and feedback, and build relationships with customers, partners and other influencers (Twitter 2012.)

Itella

- Upholds three Twitter accounts
- "ItellaGroup" and "Itella Suomi" which share information and news of Itella Corporation in Finnish and English
- "PostiaSinulle" which informs followers about upcoming events of Posti.
- To share news and information concerning the corporation as a whole

Logica

- News, Facts (country specific)
- Each of Logica's country-specific unit has a Twitter account

Emptoris

- News
- Information about upcoming presentations, events and seminars

OB10

- information and news about the company and the products
- Answering questions from the followers
- Fun facts
- In English and German (separate accounts)
- Two employees in Twitter providing professional insights and company news as well as personal things

Readsoft
- Each country-specific unit has a Twitter account
- Facts and news about the company and the industry (sharing links)
- Information about seminars and events

Tieto
- News about the company (e.g. employees, strategies)
- Alerts on new blog posts at the company's website
- "We are switching off the lights for Earth Hour. Will you?" –fun approach
- Tieto divests its Danish unions business
- What's new in the company?
- Stories about customer experiences
- Information about the company events

Ariba
- Ariba keeps up seven Twitter accounts: @Ariba, @AribaContract, @AribaDiscovery, @AribaNetwork, @AribaVisibility, @SE_blog and @AribaJobs.
- @Ariba is the company's main Twitter account and which is also the active one amongst other Ariba accounts.
- @AribaJobs post status is updated every time there is a job opening in the company.
- @SE_blog is owned to sharing news, trends and analysis on supply chain, procurement and sourcing issues that are dealt with in SupplyExcellence.com blog which is written primarily by Ariba category/commodity experts at the Ariba community forum (Ariba Exchange). The account is not that active and it is updated with posts that are discussed in the blog.

6.3   LinkedIn

As previously mentioned, LinkedIn is a networking site in which companies and professionals around the world come together to collaborate and discuss professional matters. LinkedIn is said to be a convenient platform, especially for B2B oriented companies.

Logica
- Recruitment purposes
- Announcements
- Blog posts (feeding them from the company's website)
- News about the company

Emptoris

- Statistics about Emptoris' employees
- Announcements on new employees
- Links to "Emptoris mentioned in the News"
- In English

OB10

- Announcements and news about the employees and about the company as a whole
- Maintaining blogs and participating in discussions
- providing insights from experts
- In English

Palette-Group

- News about employees and recruitment
- Blogs fed into LinkedIn pages from the company's website
- In English

Readsoft

- Country-specific LinkedIn accounts
- Recruitment purposes
- Maintaining blogs
- Feeding blog posts from the company's website into LinkedIn page
- sharing company news and announcements

Ariba

- Maintained by the company's Online Community Manager
- Blog posts and company news
- Announcements
- Recruitment purposes

6.4   YouTube

YouTube offers people a place where they can stay in touch, inform and inspire other people around the world by sharing video broadcasts. YouTube is a distribution channel for the original content creators, as in individuals and companies, and for small and large advertising agencies around the world (YouTube 2012.)

Logica

- Interviews
- Questions for the customers and competitions
- Debates and videos for recruitment purposes

Emptoris

- Emptoris events
- "What can the company offer for the customers?"-video segments
- Information about the company
- What's new?" –video segments and news about the company
- Customer interviews (opinions and personal experience in using Emptoris solutions)
- **Emptoris Podcasts**, a series of interviews with industry luminaries and thought leaders discussing best practice application of supply and contract management solutions.

OB10

- videos from the company's customers, members, teams and employees
- Insights from the employees
- videos about the industry
- In English

ReadSoft

- Interviews with the customers and partners about ReadSoft software and services
- Software tutorial videos
- In English

Tieto

- Presentations
- Tieto Tours –video segments (Aalto, Kuopio university, Oulu university, tampereen Teknillinen yliopisto, jne.)
- Employee introductions and "Tieto Talent" –video segments (competition arranged within the organization in which employees demonstrate their talents)
- Product demos

Ariba

- Interviews with the employees and industry professionals
- Presentations from seminars and other events
- Videos about the software and other services

If we look closely to how those above mentioned companies behave in social media, their methods have a lot in common. They have not particularly differentiated their contents from each other. LinkedIn is mostly used for recruitment purposes and for keeping in touch with professionals and experts by creating blog posts and participating in discussions and joining groups. YouTube is utilized for uploading own presentations, interviews and tutorial videos. Tutorial videos are important when it comes to providing complicated software and other solutions; therefore, clients might need assistance in using Basware's solutions as well.

