

TOWARDS BETTER STAKEHOLDER ENGAGEMENT IN SOCIAL MEDIA

Analyzing Metso Corporation's followers on Twitter

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Abstract <p>Engagement in online communication is vital in the present business environment. The thesis topic was assigned by Metso Corporation's Group Communications in August 2011, in order to address a need to promote the degree of engagement with the company's Group-level Twitter account followers. The objective of the thesis was to discover who follow the Metso Corporation on Twitter. Learning more about the followers will give a deeper insight into development of communication on Twitter, and consequently, to improve the engagement between the company and its stakeholders.</p> <p>The thesis was implemented in four stages. In the first stage, different online Twitter follower analyzing tools were studied, and their suitability for the research, and Metso's image, was weighed. Secondly, a questionnaire for the Twitter followers of Metso was composed and implemented, and the followers' geographical locations were investigated. Thirdly, a follow up study about the followers was carried out during April 2012. The last stage included analyzing the research data using a tool previously agreed on and manually processing of the data with the Excel spreadsheet software.</p> <p>The results indicate that the majority of the followers of Metso are professionals and companies specifically interested in or working in similar industries as Metso, or are media, marketing and communications professionals. The kind of communication they would prefer includes official corporate-level updates about the company and specific industry related information. Based on the results, it can be concluded that they follow Metso on Twitter because they have common interests. There is a demand for the group-level account, and it is beneficial to have industry-specific Twitter accounts to support the group account. In the future studies on the same topic by Metso, it can compare the new results with the results presented in the thesis to ensure constant development and good level of engagement.</p>		
Keywords Twitter, social media, Metso Corporation, engagement, segmentation, profiling, internet marketing		
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Työn nimi KOHTI PAREMPAA SIDOSRYHMÄSITOUTTAMISTA SOSIAALISESSA MEDIASSA Metso Oyj:n Twitter-tilin seuraajien analysointia		
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Toimeksiantaja(t) FARKAS, Richard Manager, Digital Communications, Metso Group, Metso Oyj		
Tiivistelmä <p>Verkkoviestinnän seuraajien sitouttaminen on nykypäivän liike-elämässä elintärkeää. Opinnäytetyön toimeksiantaja on Metso Oyj:n konserniviestintä, jonka tarkoituksena oli käsitellä tarvetta kasvattaa sitoutumisen astetta konsernitason Twitter-tilin seuraajien eli erinäisten sidosryhmien edustajien kanssa. Opinnäytetyön tavoitteena oli selvittää, ketkä seuraavat Metso konsernia Twitterissä. Mitä enemmän Metsolla on tietoa Twitter-seuraajista, sitä enemmän sillä on näkemystä siitä, mihin suuntaan Twitter-viestintää tulisi kehittää. Viestinnän kehittäminen vastaavasti johtaa sidosryhmien ja yrityksen välisen sitoutumisen paranemiseen.</p> <p>Opinnäytetyö toteutettiin neljässä vaiheessa. Ensimmäisessä vaiheessa erilaisia Twitter-seuraajien analysointityökaluja tutkittiin internetissä ja arvioitiin niiden soveltuvuutta tutkimukseen ja Metson imagoon. Seuraavassa vaiheessa luotiin ja toteutettiin seuraajille suunnattu verkkokysely sekä selvitettiin seuraajien maantieteellinen sijainti. Kolmannessa vaiheessa toteutettiin kuukauden mittainen seurantatutkimus Twitter-seuraajien määrästä (toukokuu 2012). Viimeinen vaihe sisälsi tutkimusaineiston analysointia aiemmin sovitulla työkalulla, ja sen käsittelyä Excel-ohjelmalla.</p> <p>Tuloksista käy ilmi, että suurin osa Metson Twitter-tilin seuraajista on ammattilaisia tai yrityksiä, jotka työskentelevät tietyllä alalla tai omaavat erityistä kiinnostusta jotakin Metson liiketoiminta-alaa kohtaan. Seuraajissa on myös median, markkinoinnin ja viestinnän ammattilaisia. Mieluisinta viestintää heille joukkona olisivat konserni-tason päivitykset yrityksen tilasta sekä erityisen, liiketoiminta-alakohtaisen informaation jakaminen. Tuloksista päätellen kyseiset tahot seuraavat Metsoa, koska heillä on yhteisiä kiinnostuksen kohteita. Voidaan todeta, että Metson konserni-tason Twitter-tilin twiiteille on kysyntää, ja Metsolle on kannattavaa ylläpitää liiketoiminta-alakohtaisia Twitter-tiliä konserni-tason tilin tukena. Tulevissa tutkimuksissa Metso voi verrata tuloksia opinnäytetyössä esitettyihin ja varmistaa jatkuvan kehityksen sekä hyvän sidosryhmäsitouttamisen myös jatkossa.</p>		
Avainsanat (asiasanat) Twitter, sosiaalinen media, Metso Oyj, sitouttaminen, segmentointi, profilointi, internet markkinointi		
Muut tiedot		

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1 INTRODUCTION

This bachelor's thesis explores the followers of Metso Corporation on the microblogging tool Twitter. The assignment was initiated by the company in August 2011 to address a need to expand the knowledge of the current state of their Twitter account and its followers. The Metso Corporation is a global listed company that supplies services and technology for its customers in process industries such as mining, construction, pulp and paper, and oil and gas (Metso in brief, 2012). The research is conducted with several Twitter and social media analyzing tools. Other material includes theoretical sources and a one-month follower monitoring to explore the development of the key figures of Metso's Twitter account.

The assignment is to specifically find out who follow Metso Corporation's @metsogroup profile on Twitter, principally by segmenting the followers and assigning each follower to appropriate categories. When the followers are divided into several categories based on different attributes it can be found out what kind of communication would serve the majority the best. The number of the followers is constantly growing but little engagement is taking place at the moment. This research aims to produce information that would help Metso to increase the appropriate form of engagement with its followers and create a foundation for its Twitter strategy. With this information Metso will be able to develop its Twitter activities, engage and interact with its Twitter followers in the way most likely to succeed, as suggested by the results of this research.

1.1 Metso Corporation

Metso Corporation is a global listed company based in more than 50 countries. It is a supplier of technology and services worldwide operating in business-to-business (B-to-B) markets. Metso's customer industries are mining, construction, power, oil and gas, recycling, pulp and paper. Over 30 000 employees work for Metso. Figure 1 shows their distribution around the world. At the moment 30 % of the employees are located in Finland but Asia-Pacific area already accounts for 17 % of the amount of employees. In year 2011, Metso's net sales were 6 646 million euros, as shown by figure 2 for the development of the net sales in 2007-2011. (Metso Annual Report 2011, 11.)



FIGURE 1. Metso personnel by area

FIGURE 2. Net sales 2007-2011

Metso Corporation segments its businesses in different technology fields. The Mining and Construction, Automation and Pulp, Paper and Power form the three biggest ones. Recycling and Valmet Automotive are separate entities. The customer industries are associated with these businesses.

Metso operates in the business-to-business (B-to-B,) market which means its customers are other businesses in these fields. According to the online version of Metso Annual Report 2011 (www.metso.com/2011), for example mining produced 30 % and paper 26 % of the total net sales; figure 3 will further explain the ratios in 2011. In this thesis the main emphasis is put on the customer industries because that gives a more coherent and comprehensive view than the organizational structure. (Metso Annual Report 2011, 1.)



FIGURE 3. Net sales by customer industry in 2011

Metso's strategy concentrates on five (Group-level) strategic must-wins that are Services, Growth countries, Technology (these three relate to customers and markets), Operating model and People (these two relate to enhancing internal value creation) and global megatrends. Must-wins ensure Metso's position as a great choice for the stakeholders today and in the future. Global megatrends (globalizing economy, rise of the growth countries, demographic changes and sustainability and climate change) are developments that affect Metso and its customers. Metso has included these megatrends in its business strategy because of their power to change the world we are living in. In the long term the company focuses on sustainable and profitable growth (The world around Metso: Energy Century, Options for fueling the future, 2011).



FIGURE 5. Net sales by market area

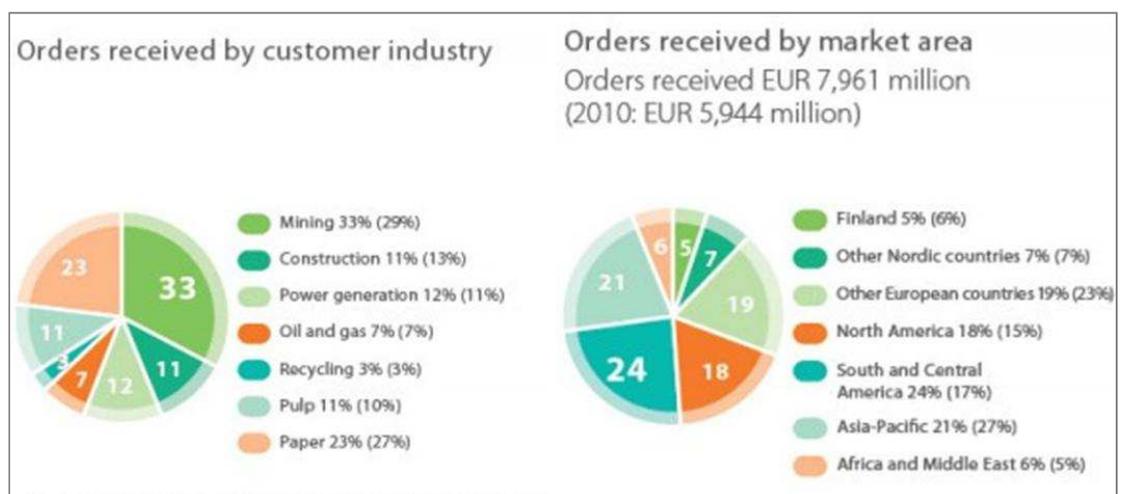


FIGURE 4. Order intake by customer industry and market area in 2011

The focus of Metso's business today is in the Asia-Pacific area along with other developing markets. Figure 4 presents the net sales by market. The percentage of the Asia-Pacific area stands out as the biggest one, 25 % of the net sales, followed by other Europe, 23 %, and North America, 18 %.

