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Social Media - Brand Building Tool

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Sosiaalinen media on ajankohtainen ilmiö, joka kiinnostaa sekä yrityksiä että tutkijoita enenevässä määrin. Sosiaalista mediaa voidaan pitää erittäin tärkeänä yritysten kilpailutekijänä, erityisesti brändijohtamisen kannalta. Tarkoituksena oli suorittaa kokonaisvaltainen tutkimus koskien sosiaalisen median käyttöä brändin rakentamisen keinoin toimeksiantajayritys Musch Oy:lle. Tavoitteena oli selvittää, mitä ihmiset ajattelevat yleisesti brändistä ja millaisena seuraajat näkevät Muschin toiminnan sosiaalisessa mediassa.

Teoreettinen viitekehys koostui kahdesta tärkeästä osa-alueesta. Ensimmäiseksi käsiteltiin sosiaalisen median eri osa-alueet. Pääpaino laitettiin hunajakennomallin esittelyyn. Tämän jälkeen esiteltiin brändäyksen tärkeimmät perusteet. Brändäyksen yhteydessä keskityttiin verkkobrändin rakentamiseen. Tutkimus toteutettiin määrällisen tutkimusmenetelmän avulla. Kyselylomake koskien sosiaalista mediaa sekä brändäystä luotiin ja toteutettiin Muschin Facebook-ryhmässä. Lopputuloksena saatiin 203 vastausta analysoitavaksi.

Tulokset osoittivat sosiaalisen median olennaisuuden osana yritysten toimintoja. Analyysi osoittaa, että voidaan väittää Facebookin kasvattaneen merkittävästi Muschin bränditietoisuutta. Kun otetaan huomioon ylivoimainen enemmistö tyytyväisiä vastaajia, voidaan väittää että sosiaalinen media on ollut tärkeä työkalu Musch Oy:lle. Tulokset näyttivät myös, että sosiaalisen median kautta on mahdollista tavoittaa ja saada uusia potentiaalisia asiakkaita. Kaiken kaikkiaan, voidaan todeta, että sosiaalinen media on auttanut merkittävästi Musch Oy:ta brändin rakentamisen yhteydessä.

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ABSTRACT

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Social media is a current phenomenon, which raises growing interest among both practitioners and researchers. Social media can be considered as a very relevant competitive tool for businesses, especially in terms of brand management. Taking that into consideration, the aim of the study was to execute a comprehensive study regarding the social media usage for brand building on the case company Musch Oy. The importance of the study is relevant when Musch Oy want to evaluate their actions in social media. The objectives were to find out how people generally feel about the brand and how do the followers see the actions of Musch Oy in a social media.

The theoretical framework consisted of two fundamental aspects. Firstly the elements of social media were introduced. The emphasis was put especially on the honeycomb model. This was followed by the principles of branding. The main focus was on online branding. The research was done using the quantitative method. The questionnaire dealing with social media and branding was created and carried out in Musch's Facebook group. 203 results were collected to be analyzed.

The results demonstrated the importance of social media for the companies' function. Based on the analysis it can be stated that Facebook has significantly increased the level of brand awareness in the case of Musch Oy. After having considered the overwhelming amount of satisfied respondents, it can be claimed that social media has been an important tool for Musch Oy. The results showed that via social media it is possible to reach and get new potential customers. All things considered, it can be claimed that social media has considerably helped Musch Oy with regard to brand building.

Keywords social media, branding, brand building

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1 INTRODUCTION

This thesis was done for the Pietarsaari-based animal food manufacturer Musch Oy which is a part of The Snellman Group. This chapter will present a clear overview of the topic by outlining a background of the study and specifying the aims and objectives of the study. A problem statement and the importance of the thesis are presented and how it is especially tailored in order to satisfy the needs of the case company Musch Oy. Finally, the study limitation is highlighted.

1.1 Background of the Study

Smith, Wollan and Zhou (2011) put emphasis on the fact that people have always been providing recommendations and opinions based on their personal experiences about different stores or services. Wherever two-way communication has occurred people have shared their contacts and how to expand each other's personal network. One can claim that from a historical perspective 'word of mouth' has been the most important method when building a reputation for the company.

Social media is a current phenomenon, which raises a growing interest among both practitioners and researchers. Like Smith et al. (2011) claim we all play a role in a social media in one way or another. Either it has an influence on our personal lives through our friends and family, or through business when it is almost an unwritten rule that every enterprise must have a presence in social media in one way or another.