News and information about companies tend to be shared via Facebook and Twitter. Twitter is mostly used to make the followers aware of new changes within the company or to promote own events and blogs with few words in an instant. Basware has a differentiated approach in Facebook compared to others. Basware's Facebook is completely devoted to arranging competitions for artists and to bringing up artistic efforts of young artists. This approach certainly draws more attention and brings in more participants.

7   Conclusion

Regardless of the business type, social media is filled with opportunities that benefit the users in a variety of ways if companies have defined convincing and rational purposes to be there to begin with, and have thoroughly planned the social media utilization beforehand. Social media allows companies to conduct advertising and marketing activities; however, if those activities are the purposes for pursuing social media, the company should reconsider.

The world of social media is enormous and many companies tend to underestimate its impacts on them. All of the channels benefit people and companies differently and some of the channels are more convenient for certain industries than others. The amount of tools each of the existing companies utilizes does not determine the level of expertise, success or activeness of the company, but the amount of time, commitment and work invested in producing valuable, consistent and communicative content and updating the sites are the vital factors.

Social media is about creating valuable contents, boosting communication and interaction between the company and the customers and actively networking with other professionals and employees.

Of course, companies must consider own corporate culture and communication guidelines while being in social media. The way the company communicates and behaves in social media should be according to the company's mission, vision and values. Social media behavior should represent organization's culture, communication and strategy in the best way possible.

Based on the theory, executed studies and the results of the interview responses and benchmarking, we can conclude that it is worthwhile for **Basware to invest certain amount of resources into building social media identity.** With the current shape of modern day societies, **social media is extremely important** in terms of communication as a whole, creating awareness and increasing the odds of success of a company. Nowadays it has been stated that if a company does not have any sort of existence in social media, the company does not exist at all.

Basware operates in a highly specialized industry; thus, it creates lower brand identification in social media. **Basware should first think and plan social media utilization and carefully define the purposes and reasons for pursuing social media.** It is worthwhile to exist in social media and invest in it to some extent. Additionally, **Basware should encourage the employees to open their own professional profiles to build an identity, to connect with other professionals and to participate and be active in discussions.** As mentioned earlier (look at subchapter 3.2) employees are the ones who build company's image and brand; therefore, through social media they can represent the company and **create awareness** by **communicating** and providing valuable views, opinions and expertise.

Based on the interviews with Affecto, F-Secure and Tekla, and based on the insights and expertise provided at the B2B social media –seminar, **LinkedIn and Twitter seem to be the most convenient channels for B2B industries.** Facebook is also frequently used and YouTube is also rational in terms of uploading educational videos that demonstrate the use of complicated software and other products to the users. Blogs can be upheld in LinkedIn as part of the pages; therefore, in a sense, there is no need in establishing a blog site elsewhere. Otherwise, blog posts can be fed into LinkedIn pages.

If one has to determine which channels to start with, it would be **LinkedIn** or/and **Twitter**. It is recommendable for Basware to invest in utilizing LinkedIn, provided that Basware has successfully defined the purposes and seen the potential in adapting social media into the company's operation. It has been stated that **LinkedIn gains visitors mostly from B2B oriented industries and it has also benefited companies operating in a highly specialized industries.** In LinkedIn the employees of the company should be the ones providing the contents and initiate and participate in discussions. **Through collaboration and deep conversations can establish long-lasting relationships between the employees and professionals from different companies (that could be the potential customers) which ultimately can develop into business relationships as well. LinkedIn is a place to reach Basware's potential clients and create awareness.**

Basware's current Facebook page is worth keeping because as mentioned earlier entertaining approach is an essential factor to consider communicating via social media. **Twitter is also a good alternative to deliver instant messages and forward them by gaining followers.** Many companies use Twitter and many professionals provide own expertise through Twitter as well. The more followers a company has the more people will see the posts and the possibility of getting the posts distributed forward will also increase. With a few words, Basware can reach many people at once.

Tekla uses the **YouTube** channel to upload videos that demonstrate the use of their software to the customers. F-Secure and Ariba have YouTube accounts in which they upload videos that concern their industries as a whole and the operations, events, products and services of their companies. **As an IT company and a company that offers software solutions, Basware could create educational videos that are beneficial for the users. YouTube is, thus, also one suitable option for Basware.**

Reasons such as "everyone is in social media, so we should be there too" do not justify the purpose for going into social media at all. If there is a strong willingness and need for Basware to be in the virtual world, it is worth a try. **Basware should start with planning and then move to executing the plan in small piloting projects.** Social media requires effort and good planning; therefore, every company should be well prepared, motivated and patient in terms of gaining effectiveness, creating awareness and building an identity. **It is recommended to plan a content strategy and make an elaborate plan in which aims, objectives are defined for each channel that are wished to be used.**

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Figures

Tables

Appendices

Appendix 1: Interview request for the companies (in Finnish)

Hyvä Xx Yy,

olen Hajér Al-Tikriti ja teen tradenomin opinnäytetyötäni organisaation strategia viestinnästä sosiaalisessa mediassa. Opinnäytetyössäni case-organisaationa on Basware.