The emphasis on the emerging markets is also visible in the order intake for 2011 with 24 % coming from South and Central America and 21 % from the Asia-Pacific region. At the moment mining (33 %), paper (23 %) and power generation (12 %)

industries are on the topping the list in order intakes of customer industries. Figure 5 explains the situation in more detail.

1.2 Research background

Metso's Twitter account was established by Metso's Group Communications team in late 2009. In early 2011, by the time Twitter was more known in Finland as well, the communications team decided to find out more information about Metso's followers, hoping to "do Twitter right" and to actually serve the followers, i.e. their Twitter audience better. This was due to the growing number of followers which indicated that there is at least general interest towards Metso's tweets. Today the number of followers keeps increasing regularly and there is no clear understanding why those people want to follow Metso and what kind of content would serve those best in this general Corporation account. Metso Paper and Automation also have their own accounts. When Metso knows what kinds of tweets the followers want to receive in this main account, and what kind of engagement level they are ready for Metso will be able to generate more interaction with the followers. This research is going to provide guidance for Metso's Group Communications in serving their followers and developing the nature of Metso's Twitter presence.

Social media in companies' external communication can be handled in various ways. The channel and the purpose vary according to the information that is shared and the "audience" of the information that is shared. There are several purposes for companies' social media accounts such as networking with stakeholders, product presentation and promotion, recruitment, support, selling, sponsorship, engagement, promoting corporate responsibility, sharing general information about the company, sharing news and regional information, investor relations communication, and employee communication. The list could go on but these are a few examples of the versatility of social media account purposes. For now, Metso has had a neutral way of tweeting but it can be developed according to the followers' preferences.

Metso in social media

At the moment in the external communication Metso is active in Facebook, LinkedIn, Twitter, Flickr and Slideshare, and presence in other channels is constantly a work in progress. Internal communication covers social media aspects in Metso's Intranet, Avenue that was launched in autumn 2011. It is based on Microsoft Share Point collaboration software that enables the use of contemporary internal social media tools such as forming subgroups for experts in different fields. Sharing know-how, the strategic resource, efficiently is all the time more and more important for global companies. (Kinnunen 2011, 13.)

Metso's account in Facebook is dedicated to recruitment and is targeted to young job seekers, mainly trainee and summer job opportunities are promoted. The site is run by Human Resources (HR) department and they also give answers to questions about working at Metso both in Finnish and in English. (Kinnunen 2011, 14.) Metso has been on Facebook since the beginning of 2011. The site can be found at <http://www.facebook.com/metsotrainees>.

Metso's LinkedIn works more as a professionals' channel. There are several active groups of which the most popular is Metso's main group that is open to all internet users. It is not facilitated by any particular person but is a forum run by active volunteers. See <http://linkedin.com/company/metso>.

For Metso Flickr is not an engagement hub itself but a place from where pictures and photos of Metso related issues are shared to other channels. Metso prefers people to browse its company website instead of e.g. Flickr. Metso operates the same way in Slideshare. Also search engine visibility is better when slides and images are shared on these tools.

Twitter for Metso is, at the moment, a general information and news sharing channel. At <https://twitter.com/@metsogroup> anyone can read tweets about Metso's latest news or for example reminders about upcoming news conferences. The tweeting frequency is approximately a couple of tweets per week, and more during results or other significant events.

At Metso, the Group Communications team is active in following and monitoring social media functions and activities. Also the Twitter profile is administrated by them. Even though the message to the audience has been very general and informative only, the Twitter account seems to do well. This research is going to enlighten whether or not the account fills the expectations of the followers as an information and news channel. If not, it can be developed to the preferred direction of the followers. According to Richard Farkas, Digital Communications Manager, Metso Corporation, Metso is in an exploring stage on the way towards ideal social media presence (Richard Farkas, 29.2.2012). Such a big company requires many steps to social media.

Research problem, questions and objectives

The assignment to study Metso's Twitter followers first came from the Group Communications department since they had realized the potential of Twitter and were willing to develop the communication on Twitter further. The research problem is that Metso has only little knowledge about its followers on Twitter. Not having enough information about the followers indicates that it is very challenging to engage with them properly and effectively. The objective of Metso Group Communications is to build a Twitter strategy on the basis of their own material and the follower information this thesis provides. In other words, this research aims to "feed" Metso's Twitter strategy by generating information about the followers that can also be used directly in producing relevant content to the audience in question.

The reason why this study is targeted at Metso's Twitter account is that Metso considers Twitter as a powerful tool where a company should be in. This relates to serving the online audience in the best possible way by providing content to relevant channels - content that the audience most likely would want to get. Traditionally companies like Metso may have had fairly closed communication culture because of the stiff disclosure policies and the obligations of listed companies. Disclosure policies and regular releases are still as important as always but Twitter gives Metso an opportunity to challenge its way to operate to be more open.

To understand Metso's Twitter followers one must find out who the followers are, why do they (want to) follow and what is their relationship towards Metso like. *Who Are Metso's Followers on Twitter* is the research question. Sub questions are *in what ways they are linked to Metso, why do they want to follow Metso and what is the nature of the content they would like to receive.*

The objective behind answering these questions is the aim to build a so called follower profile, an explanation of what are the followers like. According to that Metso will be able to better modify the content to meet the expectations of the audience. As in marketing research the foundation is built with the information of the target customers, in creating social media and Twitter strategy the basis lays in knowing your audience. The Twitter strategy development process is pictured in figure 6 and the highlighted boxes show the scope of this thesis.

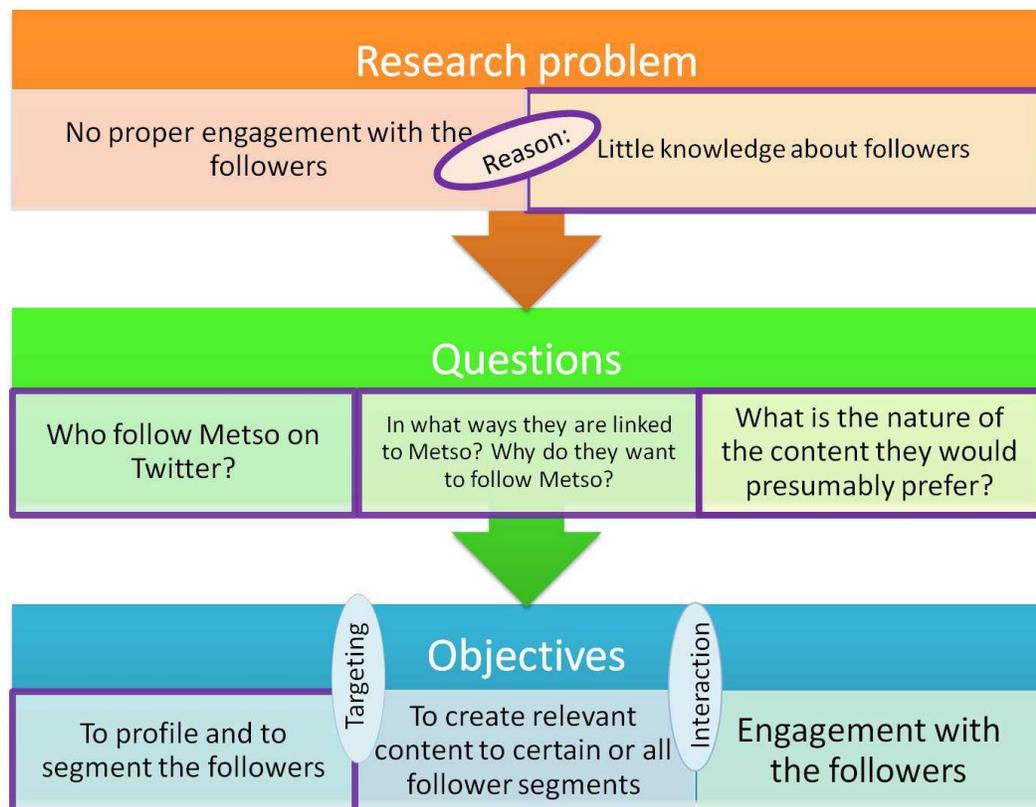


FIGURE 6. Research problem, questions and objectives where the thesis scope is highlighted

Objectives of this study are also long term goals. Knowing more about the current followers would help Metso to produce more targeted and relevant communication and content. That on the other hand would leverage with engaging with the followers, which then would lead Metso to follow more interesting and useful Twitter profiles and more interaction could happen.

1.3 Key terms in the thesis

There are several key terms used in this thesis that may not be familiar in everyday language. Below the main terms are defined in an order from wider concept to more detailed ones.

Web 2.0 refers to the development of information technology solutions on World Wide Web, which enables social media. Applications through which interactivity and user-orientation are possible are part of the web 2.0 concept. (Kinnunen 2011, 8. And 'Millionth English word' declared, 2009.)

Social media means Internet-based applications that rely on the web 2.0 technologies and ideologies. (Kaplan & Haenlein 2010, 60(2).) Social media is about individuals and groups creating and sharing content (=user generated content). Social media, unlike the telephone for example, is a communication channel where messages and information is spreading from many to many. Ways of using social media are many but six general categories are Forums, Reviews and Opinion Sites, Social Networks, Blogging, Microblogging, Bookmarking and Media Sharing. (Sterne 2010, xvi-xix.)

Facebook falls into social networking category by being a semi-open online community (Sterne 2010, xviii). With Facebook you are able to get in touch with friends all over and update your latest news. Privacy settings can be adjusted so that your content is not shown to anyone outside your friends.

LinkedIn is a very popular global networking tool used in business and working life by professionals connecting online (Salmenkivi-Nyman 2008, 123).

Twitter is a social networking and microblogging service. In this online information network users can connect with the latest news and other content they are interested in. Also its founders, Jack Dorsey, Evan Williams, Biz Stone and Noah Glass were keen on creating a network that wasn't run by companies but people themselves (Smith & Llinares 2009, 8). On Twitter, the basic assumption is that everything is public, i.e. everything published in Twitter will be visible to everyone on the Internet. Private communication can be done by direct messages but basically the nature of Twitter is to share.

"...Twitter has a little bit of everything; it allows you to communicate in a different way, it allows you to create a network of interesting people and to share and discuss interesting topics with like-minded people." (Smith & Llinares 2009, 7)

In the beginning every user has to register by creating a user **account** (also known as **profile**). For example Metso's user account name is "metsogroup".