The cornerstones of social media are different social networking sites. According to Kaplan and Haenlein (2009), social networking sites are applications that enable for users to create personal information profiles and invite friends to visit those profiles that contain information. Social networking sites make it possible to uphold internal communication within social networking site. The adoption rate of such social media sites like Facebook, Twitter and YouTube have been skyrocketing which has delivered an astronomical amount of users in 21st century. (Al-Deen&Hendricks 2011)

The ever-increasing influence of social media has led to many interesting consequences. Companies' primary goal is to be present wherever their potential customers might locate. The growing status of social media is demonstrated, when taking into account that Facebook recently reached their billionth user worldwide. The companies are aware of this current situation and they realize the possibilities of Facebook as well as of other social networking sites. In practice this has meant that every day, more and more companies have entered into the world of social media and they have established their accounts in order to support their business activities.

1.2 Problem Statement

The aim of the study is to carry out comprehensive study about social media and brand building which will help Musch Oy evaluate their social media strategy in brand building. The objectives are to find out how people generally feel about the brand and how the followers see the actions of Musch Oy in social media. One important objective of the study is to develop their social media strategy even more by listening to the voice of the customer. After having finished this study the goal is to provide the results of the research regarding brand building in a social media setting for the case company Musch Oy for them to examine and enhance their brand building.

Musch Oy focuses its business actions to social media setting when it comes to brand building and marketing communication. Facebook is their most important marketing communication channel to their customer. Musch is a relatively young company when since it was established in year 2004. Despite the company's young age it has adapted social media to play relevant part in their business actions and in April 2013 they had over 70.000 fans in Facebook, which is a relevant target audience for the company. When taking into consideration the fact that they have only 25 employees and their Facebook group is relatively young, the success they have had with the usage of social media is worth attention in terms of the amount of the members. Due to the lack of resources, they have not been able to accomplish any kind of survey about their brand and the opinions of their actions on their Facebook page.

Based on the fact that there is no data available concerning their actions in social media, the research problem of this thesis is: “How has social media supported brand building of Musch Oy” The following research questions will be presented in order to support the examination of the research problem: “What is the current state of brand awareness?” and “What is associated with the brand of Musch?”

The thesis has a significant importance for the case company Musch Oy. Even though they are relatively popular with the 70.000 members on Facebook, constant development, planning and research needs to be done all the time in order to be updated on what happens in social media. Especially when it comes to social media, fast and major changes may occur anytime and based on that one has to have response for possible sudden twists. The CEO of Musch, Magnus Pettersson emphasized during the face-to-face meeting that Musch Oy have not been able to take any risks in their direct communication via Facebook due to lack of data concerning what the fans in Facebook want to hear from Musch Oy. Through incoming research new and important knowledge can be gained, which will turn out to be really useful for Musch Oy when they want to evaluate their actions in social media, but also new plans and developments may be based on the data, which is the outcome of the research.

1.3 Study Limitation

The major thing relating to the limitation of the study is the fact that in the case of Musch Oy we are talking about a small enterprise. They have only 25 employees and social media is their only marketing communication channel. This case study is especially tailored to respond to their unique needs and the purpose is to provide a social media strategy solution which is suitable for a small business with not so big investment possibilities to another expensive and time-consuming marketing communication channel. Generally speaking, this study can only be applied to the firms that are in the same situation as Musch Oy, using social media as their main marketing communication channel.

1.4 Structure of the Thesis

The thesis is divided and structured into six different main chapters. The first chapter introduces the background of the thesis and the statement regarding the research problem. Chapters 2 and 3 put emphasis on the theoretical framework of the study. Chapter 2 is dealing with social media and its elements. The social networking sites are presented and it is explained how the companies may benefit from using those. In addition, the seven functional blocks of social media are highlighted with the help of the honeycomb model. Fundamental aspects of brands are discussed in Chapter 3. The principles of branding are demonstrated and additionally the concept of online branding is stated.

Chapter 4 explains the research methodology. Firstly, it is explained why the quantitative method was chosen for the study. Furthermore, the research process is presented and finally the reliability and the validity are explained and analyzed when taking into account the results of the thesis. Chapter 5 provided the empirical part of the study. The case company is introduced followed by the analysis of the results from the questionnaire. After having analyzed the results of the questionnaire, Chapter 6 concludes the study and states suggestions for the further research. In the end the summary of the thesis is argued.

2 SOCIAL MEDIA AND ITS ELEMENTS

This chapter introduces the essential elements of social media. Firstly, the classification of social media is presented followed by the history of social media. Then the emphasis is put on social networking sites. After having done that, the seven functional blocks of social media are being discussed and finally the concept of social media management is demonstrated.

2.1 Classification of Social Media

According to Ahlqvist, Bäck, Halonen and Heinonen (2008) social media refers to a combination of three elements: content, user communities and Web 2.0 technologies. By content is meant user created content which can be anything from personal photos to scientific articles. Content can be added by announcing present information or providing a review of some specific product.

Ahlqvist et al. (2008) state that the term that a vital keyword in social media is in its first word, namely “social”. Creating, uploading and participating are the key actions that people do inside the social media. The creation of the content become more interesting when there are several millions of people around the world reading and reviewing it.