Yrityksenne X on yksi tärkeimmistä yrityksistä opinnäytetyöni tutkimuksen kannalta, ja siksi lähestynkin Teitä haastattelupyynnöllä. Haastattelu veisi aikaa noin puoli tuntia ja siinä tultaisiin käsittelemään yrityksenne sosiaalisen median strategiaa ja sosiaalisen median kokemuksia. Asiantuntemuksenne ja tukenne olisi todella tärkeä opinnäytetyölleni.

Voitte ehdottaa haastatteluaikaa ja –paikkaa, olen joustava tarpeittenne mukaan. Haastattelu on täysin luottamuksellinen ja keskustelumme nauhoitetaan vain opinnäytetyön dokumentointitarpeisiin. Vastaan mielelläni aiheeseen liittyviin kysymyksiin.

Olisin kiitollinen, jos haastattelu voitaisiin järjestää mahdollisimman pian tai viimeistään maaliskuun aikana. Toivoisin saavani vastauksen Teiltä **perjantaina 9.3.2012 mennessä**. Odotan yhteydenottoanne!

Suurkiitos etukäteen!

Ystävällisin terveisin,

Hajér Al-Tikriti
Laurea-ammattikorkeakoulu
e-mail: hajer.al-tikriti@laurea.fi

Appendix 2: Questionnaire form for the company interviews (in Finnish)

1. Mitä sosiaalisen median työkaluja yrityksenne käyttää tällä hetkellä?

2. Toimitetaanko sisältö englanninkielellä vai eri kielillä?

3. Kuka vastaa sosiaalisesta mediasta yrityksessä?

4. Resursointi

5. Mistä yritys oli valmis luopumaan kun sosiaalinen media otettiin käyttöön?

6. Mitä etuja ja haittoja sosiaalisesta mediasta on ilmeentynyt tähän asti?

7. Miten yrityksen sosiaalisen median tehokkuutta on mitattu?

8. Miten yrityksen viestintästrategia näkyy sosiaalisessa mediassa?

9. Mitkä olivat syinä sosiaalisen media käyttöönottoon?

10. Oletteko sitä mieltä, että yrityksellä on lainkaan tarvetta olla sosiaalisessa mediassa?

Appendix 3: Interview request for the companies (in English)

Dear Mr. /Ms. Xx Yy,

my name is Hajér Al-Tikriti and I am currently working on my Bachelor's thesis in Business Administration. My thesis discusses organization's strategic communication in social media. The case company is Basware.

You company X is one of the most important companies from the perspective of this study; therefore, I approach you with a request for interview. The interview will take approximately 30 minutes of your time. During the interview we are going to discuss your company's social media strategy and social media experiences. Your expertise and support would be extremely valuable for my thesis.

You can suggest the time and place for the interview; I am flexible according to your needs. The interview is completely confidential and our conversation is going to be recorded only for documentation purposes.

I would be grateful if the interview was arranged as soon as possible or in March at the latest. I wish to receive you response **by Friday 9th of March 2012 at the latest**. I look forward to hearing back from you.

Thank you in advance!

Best regards,

Hajér Al-Tikriti
Laurea University of Applied Sciences
e-mail: hajer.al-tikriti@laurea.fi

Appendix 4: Questionnaire form for the company interviews (in English)

1. What social media tools does your company currently use?

2. Are the contents provided in English or in variety of languages?

3. Who is responsible for managing social media in the company?

4. What about resourcing?

5. What was the company ready to give up when social media was adapted into the company?

6. What advantages and disadvantages have occurred for the company in social media so far?

7. How does the company measure the effectiveness of social media?

8. How does the company reflect its strategic communication in social media?

9. What are the reasons behind going into social media?

10. Do you think there is a need for the company to be in social media at all?

Appendix 5: Interview with Affecto

Q: What social media tools does your company currently use?

Our social media tools have hardly been used. We use Twitter mainly for recruitment purposes. Facebook page was just recently created and we also have our company profile in LinkedIn. However, we have not actively utilized these tools.