Twitter is based on simple, 140-character messages, **tweets**, which users share with the world. Consequently the space for writing is very limited and the Tweets ought to be informative but also interesting. The fact that Twitter is very simple to use is one of its basic elements. (Smith & Llinares 2009, 4.) If someone was to tweet to Metso, that would happen by placing an "@" in front of the user account. That means 'to' or a way to address the user: "@metsogroup how are you?" Tweeting to other users is possible also by using the **reply** function that is visible above every tweet. With replying and writing to other users' conversations and discussions are generated on Twitter.

Following means that the user follows the accounts he/she is interested in and reads their Tweets. This happens by pressing the "Follow" button in some other user's profile and after that the user's Tweets will appear in your stream of Tweets. The more a user follows, the more hectic the stream gets, so it is wise to carefully think whether an account is worth following.

Followers are the ones who follow your account and who want to read your Tweets. Your Tweets will appear to your followers' stream.

Retweet (RT) is the "forward" function of Twitter. This allows the user to forward an interesting tweet to all of his/her followers. Retweet is an important function in the reach concept (see below) because there is always the chance that a follower might retweet a tweet which then gets more visibility.

Reach is the amount of followers that we can assume has the opportunity to see for example Metso's tweets. It covers the followers and their reach. For example a tweet that is tweeted today reaches a hundred followers who follow the account, and one of the followers also has a hundred followers. If this follower retweets the original tweet it will reach again a hundred Twitter users. Although, whether they see the tweet or not, there is no guarantee.

Hashtag is a way of tagging your tweets, i.e. putting them into categories. Tags are made with the '#' sign in front of a word, for example #Metso would mean that the tweet is related to Metso.

Influencer is a widely used term for important player in social media field. Influential users are important for e.g. companies because through them the companies' messages could spread effectively. There are no specific measurements or numbers on how to define an influencer. To distinguish these users in Twitter one or more following aspects have to be remarkable: the size of the user's audience (followers), the degree of the user's connectedness (following and followers) and the power of the user's voice (interesting content). (Sterne 2010, 50.)

2 UNWRAPPING SOCIAL MEDIA

The drivers behind the success of social media are simple. People have the need to share information constantly with each other, and web 2.0, enables that. There is also the economic factor – people spend time online and businesses try hard to catch their attention. Where there is “buzz”, there is a marketplace. (Bernoff & Li 2008, 27.)

Traditionally, social media has clearly been a part of the consumer business where products and services are marketed straight to consumers. In the B-to-B (business to business) field there are fewer examples and role models in social media, which makes it challenging for B-to-B companies to begin operating in social environment. According to Bernoff and Li (2008, 101-102) the key aspects for B-to-B companies’ social media actions are to pick clear goals and to keep in mind that there are real people running the companies.

Online communities or such social media tools are often monitored and/or have their own rules on how to act in the certain environment correctly. New users often have to agree on the rules before they put up their own account. Also companies establish different best practices and guidelines for informing employees about what is good communication in social media from the company’s viewpoint. These are all crucial aspects in social media because the nature of sharing, communicating and having dialogues online always includes risks of for example discrimination or business-related disclosures. The same aspects also empower the might of social media because they can show the human side of businesses and bring together old friends and people who think alike.

2.1 Communication in social media

Social media is defined in various ways. Apart from information sharing, one factor that distinguishes social media from the traditional media is the border between au-

thors and readers. It has become more indistinct. Information generating and sharing has blended in together with consuming and distributing it. In social media, the way of generating content and distributing it is interactive. (Chen, Lusch, Li, & Zeng 2010, 13)

According to Riku Vassinen and Antti Isokangas (2010, 154) communication in social media is featured by eight categories. Sharing, publishing, recommendation, peer support, helping, buying and selling (=doing business), playing/gaming and dating represent the way of communication in social media. Every social media user forms the audience for these different ways of communication but there are also those users who rarely communicate themselves and mainly receive communication. In this research this latter group is called observers.

The internet was originally designed to make communication and information sharing easier, so sharing interesting content (for example by retweeting on Twitter) is not a new phenomenon. The difference between sharing and publishing is very fine, though. Publishing is self-expression that is slightly more time-consuming than just sharing content. Recommendations, users' experiences on services and products, are a natural part of today's consumer-centric world. Peer support does not only mean help from people sharing the same values as you yourself but also keeping up a conversation about commonly interesting issues. Helping relates to the sense of belonging in a community and serving a greater cause. Buying and selling also go fast toward being more and more social – nowadays it is possible to “group buy” which means gathering a group to buy a certain product with a certain discount. Playing is social and often online games are applications inside social networks. Dating has naturally moved to the internet from news paper columns. (Isokangas & Vassinen 2010, 154-180.)

2.2 Social media success

The social media concept does not include strict rules or principles for people or companies on how to act to get the best outcomes. The theoretical material about

how to do well on web 2.0 mainly suggests actions and guides based on the writers' and researchers' observations. There is certainly an increasing number of social media enthusiasts who write blog posts and books about ground rules on succeeding in social media. On Twitter listening, engaging and having conversations are usually listed as key elements. The theories in this chapter are combined from the material of the enthusiasts and the marketing experts. It is to be noted that these theories are intended to be used before entering the social atmosphere, in an exploratory phase. This is not the case in practice, though, but companies already have their account(s) established before the exploratory phase. The accounts are then developed on the way.

2.2.1 The POST theory

This alliance of web economy development, interactive technologies and people's natural desire to stay in touch with each other creates challenges for companies. The impact of social media cannot be ignored today since consumers, clients and stakeholders are out there. Companies need social media strategies to pave the way to social media success.

Bernoff and Li introduce a POST method, a framework in creating the path to social media. POST refers to words

- *People,*
- *Objectives,*
- *Strategy* and
- *Technology.*

The systematic POST framework begins from a people phase. It is a part where the company should investigate on the activities and activity levels of their customers and stakeholders in the social media atmosphere. It would be all wrong to create a social media strategy without knowing whether the customers want to read latest news or for example actively take part in product development. (Bernoff & Li, 98.)

Second step, objectives, aims for the company's self assessment. Questions like *what are our goals* and *are we keen on communication in terms of marketing or increasing sales* are relevant at this stage. If the objectives are clear, the strategy will most likely be more successful. (Bernoff & Li, 98-99.) Bernoff and Li also present five suitable objectives for companies. It is ideal that companies would choose one of them as their main goal in social media based on their company goals in general. They are

1. Listening – To understand customers better
2. Talking – Spreading information about the company more broadly than only in banners etc.
3. Activation – For companies with strong (consumer) brands. Pushing the most eager fans to promote the company even more.
4. Support – Utilizing tools to help customers help each other
5. Engagement – To take customers in to the business and cooperate with them in product development.

Third phase in POST method is strategy. It is a step to define the wanted changes in the relationship between the company and stakeholders online. Do you want them to forward messages to others in the target market? Or do you want them to take part in your company's activities more? When the changes are defined they should be measured while implementing the strategy. Preparing the personnel for the changes in customer relationships is also relevant.

Last in POST method is technology. After accomplishing the previous steps the company ought to be ready to choose suitable techniques to social media. They can include for example blogs and social networks.

Adam Metz (2012, 137-143) adds letters *l* and *m* to Bernoff and Li's theory, which stand for listening and measurement. That is relevant since social media (especially for business) is about sharing and setting goals – for good sharing both talking and listening is needed, and reaching goals has to be measurable.

2.2.2 Target marketing strategy

Social media activities in companies are often the responsibility of people who work or have worked with communication and/or marketing. Digital Communication or Social Media Managers have to be up to date with business, communication and also IT know-how to manage in their jobs.

Marketing relates strongly to social media because appealing content is needed, and the brand is constantly present. Also the right target groups have to be found and their needs fulfilled inside social media like in any other marketing channel.

The concept target marketing strategy means that the market is divided into segments and products are developed based on the segments' needs. Segmentation, i.e. dividing the total market is implemented based on important characteristics that the customers share. People (or companies if you are working in the B-to-B sector) with similar traits are placed in the same segment. (Solomon, Marshall & Stuart 2008, 203.)

After segmentation, marketers assess the different segments to find the ones with most profit potential and attractiveness (Arens, W., Arens, C. & Weigold, 2011, 204). The segment(s) the company decides to direct its marketing activities to will form the target market (Solomon, Marshall & Stuart 2008, 216). The target market represents the group of customers (and interest groups) the company wants to appeal to. Social media content can also be seen as a product or service with which a company desires to appeal to and engage with stakeholders.

For companies segmentation and targeting are lifelines because selling something to everyone is not possible. Marketers group similar customers into segments to be able to meet the needs of a certain group. The division can be done in several ways but since companies know their own products, goals and for example production technique the best, a good starting point is to segment according to those. By targeting they please and serve customers who benefit from it the most, and who also bring the most profit to the company. (Solomon, Marshall & Stuart 2008, 216.) In this

research the target marketing strategy is taken to the segmentation stage. The targeting decision is the responsibility of Metso's Group Communications.

3 IMPLEMENTATION OF THE RESEARCH

The research implementation process consisted of four parts. Firstly, in the preparation stage different Twitter follower analyzing tools were studied on the internet and their suitability for this thesis and Metso's image was weighed. Secondly a questionnaire for Metso's Twitter followers was drawn up and the followers' geographical locations were found out. Third part, the follow up study about the followers, was carried out during April 2012. The fourth part included pulling data out from the previously agreed tools and then processing the data manually with Excel, the spreadsheet software.