We operate locally in each country, so we have utilized social media mainly for recruitment. For instance, there are students or young professional that might be seeking for a job; therefore, we target them with messages in their domestic languages. I would say that the most important thing we benefit from social media is the recruitment. Otherwise, we do not utilize social media for customer service or anything of that sort.

Marketing communications is responsible for the company's Facebook pages, but to my knowledge they have not done big things with it as it was just recently launched anyway, so it is too soon to tell because we do not have that much experience with it yet. In fact, the intention is that our Chief Executive Officer would start a blog in the near future. We have got employees who might have blogs or some sort, so this kind of things could probably be up-to-date type of information that could be shared through Facebook and Twitter. Initially, we went to Facebook in the sense that being visible there should be good because everyone else is there as well. Greater purpose for existing in social media we do not have at the moment.

LinkedIn allows us to evoke interests in us being a work place. We execute our marketing activities and client related work in variety themed events, fairs and seminars and other of those kinds. The things we deal with in our jobs cannot be anonymously shared and discussed through the internet or people would become interested in.

Internally, we communicate via the intranet. There is an opportunity to establish discussions, but mostly it is a channel for viewing the recent news. Our intranet is personalized according to the employee's location, so you can read the news in the local language as well as company news are delivered in English. Our intranet is not a social media tool per se, but close to it regardless. It is an internal communication channel, and it has been stated that employees are interested in reading about their work related news, news concerning Affecto and guidance, for instance how to make travel invoice, where to get a new phone and so on, and the process is of course different in each country.

We rather utilize those few social media tools to influence by opinions and to raise our profile as a company as we have plenty of ideas and something up-to-date to share with others, but

nothing specific of direct Affecto related matters. Furthermore, one has to note that our customers do not look for information about us via social media, so that kind of eliminates the idea of being fully active in social media.

Q: Who is responsible for managing social media in the company?

Due to the fact that we utilize social media for recruiting purposes, it has been mostly managed by our Human Resource department. Facebook, which was opened a month ago, is being taken care of by marketing communications department. However, we are not active over there as Facebook page is bound to be constantly updated. The explanation is perhaps the fact that our operation field is entirely in the B2B market, we are entirely B2B-oriented company, so that makes our customers companies. Therefore, we do not find enhancing dialog or reaching consumers through social media that important.

Q: What about resourcing?

Nothing major has been taken in terms of resourcing social media usage, considering the fact that our social media use is in such a small-scale. In fact, we have couple of human resource personnel, whose main job is staff development and recruitment in Finland, who have taken the control of Facebook and Twitter, in terms of updating the sites by posting information about job openings and such.

Q: What advantages and disadvantages have occurred for the company in social media so far?

One disadvantage is that, because of being listed in the stock market and from the investor's point of view and investor communication, it is extremely regulated. In case of our company, we have to be extra careful with the information we share online. Participating in online conversations as a company is difficult as well. If there were rumors or allegations about how well our company is performing, we could not comment any further on those aspects more than what is disclosed in interim reports through the stock market.

Our solutions, products and major investment solutions that we provide to our customers are not matters that can attract internet conversations. Using social media for advertising and marketing purposes or for brand support does not exactly fit our business. That is why our social media involvement is relatively small.

Furthermore, other disadvantages are perhaps the fact that we have to be there with extra cautious and be careful about what we as a company will say online. It is then a different sto-

ry when you are there as a private person and not representing Affecto. It is a little limited in terms of how we can be in social media under the name of the company.

Q: Do you think that there is a need for the company in being in social media at all?

There is a small to almost no need for social media as far as this company is concerned. We do not reach for consumers as our customers are purely big companies and other organizations, mostly Nordic and multi-national companies; therefore, neither do we establish client contacts through social media nor do our clients look for information about our offerings. We build information systems according to the clients' orders and the sales process will take approximately half a year, then we make a contract with them and it takes six months to nine months. We have very deep relationships with our customers. Social media is not a way for our company to keep in contact with the potential customers.

Our industry does not exactly fit in social media. Perhaps the most use of social media for us is from the perspective of employment. Our solutions are largely based on what our consultants will work on for our thousand clients. When our company wants to grow, we need new 100-200 consultants per year in the Nordic countries, so we have a continuous recruitment processes; thus, social media is a great tool for that. It helps, especially when there are lots of students looking for information via social media.

LinkedIn is one of our blog pages and the purpose of the upcoming blog is to talk about this industry and ideas that are targeted to our customers, so maybe the content of the blog will be created cooperation with a communication agency. The idea of the blog would be to share recent news and evoke interest and give customers something to think about.