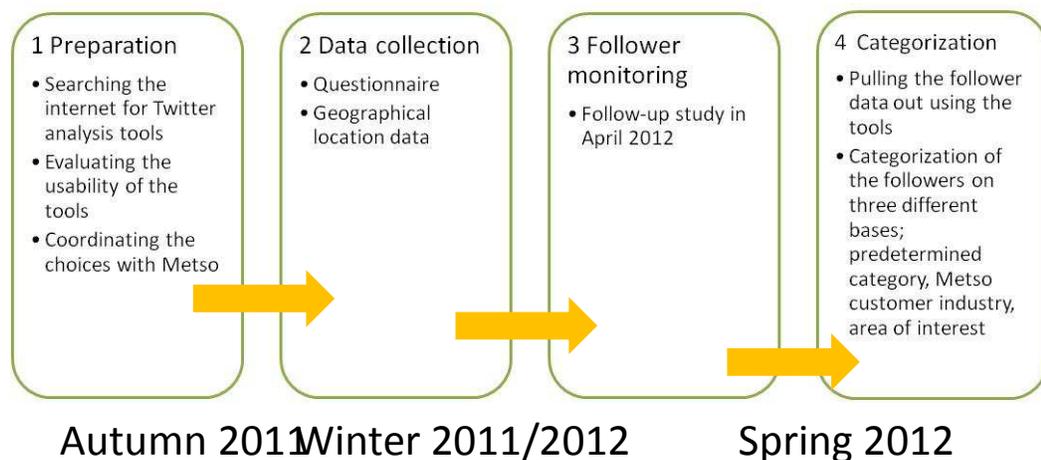


FIGURE 7. Thesis process chart

Preparation

In the preparation stage Tweepmap (www.tweepmap.com), Survey Monkey (www.surveymonkey.com) and SimplyMeasured (www.simplymeasured.com) tools were chosen to be used in the research to analyze the followers. The criteria for choosing them were clarity, simplicity, reliability, informativeness of the results and the possibility to export the followers to a spreadsheet.

The consensus in which tools can be used was found together with Metso's Group Communication team members, the assignees of the thesis. Several tools were considered but most of them had unnecessary features in them and/or they seemed risky from Metso's point of view. Tools were narrowed down to the most reliable and inexpensive ones. Social media was put to good use in this part when different tools were evaluated with the help of blog posts and discussion forums about user experiences and recommendations. The results of the overall study are presented in chapter four.

All the three tools are fairly easy to operate, and also inexpensive. *Tweepmap*, a tool that maps the locations of the followers in percentages, operates by requesting an authorization. Once the user has authorized this application to use the Twitter account information (the location information of the followers in this case), the tool generates a list of the followers' locations. Knowing the locations of the followers is one significant factor in profiling the followers.

Survey Monkey, a survey and questionnaire tool, offers free Basic account and paid Pro accounts (Plus, Gold and Platinum). The thesis assignee from Metso put up a Pro Plus account with which the questionnaire could be modified to correlate more with Metso brand than for example the free version. The tool was used to make the online questionnaire for the followers.

Simply Measured generates social media analysis reports in free or paid versions. Free reports include for example YouTube Channel report, Facebook Content Analysis and Google+ page report. For this research a free Twitter Follower Report was chosen. This report type was chosen because it provided the information needed – a

list of followers specifically in Excel form and metrics such as the number of tweets were presented.

Data Collection

The follower location mapping was done on December 7, 2011 with the assignee. The tool generated the location report almost immediately after the request was sent in www.tweepsmat.com. The report included pie charts and lists about how many followers there are per country or per state/province/city. In this study, and for Metso's use, the country dimension is considered sufficiently accurate.

The questionnaire was carried out with Survey Monkey and it ran between December 20, 2011 and January 6, 2012. During that period a great milestone in Metso's Twitter history took place – thousandth follower started to follow Metso. In other words the amount of followers over the survey period was approximately 1000 taken into account the new followers and ones that unfollowed. The assignee of the thesis opened a paid account on his name, and the questionnaire was executed with that account.

The two survey questions were planned to correspond with the information Metso still needed about their followers. It was essential for Metso to make the questionnaire easy to answer, hence the two questions only. To answer the web questionnaire the respondent had to click a link posted several times on Metso's Twitter account.

The questionnaire consisted of two actual questions and a pre-question where the respondent specified his/her language. The survey template was programmed to direct English speakers to answer English questions, Russians to Russian questions etc. Altogether there were six language versions: English, Finnish, Chinese, Russian, Portuguese and Spanish. The scale of the language versions was given from Metso and evidently chosen based on where Metso has locations, and where respondents would often like to answer with their mother tongue. Also the translations were made in Metso offices around the world. In appendix 1 the entire questionnaire is presented.

Unfortunately the two-question tactic failed in tempting a big number of respondents because only a fraction (26) of one thousand responded. The timing and tweeting about the questionnaire only every now and then affected the result. During Christmas and the New Year people tend to concentrate more on other things and they for example check their twitter more rarely. This leads to a lack of interest in spending time to answer questionnaires, even though short ones. Online questionnaires are very popular nowadays, which makes internet users easily skip answering questionnaires. Evidently the surveys should be systematically promoted to get tangible results. Judy Strauss and Raymond Frost describe concisely the advantages and challenges of online surveys as follows.

Advantages to online surveys are that they are fast and inexpensive, have broad reach, reduce errors, elicit honest responses, can be restricted to authorized participants, and are easy to tabulate. Disadvantages include poor generalizability of results due to poor sample selection, self-selection bias, inability to confirm the respondent's authenticity, frivolous or dishonest responses, and duplicate submissions (Strauss & Frost 2012, 150-151).

According to Strauss and Frost the online surveys have to be repeated from time to time since they are not very generalizable. In this research the assignee requested current information and is aware of the weak long term generalizability. For future surveys the tweeting frequency and the ways of promoting the questionnaire could be planned ahead. On the other hand in Twitter it is not good to spam your followers' stream by tweeting the one and same (survey promotion) message over and over again.

Follower monitoring

In April 2012 the development of Metso's Twitter follower amount was monitored. During the monitoring period @metsogroup account was manually checked daily at www.twitter.com/metsogroup and the number of followers, the number of tweets and the number of followees (=who Metso is following) was recorded to a spread-

sheet. During April 2012 the number of followers increased by approximately one hundred, from 1380 to 1480 followers.

Categorization

The Simply Measured report was generated in exchange for an advertisement tweet on @metsogroup’s profile. The tweet “I just used Simply Measured to generate a Twitter follower report” appeared on @metsogroup’s tweet feed and the report was generated. After exporting the report, a comprehensive listing of the 1509 followers on May 12, 2012, to Excel the manual research began.

Phases of the manual categorization of the followers were

- determining the categories,
- reviewing the followers one by one and
- forming the cross tabulation tables.

Category	Area of Interest/Operation	Metso Customer Industry
Employee	Communications&Marketing	Mining & Construction
Customer	CSR, HSE	Energy
Potential customer	IR & Investor related	Automation
Competitor	Financial	Recycling
Peer	Paper & Wood related	Pulp & Paper
Distributor/Agent	Industry Equipment	Power
Supplier/Partner	Metalwork	Several
Media/Journalist	Media, News & Information	Group
NGO or Government agency	IT & web	
Sustainability community	Traveling related	
Trade Union	Flow control	
Investor	Energy	
Analyst	Logistics	
Private person	Materials	
Job seeker/recruitment related	HR	
Educator	Mining	
Student	R&D	
Other/Unknown	Engineering	
Company in the field	Welding	
Person in the field	Processes	
Business/Industry media/info source	Recycling	
Idea,media, advertising services company/person	Maintenance	
Events related	Manufacturing	
Travelling related	Chemicals	
Consulting	Politics	
Project/Undertaking	Construction	
Metso's other Twitter accounts	Strategy	
	Infrastructure	

FIGURE 8. Complete list of different categories used in categorization

The main categorization criteria are based on Metso's existing listing of different stakeholders and the list was directly received from the assignee. Two additional categories enabled deeper categorization: Metso customer industries and the Areas of Interest. See figure 8 for detailed view of categories, and appendices 2-5. Dividing followers by Metso customer industry was based on the division of the metso.com website – *mining and construction, energy, automation, recycling, and pulp and paper* industries. Power, Several and Group categories were added to be able to recognize one more related industry, companies/individuals that operate in more than one similar industry than Metso and larger scale followers that would most likely do business with the Group level of Metso. The followers' areas of interests (Aols) were collected based on which kind of topics appeared in the followers' bios while the manual research proceeded. Aols are specific keywords that were distinct in a follower's profile description, for example "I am interested in social media" or "my passion is marketing" (these are not real examples). In these cases the Aols would have been social media and marketing. Private life areas of interests (for example golf or cooking) were not taken into consideration in this study.

Areas of Interest and industry review provide useful information to supplement the lack in formativeness of the larger categories. The categorization is based on the interpretation of the followers' Twitter names and descriptions only, and additional research (for example trying to find the companies or individual followers via search engines) was not conducted. All Twitter users must have a name in Twitter but only 60 % of the Metso's followers had a description about their account. In the best cases, a follower could be categorized by category, related industry and Area of interest. Followers who could not be identified were placed into Other/Unknown category.

Reach, in other words the followers of Metso's followers, is an important part of measuring Twitter performance as well. The Simplymeasured data provided this information, and since it is relevant for Metso to know what kind of followers they have, also the potential audience of their tweets is interesting. This information is presented ready-made by Simplymeasured in this thesis but the conclusions are made in the light of the research.

3.1 Methodology of the research

The research method used in this thesis is quantitative. Quantitative research consists of theoretical knowledge and a good impression on the phenomenon (Kananen 2011, 72). A research problem is established and research questions are derived from it. The material that is collected with quantitative research methods will then give answers to the questions. Variable is a key term in quantitative research, and it has attributes that are given numerical values. In this thesis we can see the followers of Metso as variables and their attributes are studied to provide the answer to the question who follow Metso on Twitter. For example a follower can be categorized, based on its attributes, as an employee or a competitor. The numerical value of an attribute has to be given so that arithmetical operations can be performed on them. (Kananen 2011, 77.)

The different concepts not only have to be given numerical values but also definitions. For example an employee is defined to represent Metso's own employees, not any employee. The defined concepts are then processed with statistical software, and because they have numerical values, it is possible to do so. In the process the variable is called a case, an object of measurement. In this study, both the quality (is the follower an employee, a customer or a competitor etc.) and quantity (how many Metso employees follow @metsogroup on Twitter) were studied.

Data collection method

A non-probability sampling was used to collect data about the followers. In quantitative research, a population is studied, and a sample should represent that population. Non-probability sampling lacks in statistical accuracy but that is not a problem in this case because the assignee is only looking for the big picture. There is no comparison data available on the population.

Population study was conducted because of the fast-moving nature of Twitter world. The number of followers keeps changing constantly, mainly increasing but also some followers quit following. It would have been impossible to study all the followers "on

the move” and that is why a best option was to take a snapshot of the followers in one certain moment (during the dates when data was pulled out from the three tools). This snapshot represents the whole population, at a certain moment to be exact, and enables the study to be conducted in a more static stage. Presumably this snapshot corresponds to the population on average at least in the near future.

Analysis and interpretation methods

The tables and figures from the research tools are analyzed and interpreted as they are. The list of followers from Simplymeasured is transformed into frequency distributions and cross tabulations with statistical software. Cross tabulation is also used as an interpretation method when finding out what similar attributes the followers have and which of the attributes link them to Metso.

3.2 Reliability and validity

Reliability indicates whether the research can be repeated. Validity refers to measuring – has one studied what was supposed to be studied in the research. (Kananen 2011, 126-127.)

The research is repeatable in the near future. It most likely would not be possible in for example two years’ time because of the rapid development pace of social media and its functions. For Metso’s ongoing project of serving the social media audience better the information is reliable. Also a study of the same kind could be made in one year’s time and it still might show somewhat similar results. Social media being a fast growing phenomenon which only the heavy users can keep up with brings its own challenges into evaluating the reliability of this research. The lack of previous examples and models of these sorts of studies makes it ambiguous. All in all, for the current need and for near future, these results can be seen as reliable.

The amount of information that can be drawn from Twitter followers is enormous. In this study the assignee company Metso had quite clear expectations and needs concerning the research outcomes. Finding out who are Metso’s followers consisted in

sorting out the locations, connections to Metso's customer industries, predetermined categories and major areas of interest. To fulfill the criteria of validity this research provides answers to those aspects.

4 RESULTS

On May 12, 2012, when the main data, the comprehensive list of followers in a spreadsheet, was pulled out Metso Group account had 1509 followers. That is the total amount of users following Metso Group account on Twitter that day and the categorization research is based on this fact. The number of followers is constantly growing still but the assignee's request is to have general data with a fairly large sample to form an understanding of the follower structure. The results are visualized with different charts (pie and bar), and frequency distribution and cross tabulation. These are used because all the research tools generated data in clear charts and tables.

Cross tabulation enables the examination of single numbers and also the analysis of larger sets. The cross tabulations can be interpreted by following each column and row to their confluence point. The confluence point describes the value or percentage of variables on top (x axis) by the variable on left (y axis) and it works vice versa as well. For example appendix 3 shows the ratio of how many Metso employee's have 0 to 100 followers (the confluence point of the first actual column and row – 9,5 %). (See appendix 3.)

Basic data

Over two thirds, 73 %, of the followers were people, one fifth were companies and only 5 % were irrelevant or unidentified others. The main difference between people and companies was their Twitter names – people usually prefer using their own name and companies the company name. Companies owned 21 % of the follower accounts. Only 6 % of the followers could not be directly put into either of the categories.

TABLE 1. The distribution of company, person and other followers

Company	Person	Other
323	1101	85

This occurred when a follower was for example an event or otherwise unrecognizable. The company-person ratio illustrates well the social media environment of B-to-B (business-to-business) field where there is not yet that much activity than in B to C (business-to-consumer) field. Table 1 shows the followers divided in companies, persons and others.

TABLE 2. The distribution of followers with and without a bio

Bio	No bio
898	611

The followers' descriptions, also known as bios, were

one of the main sources in categorizing them accordingly. Without the bio it is almost impossible to say what kind of a follower there is in question. Table 2 shows that two thirds of the followers, 60 %, had a description of themselves or the account.

Some of the individuals explained their position in a company they work with, and since the information was available it was included in this study. Out of these 71 followers (almost 5 % of the total amount) 26 were managerial level employees and 25 different

TABLE 3. Follower positions

Position	amount
trainee	1
SVP	2
VP	2
Editor in chief	4
CEO	5
entrepreneur	6
engineer	25
manager	26
Total	71

sorts of engineers. This means 37 % managers and 35 % engineers of the ones who shared their position information in their bios. Table 3 presents the other positions and numbers of followers.

4.1 The questionnaire and geographical locations

The questionnaire response rate turned out to be close to 3 % of the approximately 1000 followers because only 26 people answered all three questions. This result cannot be held as reliable in scientific context but for Metso it has indicative value. Geographically most of the followers are from the United States, Finland, Brazil and the United Kingdom.

The questionnaire

A large portion of the respondents chose Finnish as their preferred language and most of them were Metso employees. Official Metso news, informal Metso stories and general Metso information ranked on the top of the list of preferred communication from the Group's Twitter account. The results from the three questions are separated below.

START: Please specify your language.

TABLE 4. Questionnaire languages

Answer Options	Response Percent	Response Count
English	20,7%	6
suomi	44,8%	13*
中国	0,0%	0
português	10,3%	3
русский	10,3%	3
español	13,8%	4*
	<i>answered question</i>	29
	<i>skipped question</i>	0

Table 4 shows the distribution of the respondents' languages. Finnish, nearly half of respondents, and English, one fifth of respondents, were the most popular languages. Metso is based and well-known in Finland, and English is the official corporation language, hence the percentages in these languages. Also, as seen in figure 1, 30 % of Metso's employees are located in Finland. No one from China responded to the questionnaire. China restricts its citizens' access to global social media. One Spanish and two Finnish respondents answered the language question only and never continued further. The star sign (*) in table 4 marks this.

- 1) *As a Twitter user, which role best describes your relationship with Metso?
(choose only 1)*

TABLE 5. Followers' relationship with Metso

As a Twitter user, which role best describes you in your relationship with Metso? (choose only 1)								
Answer Options	Response Percent	ENG	FIN	CHI	POR	RUS	SPA	ALL
Metso employee	53,8%	4	6	0	2	1	1	14
Customer	3,8%	0	0	0	0	1	0	1
Potential customer	3,8%	0	0	0	0	0	1	1
Competitor	0,0%	0	0	0	0	0	0	0
Peer	0,0%	0	0	0	0	0	0	0
Distributor/Agent	3,8%	0	0	0	0	0	1	1
Supplier/partner	7,7%	0	2	0	0	0	0	2
Media/Journalist	3,8%	1	0	0	0	0	0	1
NGO or government agency	0,0%	0	0	0	0	0	0	0
Sustainability community	0,0%	0	0	0	0	0	0	0
Trade union	0,0%	0	0	0	0	0	0	0
Investor	0,0%	0	0	0	0	0	0	0
Analyst	3,8%	0	0	0	0	1	0	1
Private person	7,7%	1	1	0	0	0	0	2
Job seeker	0,0%	0	0	0	0	0	0	0
Educator	0,0%	0	0	0	0	0	0	0
Student	7,7%	0	2	0	0	0	0	2
Other	3,8%	0	0	0	1	0	0	1
<i>answered question.</i>		6	11	0	3	3	3	26

Half of all the respondents were Metso employees. Supplier/partner, private person and student got two hits each. Customer, potential customer, distributor/agent, media/journalist, analyst and other categories scored one response each. Table 5 shows this in detail.

Majority of the English, Finnish and Portuguese speaking respondents said they were Metso employees. Also two Finnish students and suppliers/partners had responded to the questionnaire. In Russia one employee, a customer and an analyst had responded to the questionnaire. One Spaniard was an employee, one potential customer and one distributor or agent.

2) *Which kinds of tweets from @metsogroup are most valuable to you? (choose one or more)*

The second and the last question produced 83 answers since there was a possibility to choose more than only one option. Official Metso news are most valued (15 hits), then informal Metso stories (12) and in divided third place general Metso information and industry news (both 11 hits). Tweets about specific products awoke interest as well (10 hits). The fact that the Metso Group account has worked as an informative channel so far and people have got used to it is visible in the results – a large number still values this mode. Table 6 presents the distribution of the answers. Please note that the percentage column illustrates the percentage of the 26 respondents, not the 83 answers.

TABLE 6. Valuable tweets according to followers

Which kinds of tweets from @metsogroup are most valuable to you? (choose one or more)								
Answer Options	Response Percent	ENG	FIN	CHI	POR	RUS	SPA	ALL
job vacancy information	26,9%	0	3	0	3	0	1	7
general information about Metso	42,3%	3	5	0	1	1	1	11
industry news	42,3%	3	3	0	0	3	2	11
official Metso news	57,7%	4	5	0	2	2	2	15
informal Metso stories	46,2%	4	5	0	1	1	1	12
news and information about specific products	38,5%	2	5	0	0	1	2	10
live tweeting from events	34,6%	3	4	0	1	0	1	9
live conversation with Metso people	23,1%	2	1	0	0	1	2	6
Other (please specify)	7,7%	1	1	0	0	0	0	2
Total answers	-	22	32	0	8	9	12	83
<i>Number of respondents who answered question.</i>		6	11	0	3	3	3	26

Geographical locations

Even though the questionnaire only reached 26 responses, the geographical locations were collected from one thousand followers. One fifth of the thousand followers announced their location to be in the United States. About 13 % of the followers were in Finland. Brazil was the third active area of following Metso in Twitter with one tenth of the followers. Fourth is Great Britain with less than one tenth (7 %) of the followers. See figure 8 for the pie chart.

The fifteen biggest countries, in terms of number of followers, included

- 6 countries from Europe,
 - 2 from the Nordic countries
- 3 from North America,
- 3 from South America and
- 3 from Asia-Pacific area.