Q: How does the company reflect its strategic communication in social media?

Up till now we have decided that we would not pursue social media. We want to have certain amount of information about us out there for recruitment purposes and so that people interested in us as a working place could find us there. Facebook page and the upcoming blog would be the ones that are for "activating" purposes, otherwise we have no intentions to go fully there yet.

In each country we operate in local languages. Our website seems to be in eight different languages. In each country we operate according to the local market, it means that the marketing communication, recruiting, and the rest are all conducted in the local language. Additionally, we have a common English company page.

We are a multilingual company and we aim to be as easy as possible for the workers. The biggest factor that determines social media existence is the fact that whether the company is a B2B- or a B2C- oriented. All in all, at this point, social media does not provide us beneficial aspects for our operations.

Appendix 6: Interview with F-Secure

Q: What social media tools does your company currently use?

Currently, F-Secure's social media working environments are Facebook, in which we have more than 30 000 followers, Twitter, LinkedIn and YouTube. In fact, we have a few different Twitter accounts with which we send messages concerning F-Secure. We also maintain two different blogs; consumer-oriented Safe and Savvy- blog and Labs- blog which, on the other hand, deal with technicalities and laboratory issues. Additionally, F-Secure upholds a community forum, which is called the Community, where visitors can discuss information security related issues, express concerns, ask questions as well as advice each other.

In Facebook we tend to send messages on a daily basis and we evoke interactions with the followers. The same messages that are sent in Facebook will also be delivered through Twitter. Customer service of F-Secure has an own profile on Twitter as well as couple of our employees have a work-oriented Twitter profiles through which they share company related messages. We use LinkedIn to stay connected with and to reach B2B-oriented companies and business representatives with our messages.

In Safe and Savvy- blog, we aim to share 1-2 publications, that we believe interests the readers, per week and provide advice on information security related issues and problems. The readers have their own share of commenting, and we tend to comment back as well. Furthermore, we occasionally arrange competitions for the customers. The F-Secure Labs runs a blog that is maintained by professionals that are responsible for analyzing virus, phishing, spyware and spam attacks. In the Labs-blog, the administrators of the blog share and discuss information and news that talk about computer and different internet threats as well as present deep insights to understanding viruses, worms and other potential internet attacks. In social media, security Labs' main purpose is to share information about information technology, internet threats and all the factors that come with it.

Provided that people need assistance in, for instance, installing internet security software into their computers or phones or they need answers to information security and software related matters, they can visit F-Secure's Community forum.

The newest social media channel that eventually came to our use is SlideShare. We share our presentations through that channel. Above mentioned tools are the ones through which we work in social media so far.

Q: Are the contents provided in English or in variety of languages?

Despite the fact that F-Secure is a Finnish established company and it operates in Finland, we do not have a Facebook page that is fully committed to Finnish speaking audiences. Obviously it can be a question of allocation of resources, but most of our customers and people interested in our operations have the ability to speak and understand English. However, we do occasionally send some local messages; for instance, we send Swedish texts to Swedish speaking audiences and so on. Additionally, we have established a German Facebook page and a section in the Community-forum, due to the fact that majority of Germans do not speak English very well and they expect us to provide our services in their language. Germany is a big country and the market area for our company is immense, therefore, we want to serve them with their language. Perhaps at some point we are going to develop pages for the benefit of our customers in other countries, but again, it is the question of obtaining adequate resources. Facebook is always bound to be active and one has to constantly send messages, and keep the visitors and the followers interested. All of the contents that can be viewed in social media are produced in English.

Q: Who is responsible for managing social media in the company?

Actually, we have a social media consultant, but he does 4 days of work per week, so nearly full-time. Our social media consultant works in The United States by hand and is also part of our communications team. Moreover, we have two employees in Finland, who are responsible for communication and I support our social media consultant in communication related work and we together lead the strategy. We also do daily updates on social media matters, but it certainly is not my only focus in my work.

In addition, we have here three different business units, which are the operator business, B2B business unit, a unit that sells products to companies, and the consumer unit, which executes direct sales to customers. We have 3 different channels, and from each of these channels we have people who, on their part, support social media and help in managing LinkedIn, and we work together to plan and implement social media campaigns. Regardless, the communication department leads the communication strategy in social media. There are people whose work activities also include social media and ensuring that the B2B messages will appear and translate to the readers. Although the communication department manages the social media matters as a whole, the content is also produced by other units.