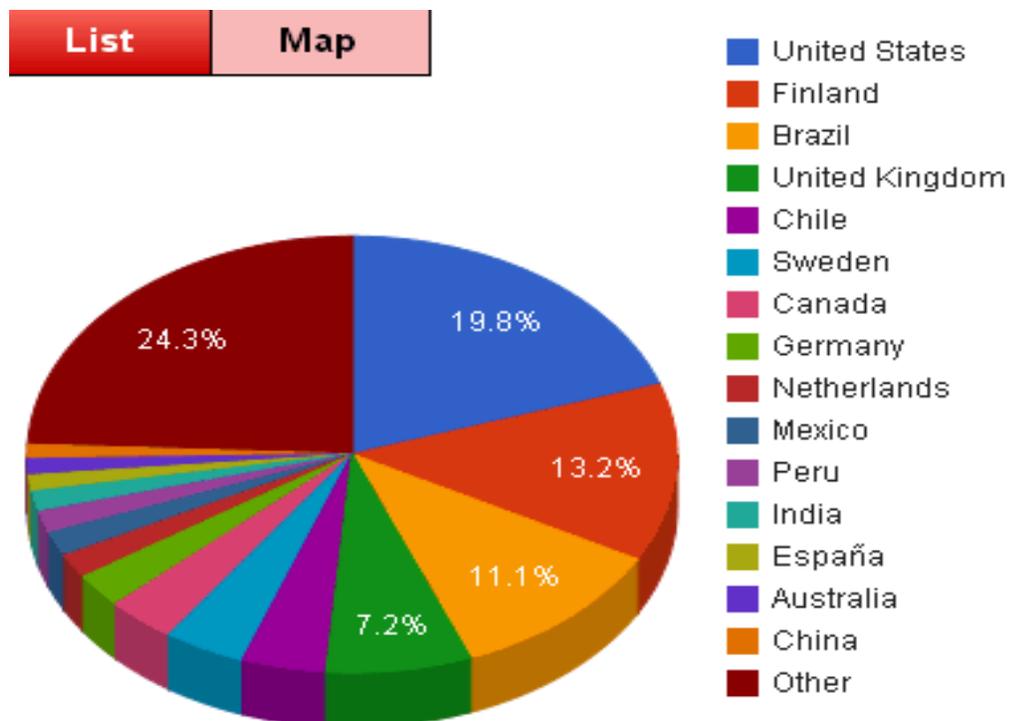


FIGURE 9. The distribution of followers by locations

This represents the popularity of Twitter around the world since Europe and the Americas especially are ahead in using Twitter more actively than for example Nordic countries. Finland's 13 % represents Metso's reputation in its home country. Nearly one fourth of the results were on the other hand bundled up as one due to small percentages in several countries and this emphasizes the fragmentation of the results. All in all the location information is almost equivalent to Metso's global focus points in terms of employee structure (figure 1) and net sales by market area (figure 4) if Asia Pacific area is not considered.

4.2 Follower monitoring

One month follow-up study in April 2012 showed the steady growth of the number of followers. It increased by two to four new followers daily. In April there was not a visible peak in the number of followers. On 26th April there was a peak in Metso's tweets due to Interim Review for the first quarter of the year. Metso itself followed 18 users nearly the whole month but on 27th they began to follow two more, as visualized in figure 12.

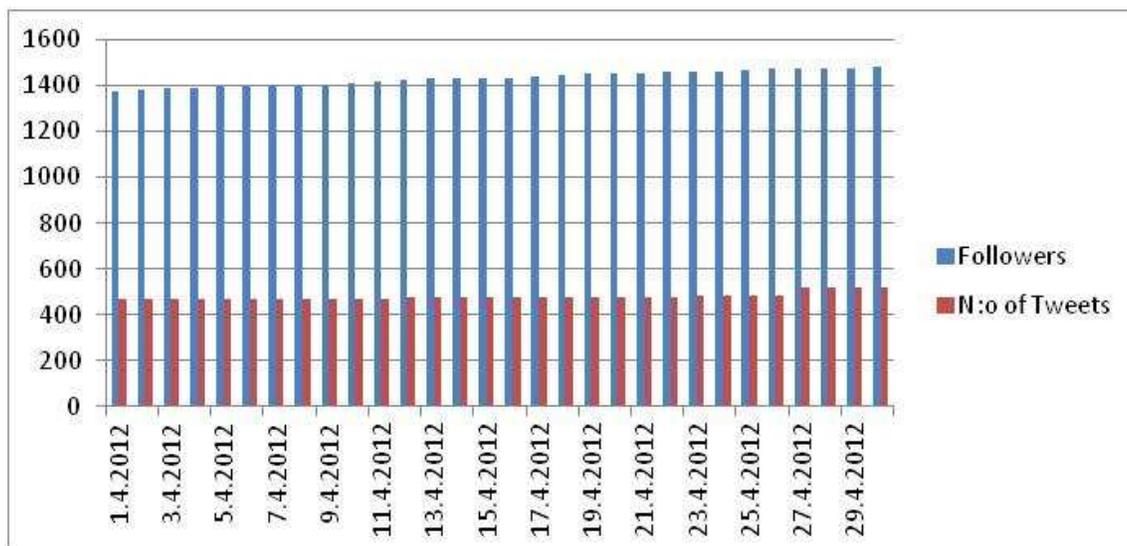


FIGURE 10. Number of Metso's followers and tweets in April 2012

Figure 10 presents the combination of number of followers and number of tweets. The bar chart shows no connection between the tweets and followers. Followers' trend stayed the same while Metso tweeted much.

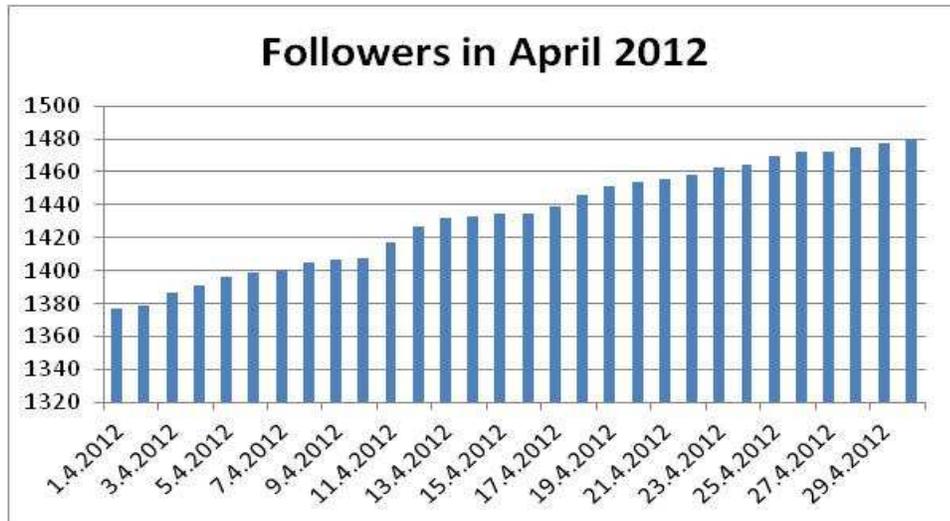


FIGURE 12. Metso's Twitter followers in April 2012

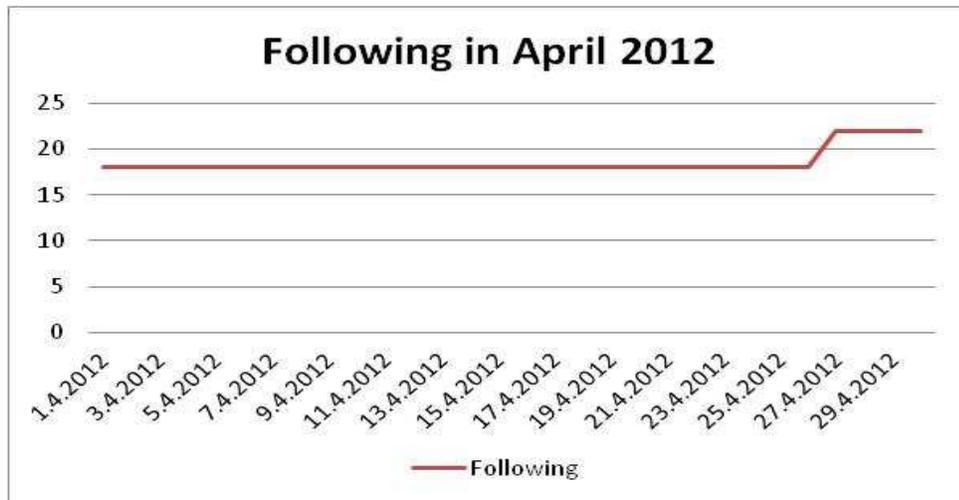


FIGURE 11. Metso's following in April 2012

During April 2012 more than hundred new Twitter users began following Metso Group. Some followers may have stopped following and the actual number of new followers may be larger but this monitoring describes only the increase in the number. The nearly steady trend is visible in figure 11. Only around days 10 and 16 minor

slowdowns can be seen. There is no clear evidence for the reason of the slowdowns. One interpretation is that there simply was not engaging content that would have invited new followers during those days because the previous tweets were already tweeted four days prior.

4.3 Categorization

Almost all of the followers (1292 out of 1509) could be recognized and placed to a category. A large portion of them were grouped into general company (marked with star sign * in figures 13 and 14) or person (marked with two stars **) categories but also separated from the 'other/unknown' category due to some hints of interest towards Metso or the industries Metso operates in.

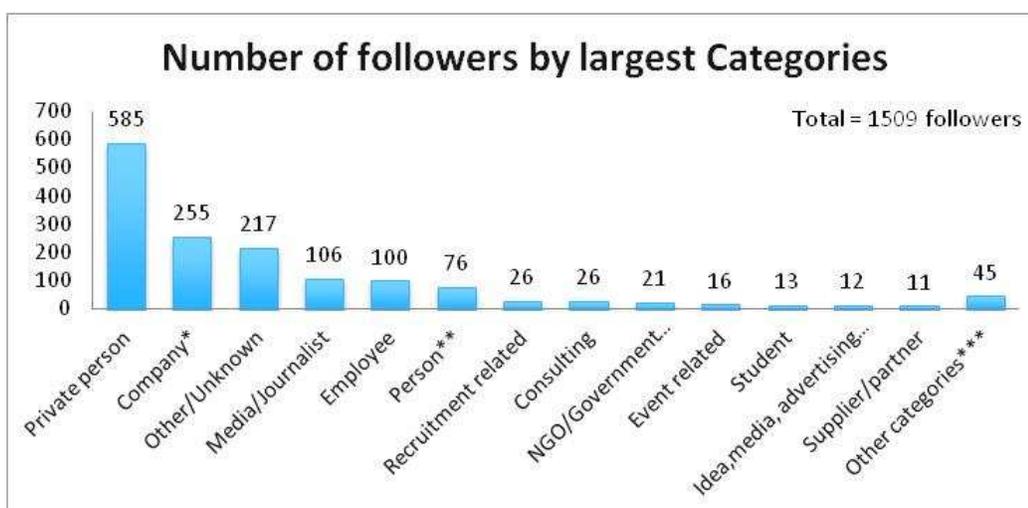


FIGURE 13. Number of followers by largest categories

Two out of five of all the followers were *private persons*. A private person may be a Metso employee, a job seeker, a media representative or basically anyone. Without indicating this information in their profile descriptions, the people followers are impossible to categorize.