F-Secure has definitely not established a hierarchical corporate culture, we fully trust and rely on our employees in a sense that we encourage them to generate content for social media as well. Yes, we do skim some of the material through, before publishing them in social media. For example, employees at the lab generate their own content and share them in social media initiatively. We trust our employees here, and those who are experts in their working area, can produce the contents themselves. We could say that Facebook, Twitter, LinkedIn and Safe and Savvy- blog is in the hand of our communication department, that is, all of the contents being produces are released through communication department. SlideShare is under our control; however, the B2B unit utilizes that particular channel frequently. Furthermore, the Labs-blog is entirely maintained by the personnel working at the F-Secure labs, and Community-forum is owned by our customer service. All in all, communication department leads and manages social media matters to a large extent, but other departments are also very much involved in developing our social media existence.

Q: What was the company ready to give up when social media was adapted into the company?

We did not have to give up on anything to be honest. Social media has been a positive addition to our company. Obviously, one has to constantly acquire more resources, but we definitely have not given up on anything. We see social media as a great opportunity. F-Secure has been involved in social media right in the beginning and we have very enthusiastic employees that are interested in social media as a whole. Given the fact that F-Secure operates in the IT industry, thus, people here take interest in social media and have been involved from the outset in the development of social media. Social media, so to speak, is a natural part of our business and corporate culture.

Q: What advantages and disadvantages have occurred for the company in social media so far?

It definitely takes time and it eats resources. On top of that, we have this one employee, who actually is responsible for social media, in addition to my colleagues and I and other units who help with it as well. In fact, we also have communication agencies that support our work in a global scale. Yes, it eats resources and takes time, but we consider it a positive thing regardless.

Visibility in social media is difficult to measure, considering the fact that F-Secure is listed in the stock market. Usually, all the things that we do are measured by attributes, to find out how well we have visibility, and what kind of value does it represent. There are lots of interactions happening in social media; hence, it is much more complicated to value the

effectiveness. In a way, we can follow and make our own conclusions on how well we perform in social media, but it is not exactly the same as measuring the effectiveness in the traditional media, such as journals and articles. Social media is enormous and that is kind of a negative thing.

The advantage is that social media forums are almost all free, but some of the blogs have a monthly fee. Via social media, it is easy to get visibility and get discussions evoked. It has the advantage of getting the opportunity to reach people in an instant.

Q: How does the company measure the effectiveness of social media?

We monitor these tools that we are currently using, and we evaluate how many people follow our pages, mention or share our news, and how many likes and follow the discussions actively. We evaluate these things on a monthly basis, and plan how to develop our pages as well. Of course we also determine the topics that seem to interest the followers of the blogs during the last few months; this way, the analysis can help us to discover the types of messages we should produce and share in the future to the customer and to the other followers. In monetary amount, it cannot be measured. Social media is very important to us. We have determined our goals to reach our target groups.

Q: How does the company reflect its strategic communication in social media?

Social media is an integral part of our communication. I must say that whatever we do and plan in regarding F-Secure operations, we always include social media aspect in our developments. So, just about anything we plan in communication, we always have to figure out how to conduct our communication activities via social media as well.

For example, if we had some kind of information that we want to send out and inform our customers that a new product has entered the market, we use our general channels to deliver the news, but we share the same news via social media as well. We create blog posts and open discussion forums regarding that new product. This is just a traditional media presence for our company, a very natural part of it.

Additionally, there is also a social media strategy, in which different social media channels are defined as well as goals we hope to achieve through each channel. This strategy is our guiding principle that guides us in terms of social media utilization.

Q: What are the reasons behind going into social media?

Well, it depends, but our main objective is to get our messages through. Every social media channel has different focus groups. Community-forum is more for customer service;

therefore, we do not attempt to tell people about our offerings, but to help and serve those customers. Majority of our followers are interested more in IT and technical matters, thus, social media allows us to communicate with our customers and share interesting topics according to their interests.

Social media has been a real success for this company and it plays an important part of our company. We simply cannot live without it. However, it is a challenge, especially when social media gets constantly renewed and developed, and we need to be involved in the process and we should be prepared for the new. Moreover, it is definitely a challenge when the business strategy itself gets changed, and we have to adapt our social media strategy to the business strategy. We attempt to develop ideas and new things all the time and we want to be seen amongst the forerunners. Social media is not our main channel per se, but we have these traditional media communication channels as well as communications agencies in each country. We have high visibility in the traditional press and in the media, so in a sense, social media is not essential, but it is essential.

Our industry, however, is suitable for the use of social media; therefore, the need and success of social media success and is one way or another dependent on the business sector.