Companies working in similar fields with Metso, and the ones that could not be identified as for example suppliers or distributors, were grouped under general *company*

category. There were nearly one fifth such followers. The amount of unrecognizable and totally irrelevant followers in category *other/unknown* was 14 % (217).

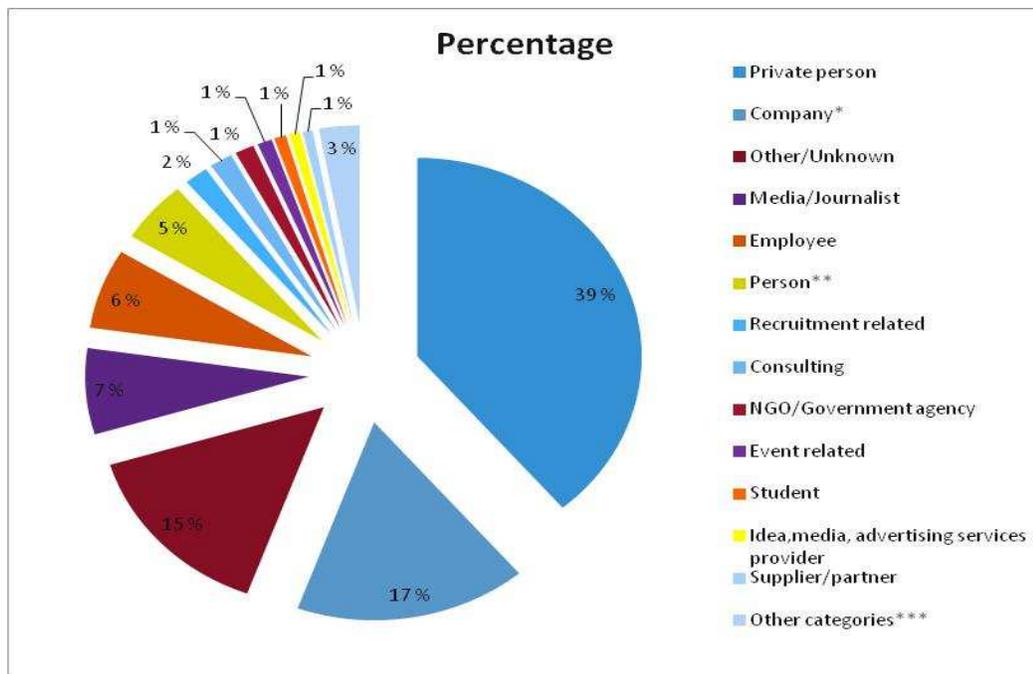


FIGURE 14. Percentages of followers in largest categories

Media/journalist and *employee* categories both had around one hundred (around 7 %) followers. Persons that had not indicated anything special in their bios but clearly worked for a company in one of the Metso industries or it was easy to otherwise understand why they were following Metso were grouped under the *person* category. It must be noted that these are different people than the ones in the private person category.

Recruitment and consulting related followers there were 26 (2 %) each. *Non-governmental organizations and government agencies* there were 21 (1 %). Event related followers included different exhibitions and fairs etc. and there were 16 such users following Metso. Students, media agencies and suppliers/partners ranged between 11 and 13 followers (less than 1 % each). There still were even smaller categories (*other categories**** in figures 13 and 14), and the distribution of these 45 followers' is presented more detailed in figure 15.

Detailed view of followers in Other categories

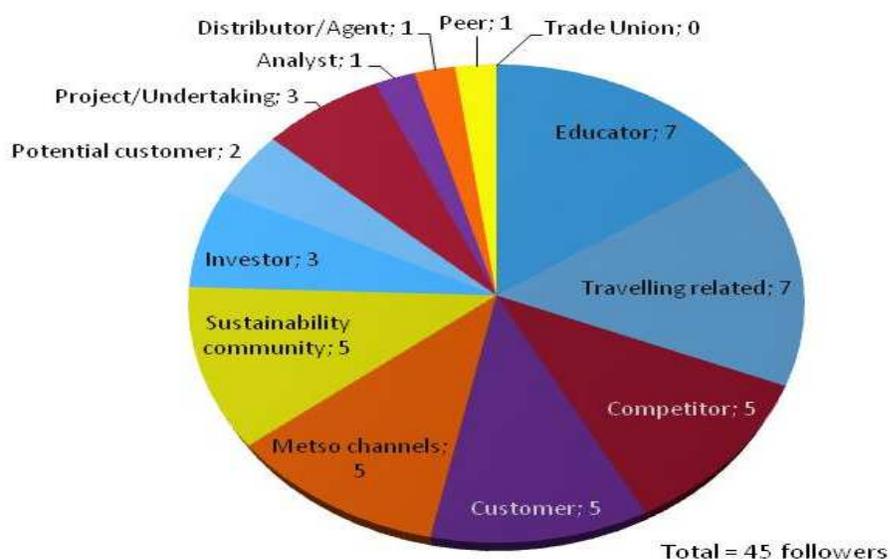


FIGURE 15. Detailed view of followers in other smaller categories

Altogether 563 followers could be grouped in different customer industries. Around 40 % (200) of those represented mining and construction industry and 22 % (123) pulp and paper. The several (99 followers) and group-level (49 followers) “industries” shown in the cross tabulation’s upper row in appendix 5 are additional specifying categories. *Group-level* refers to wider corporation level aspects and for example Group employees and Investor Relations matters whereas *several* refers to aspects that Metso has in many businesses such as communication specialists or certain technologies. Automation ended up with 59 followers and recycling reached 20. Energy industry had 13 followers.

It can be seen from the category by customer industry cross tabulation (appendix 5) that for example one third of followers from the Pulp and paper industry are employees. Also different companies in same industries as Metso and for example media representatives are fairly active Metso followers.

Aol	amount
Industry equipment	83
Communications&marketing	76
Paper & wood related	48
Media, news & information	39
Flow control	38
Mining	34
CSR, HSE	23
IT & web	20
IR & investor related	17
Energy field	14
HR	13
Logistics field	10
Construction	10
Materials	9
Financial	8
Traveling related	8
Engineering	8
R&D	7
Processes	7
Metalwork	5
Recycling	5
Maintenance	5
Chemicals	4
Manufacturing	2
Welding	1
Politics	1
Strategy	1
Infrastructure	1

FIGURE 16. Distribution of Areas of Interest

still evokes interest commendably well among Metso's Twitter followers. Rest of the Aols can be seen in figure 16.

Almost 70 % of the followers have less than hundred followers. This indicates that a large portion fo Metso's followers are only little active on Twitter. One percent of the followers have more than 2 500 followers. Figure 17 explains the reach in percentages. Twenty followers with most followers are presented in figure 18.

According to the 497 Metso Twitter followers that clearly specified an Aol, nearly one fifth indicated in their bios that *industry equipments* are their area of interest or area of business operations. *Communication and marketing* area came second with 15 % of followers, and *paper and wood* related interest area was third with one tenth of followers. It can be seen that mining and construction side has relatively active Twitter presence because industry equipments are on top of the Aols - Metso's mining and construction segment is known for heavy machinery. Communication and marketing people and companies on the other

hand then are very much into social media. Paper is and has been Metso's trump card for long and it

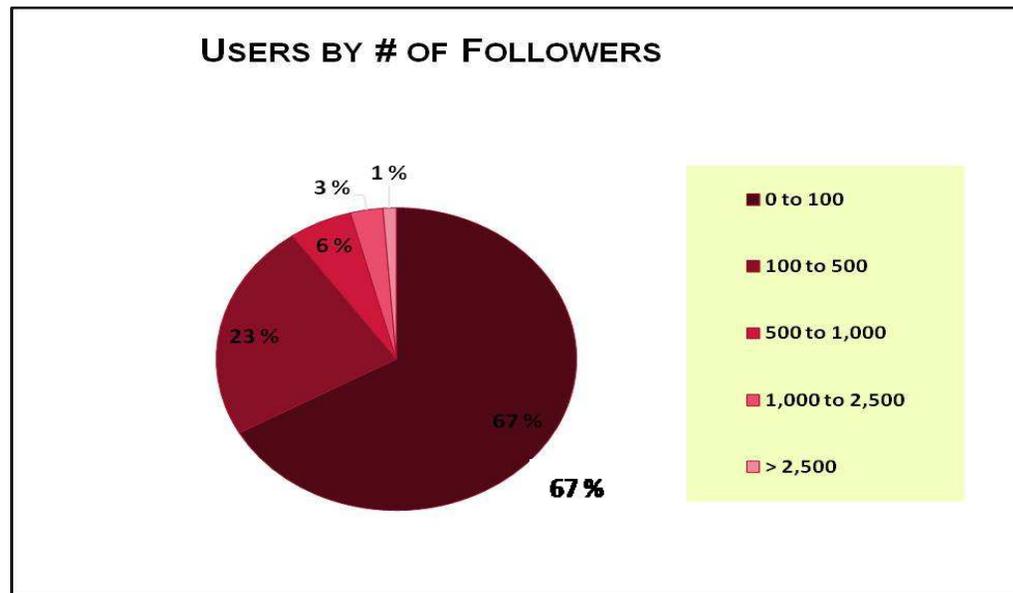


FIGURE 17. Reach in percentages

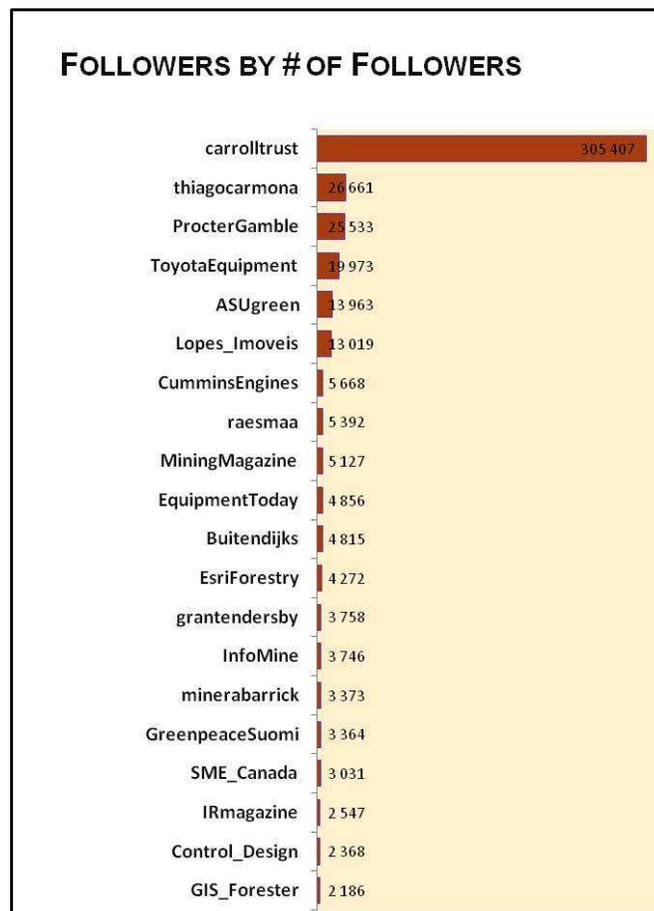


FIGURE 18. Twenty followers with largest reach

Cross tabulation

Appendices 2, 3, 4 and 5 present the cross tabulations of the categorized data in the following way

- Areas of Interest by Category
- Categories by Reach
- Areas of Interest by Reach and
- Metso Customer Industry by Category

Appendix 2 shows that followers with media, paper and wood, and communications interest areas follow Metso diligently, although most of the followers don't indicate their Aol. In the company category industry equipments interest the most.

The second table, appendix 3, is a bit more unambiguous with visible trends in the number of followers' followers in three categories. Private persons, media representatives and companies in Metso industries have the biggest reach.

Areas of Interest by Reach (appendix 4) gave somewhat clear results. Largest reach is in the media, news and information interest area. It is an interesting detail that almost 17 % of the followers to whom the CSR and HSE issues are important has more than 2 500 followers.

5 CONCLUSIONS

The research was done to discover who follow Metso Group on Twitter. In other words, segmentation, dividing the followers into groups based on similar attributes, produced information that can be used in the future for targeting different follower groups with modified tweets, which presumably will generate more interaction. Interaction increases awareness and thus works as marketing promotion for Metso as a company. The research shows that the Metso Group account has a place on Twitter based on the steady increase in the number of followers. The functions are mainly sharing and publishing (see chapter 2.1) general information which is logical for the

Group account. Strengthening its assets, like informativeness and directing the specific industry related followers to the other Metso Twitter accounts and Metso website, and fine-tuning the communication might be enough to attract new followers and encourage the existing followers, especially the influencers, to interact more. The more positive buzz and actual interaction there is between the followers and Metso, the more engagement will happen.

5.1 Who are the followers?

Based on the research results it is beneficial for Metso to have multiple Twitter accounts because of the unique range of business industries. Some of Metso's followers are professionals and companies that are interested specifically in a certain industry. Overall the followers consist of individuals and companies that are linked to one or more Metso industries or are media, marketing and communications related followers who prefer the big picture. Based on the results it can be interpreted that their reason to follow Metso derives from the common factors such as the industries. Metso, as one of the largest Finnish corporations, also draws the attention of different trade media.

The results indicate that the group account is doing well as a general information channel but to increase effectiveness and the return on investment the followers' desired topics could be researched more thoroughly. The questionnaire answers, although indicative, reveal a variety of other interest areas besides the general information. To get the attention of the communications, marketing and media representatives - the ones that have the biggest reach - the tweets ought to be more engaging. Like any other company, Metso aims to make profit by delivering value, and answers to customers' and stakeholders' needs. It is a great challenge for B-to-B sector and large organizations to meet those needs in the fast moving world of social media.

Content that relates to machinery, paper and wood, flow control, mining and CSR and also general information and news are preferred topics among the followers.

Also Metso employees are loyal to the company based on their following. Employees and people are mostly interested in communications and marketing and companies in industry equipment. To have all the followers maintain their interest towards Metso's account, more versatile content has to be created. The already established segment specific accounts enable Metso to serve the industry followers.

It is important to spend time in social media and listen to what is being said about the company. Metso does some of this itself and some of it has been outsourced to a social media monitoring company (Farkas 21.10.2011). Metso receives valuable data from them. This research combined with the social media monitoring and efficient goal setting internally would be a good foundation for Metso's Twitter strategy. To achieve success in Twitter the company has to set measurable goals and focus on the practical aspects after the big picture is dealt with. Even though the technology is already established, Metso is following the Bernoff and Li's POST (People, Objectives, Strategy, Technologies) theory in getting all the pieces together to make return on their money, time and resources invested in social media. This research provides the indicative information about the people Metso is approaching on Twitter, which makes it possible for the company to target any segment it feels is important. Objectives and strategy setting follow the targeting because those two phases need something tangible and measurable to succeed. Once the foundation is set up well, and the strategy consists of sensible and measurable factors, it is easier to follow the development of the account. On the other hand, if a chosen strategy doesn't work and for example the follower amount starts decreasing, then presumably the follower profile has already changed. The changed follower base doesn't necessarily prefer the same tweets and communication as the followers today.

5.2 Challenges

The preparation stage brought up a challenge of contradiction between Metso's communication culture and social media. Metso being a global public company working in many fields of operation, its communication culture has understandably been fairly closed for some time. For example one visible part of external communication,

press and stock exchange releases, have strictly followed the same pattern. Social media on the other hand is about sharing and openness, and Metso is on the path to finding a balance with these two cultures. The tools used had to respect the situation. Social media really is changing the field of communication also in business.

Pulling the data out from the tools appeared to be more challenging than it could have been expected in the beginning of the thesis project. The conflict formed when the tools requested information that Metso was unable to give (for example a password to the @metsogroup account) in terms of protecting the account and Metso's image. The chosen tools are a compromise with what is disclosed.

The group-level viewpoint in this thesis study also turned out to be a challenge. To study the targets of only one business would have made sense. Looking down from the Group point of view is surprisingly blinding compared to the views closer to the actual operative field in the businesses. For this reason the research scope was not clear from the beginning and had to be fine-tuned along the way. The endless pondering around the scope of the study may have drawn attention away from the actual scientific implementation of the research and the reporting of the results. The topic is very interesting but there is enough data for a much larger research.

5.3 Future actions

This research can be used as a foundation for future research. To find out what kind of communication the customer industries' targets would be ready for would give a thorough picture of what happens across Metso, not only from the Group level. The customer industries' communications managers have more knowledge on the needs and wants of the "audience" of the industry. That knowledge would help Metso to develop the channels around the Metso group channel.

To conclude, it can be pointed out that there is a demand for Metso's tweets. It depends on Metso whether the tweeting, listening, interactivity and engagement are developed in the right direction, and I am sure they will be. The information about the audience exists now and the basis for future research has been built.

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APPENDICES

Appendix 1. Questionnaire for the Twitter followers

QUESTIONNAIRE to Metso's Twitter followers

Please choose your language:

English
suomi
中国
português
русский
español

We have two questions for you in Finnish/English/Russian/Portuguese/Spanish/Chinese

1) As a Twitter user, which role best describes you in your relationship with Metso? (choose only 1)

- a. Metso employee
- b. Customer
- c. Potential customer
- d. Competitor
- e. Peer
- f. Distributor/Agent
- g. Supplier/partner
- h. Media/Journalist
- i. NGO or government agency
- j. Sustainability community
- k. Trade union
- l. Investor
- m. Analyst
- n. Private person
- o. Job seeker
- p. Educator
- q. Student
- r. Other

2) Which kinds of tweets from @metsogroup are most valuable to you? (choose one or more)

- a. job vacancy information
- b. general information about Metso
- c. industry news
- d. official Metso news
- e. informal Metso stories
- f. news and information about specific products
- g. live tweeting from events

- h. live conversation with Metso people
- i. other (please specify...?)

Thank you!

Appendix 3. Category by reach cross tabulation

Reach -->	0-100	101-500	501-1000	1001-2500	>2500	Total (N)
n=	1011	350	86	44	18	1509
Category	%	%	%	%	%	%
Employee	9,5	0,9	0,0	2,3	0,0	6,6
Customer	0,1	0,0	0,0	6,8	5,6	0,3
Potential customer	0,2	0,0	0,0	0,0	0,0	0,1
Competitor	0,2	0,6	0,0	2,3	0,0	0,3
Peer	0,0	0,0	0,0	2,3	0,0	0,1
Distributor/Agent	0,1	0,0	0,0	0,0	0,0	0,1
Supplier/Partner	0,5	0,3	2,3	4,5	5,6	0,7
Media/Journalist	2,1	12,9	20,9	40,9	22,2	7,0
NGO or Government agency	0,4	3,7	1,2	2,3	11,1	1,4
Sustainability community	0,1	0,6	0,0	2,3	5,6	0,3
Trade Union	0,0	0,0	0,0	0,0	0,0	0,0
Investor	0,0	0,0	1,2	4,5	0,0	0,2
Analyst	0,0	0,3	0,0	0,0	0,0	0,1
Private person	51,3	17,7	4,7	0,0	0,0	38,8
Job seeker/recruitment related	1,0	3,1	4,7	2,3	0,0	1,7
Educator	0,5	0,3	1,2	0,0	0,0	0,5
Student	1,0	0,9	0,0	0,0	0,0	0,9
Other/Unknown	14,2	16,3	16,3	2,3	5,6	14,4
Company*	12,7	25,4	30,2	11,4	38,9	16,9
Person**	3,3	8,6	11,6	4,5	5,6	5,0
Idea, media and advertising services company/person	0,5	1,4	2,3	0,0	0,0	0,8
Events related	0,6	1,4	1,2	9,1	0,0	1,1
Travelling related	0,2	0,9	1,2	2,3	0,0	0,5
Consulting	1,3	3,7	0,0	0,0	0,0	1,7
Project/Undertaking	0,0	0,6	1,2	0,0	0,0	0,2
Metso channels	0,3	0,6	0,0	0,0	0,0	0,3
TOTAL	100,0	100,0	100,0	100,0	100,0	100,0

*A company with general interest towards Metso (because of their industries), which can be figured out from their bios.

**A person most likely interested in Metso due some factors described in his/her bio (related industry mainly) and maybe relevant for Metso*