Everything we share through our official channels can also be distributed by our employees. No one has the right to neither comment on the company's financial performance indicators nor comment on future strategic approaches. Everything that is classified cannot be discussed outside the company. We have a social media guide that consist rules and regulation regarding social media behaviour.

Appendix 7: Interview with Tekla

Q: What social media tools does your company currently use?

Social media is actually a new thing for our company. We began to use it a little bit more in the autumn, and I have been somewhat involved in it. We are trying to get people in Tekla to participate more and to develop social media strategy in general. I do all kinds of updates in social media as well.

We currently have a Facebook page in use, in fact Tekla has an official Facebook called "Tekla Corporation" which is managed here at the headquarters. I usually update the page and sometimes other employees from two of Tekla's business areas update the page as well. Every regional office of Tekla has its own local Facebook pages also. We have ten Tekla Face-book pages at the moment.

In addition to Facebook, we have one Twitter account which is maintained mainly in the head office here. Global material is provided in Twitter and it is not in use of other offices of Tekla. Moreover, Tekla has a YouTube channel as well. YouTube is actually very important for our company because marketing and educational videos are uploaded in YouTube. When a new version of our software has been developed, we upload videos discussing that product.

Additionally, we have weblogs, for both of our business areas that are written here. Those tools are the most important ones. We have a LinkedIn profile, but there is not so much of activity. LinkedIn profile is for job postings and employment purposes mostly. There are all sorts of discussions going on in LinkedIn; to some extent Tekla employees are involved in the conversations as well.

We have made the decision that we do not use social media for customer service due to the nature of our business. Our products are complex, so the questions of our customers are generally complex as well. We give our support only to clients in the maintenance, so it would be difficult to do in social media. We do respond to easy questions through social media. We navigate our customers to extranet to discuss difficult matters.

We are currently working on the social media guidelines in which the channels, our target groups and goals are determined. Facebook is supposed to be a bit lighter than other channels we use. In Facebook we share interesting pictures of our established models or campaigns, and we post information and links to articles and newly uploaded videos. We would like to bring people-oriented side of Tekla by, for instance, sharing pictures of our developers. Twitter is for sharing more current news, news about our industry and events. For those particular

things Twitter is really good. If there are a seminars or trade fairs coming up, we inform our followers about them via Twitter and Facebook. Facebook postings are quite different than Twitter depending on the subject. If the content is suitable for both channels, the content is posted in Facebook and Twitter. The topic of the posts might be similar, but written differently in each channel.

Q: Who is responsible for managing social media in the company?

Well it is a bit divided. I am currently the person who has the role of Coordinator. I am trying to get a small "team" gathered, not a formal team per se, to get employees from different units to participate in social media. I work in the marketing department; therefore, I don't necessarily know everything that happens in the building or outside in the field. Other employees have lots of interesting content to share with others. That is why we are aiming to encourage our employees to partake in creating content in social media. I have managed to collect people from each team who could get involved. They have been given admin rights to Facebook, so that they could actually go online to update the site with new posts, follow the comments and respond to them.

We've given admin rights to some of the employees. We do not have any pre-approval whatsoever. In case there are persons who provide contents to other places, they sure know what is appropriate and what is according to our line. We are still trying to get people be more active towards social media. There have not been problems so far.

All of the local Facebook sites have a local administrator who is responsible of maintaining the site. Every Tekla office has one person from the marketing team whose one of the responsibilities is upholding their local Facebook page. It is perhaps limited in what the worker will be able to do with social media amongst other tasks. Local sites are handled locally and we might provide links and tips for them.

Q: What about resourcing?

We do not have an employee that would be fully involved with social media. I also have a lot of other things to take care of. The intention was not to use my time entirely in social media either. On the other hand, this is one area that it can be used all day and throughout the working hours. Many make social media addition to their work, but I manage it perhaps the most.

The amount resources obtained is the problem when it comes to fully devoting to social media. Companies go easily into social media without necessarily even realizing that it requires a

lot of time and resources. Things are changing all the time in the virtual world and companies need to keep up with the postings and be extremely active. Social media provides lots of opportunities, but you have to focus on something.

Initially, we jumped to social media without concrete purposes, goals or objectives. When we went to social media, we did not have defined goals at all. After social media use we started to think about them.

Q: What was the company ready to give up when social media was adapted into the company?

We have not given up on anything, but maybe the focus has now been shifting towards the online world all the time. For example, before the campaign we create flayers and put ads on newspapers and so on, but now those things are not as important as putting information about the campaign in social media and in different web pages.

We used to have an editor, who produced all kinds of contents on different channels, so he usually did the updates, but now someone had to take care of it; therefore, the work was given to me. Yes, it takes time. At one point, Tekla wanted to hire a community specialist, but could not be found, because at that time social media was still a new thing, social media was not the kind thing that people had experience with. If you want to do this really well, then you should invest in it more. Currently, we do social media as much as we can, but if there was one person who would take care of this matter completely, a lot more could be done.

Q: Do you think that there is a need for the company in being in social media at all?

I believe that social media is useful for Tekla, we should absolutely be there. Social media helps us to get our voices heard, to get comments and feedback from customers and from others and it also helps in recruitment purposes. Tekla has trouble obtaining suitable workers because we work in a special field and we are international, so social media is useful in terms of locating young and recent graduates. Tekla's software is a building information model, in which information sharing is essential. All the parties of a construction project distribute information through the model as much as possible. Therefore, in some way social media is a bit similar in terms of being open and transparent and the access of information is easy and fast. In a sense, our software and social media support each other.

Our business does fit in social media. Tekla is a B2B oriented company, so our company communicates with other companies and we do business with other companies; however, there are always people behind every company. Our end users are engineers and decision-makers

are people and Tekla have people at work. As such, social media is really good and is one of the ways that humanizes companies and enhances conversations from person to person. I do not know how our social media usage will end or how it will be taken forward, but we should definitely continue being there now that we are already there.

Q: What advantages and disadvantages have occurred for the company in social media so far?

Our field is not a contradictory; we have been using social media safely, so that it does not evoke any emotion, so to speak. We have received a lot of positive feedback from time to time, which is always a good thing. All in all, so far we have not had any conflicts.

Benefits we get through social media are the fact that we get visibility, we can get direct access to our customers and to users of our software, to whom we may not necessarily get connected to due to retailers between our company and the final users. The users of our software might not have a direct contact with Tekla, but we can be connected with them through Facebook. On Twitter, for instance, if there was a certain Twitter account holder who has many followers, has a say and knows a lot about this industry, can possibly re-post our shared information. This is one of the affective methods to create awareness and gain credibility through third party endorsement.

Of course, one should constantly be cautious about what can be said and what not in social media. Tekla is listed on the stock exchange, so we have very precise rules on what information can and cannot be shared. Everyone in this company should be aware of those matters and take them into account.

Q: How does the company measure the effectiveness of social media?

It is difficult to measure in money directly because we work in a field in which sales processes are very long and complicated that they require personal consultation. Therefore, in terms of measuring the effectiveness in money, we have not even tried to do that in social media at all. Currently, we measure the success by the amount of followers we have, interactions established, comments, likes and the amount of users forwarding our shared posts and so on. Those aspects can be measured and we can discover the level of interests of our followers.

If the aim is to create dialogue and awareness, those indicators help us to get some idea of how well we are performing in social media. We have set our objectives on an annual basis, not on a monthly basis, but we are monitoring the figures and the behavior in social media. Once a year we conduct a proper overview. However, this issue is currently under develop-

ment and improving it. So far, our performance in social media is doing well. In fact, I have conducted tests by sharing posts that deal with different topics and then see which ones of the posts interests the readers the most and which do not.

We have a social media guide that is intended to give Tekla's employees guidelines for social media behavior. Things, like "what can be talked about and what cannot" and how each user should represent Tekla under his/her name and so on, are all explained in the guide. We have an open wall in Facebook, so everyone is free to write and sometimes we get posts from our customers as well. Tekla's employees have yet to be more active and involved in maintaining our social media existence.

We have defined our main objectives, and they vary per channel. In Facebook we aim to raise dialogue and get feedback. Majority of our followers are individuals, but occasionally we get postings from companies as well. In Twitter, our goal is to create brand's image as Tekla and be amongst the forerunners. The most important goal in using YouTube is to educate the users of our software. All in all, the reason behind social media utilization is to get in touch with customers and create discussion and enhance the image of Tekla.

Q: How does the company reflect its strategic communication in social media?

With social media we aim to create an image of Tekla as a forerunner, increase awareness and recognition of our company and establish a foothold out in the field. Despite the fact that our company is B2B oriented, we still want to reach and communicate with individuals in the virtual world.

We do not actually have a separate communications strategy. However, everyone must ensure that the communication is according to the company's brand and image. We cooperate with our communications department, so together we have gone through this issue carefully and made sure that we are doing this right and according to our communications guidelines. We have made certain that everything works as it should. However, Tekla's communications department is not involved in managing our social media channels. Communications department handles mostly the internal communication whereas marketing department is responsible for taking care of the external communication.