The social nature of activities leads to another crucial element of social media called user communities. The user communities exist because it is well-noted that wherever people act, they tend to gather in places where it is possible to meet other people. Social media makes it possible to communicate either directly or via different media objects. The growth that has occurred in the number of digital cameras, camera phones and broadband connection has created totally new opportunities for the field of communication. With the help of those media objects people are more and more in touch daily. This social media phenomenon relies heavily on its social aspect, and considering that interpersonal communication is significantly valued among social media users. User communities provide tools for being social with friends 24 hours 7 days per week. (Ahlqvist et al. 2008, 15)

The third foundation of the social media is Web 2.0 which describes the technical aspect of social media. The development of technologies regarding content creation, sharing, and user community sites have enabled the current social media revolution. Without the support of technology people and content would not have met its current extent world-widely. (Ahlqvist, et al. 2008, 15) Toivonen (2007) describes “social media as a functional definition interaction of people and also to creating, sharing, exchanging and commenting contents in virtual communities and networks.” Figure 1 presents the social media triangle from Ahlqvist et al. (2008).

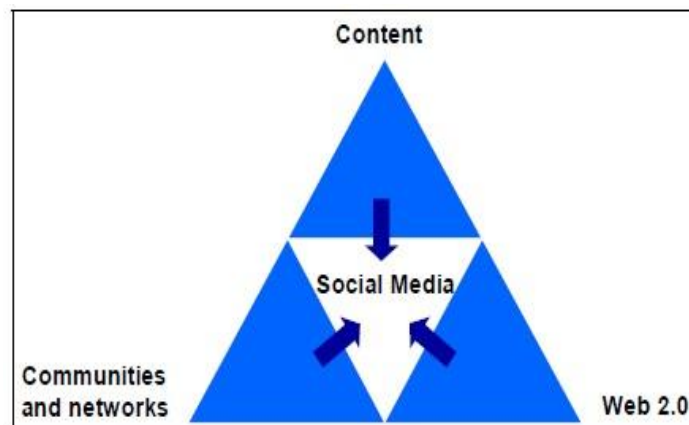


Figure 1. Social media triangle (Ahlqvist, et al. 2008, 16).

The elements that are associated in the context of social media are presented in Figure 1. Fundamental elements that create social media are content, communities and networks and Web 2.0.

2.2 History of Social Media

Despite the fact that social media is nowadays a global and very popular phenomenon, the history of social media is relatively really a short one. The history of social media can be traced back to late as 1978. Computer hobbyists Ward Christensen and Randy Sues invented the computerized bulletin board system (BBS) which made it possible to be in touch with friends, make announcements, arrange meetings and share information. (Bennett 2012)

The most popular newsgroups system of the early days of social media called Usenet was launched in 1979 and publicly established in 1980 by Tom Truscott and Jim Ellis, two graduate students from Duke University. (Kaplan & Haenlein 2012) Slowly but steadily these newsgroups transformed into real discussion platforms where it was possible to have real-time communication with other people. With the help of platforms people were able to share information with each other and that is how those platforms remind quite much of the present discussion forums that exist on the Internet. At the same in 1979/1980 the first Internet-based multiplayer online role-playing game Multi-User Dungeon was created by two students from Essex. Students Roy Trubshaw and Richard Bartle were the founders of that online role-playing game. This can be seen as a starting point of virtual game worlds that are extremely popular world-widely currently. (Kaplan & Haenlein 2012)

During the early years of social media it was the property of individuals, and the individuals themselves were the active ones sharing the information and news they wanted to share. Things changed significantly when Internet reached the 1990's. The era of corporate web pages and e-commerce started in mid-1990 when sites like Amazon and EBay were launched. The next phenomenon in the late 1990's was a popularity blast in homepages. Suddenly all the individuals and corporations decided that they needed a homepage in order to provide information of their existence. All the time increasing availability of high-speed Internet access gave its spark for the creation of social networking sites such as MySpace (in 2003) and Facebook (in 2004). These social networking sites actually created the term "Social media" and are one of the main reasons behind the current prominence. (Kaplan & Haenlein 2009)

There was a high demand for this kind of networking sites when the amount of Internet users skyrocketed. MySpace and Facebook had many earlier not so successful predecessors like Six Degrees.com and Friendster. Those sites had exactly the same basic idea as for instance Facebook, but it was still too early for those sites to be successful ones. According to Ellison & Boyd (2008) the first social networking sites had every potential to succeed, but at that time in the late 1990's

even though people were flocking to the Internet, most did not have a network of people who would have been online. Despite the fact that e.g. Six Degrees.com was able to lure millions of users, people were not ready for active social networking usage and that how Six Degrees.com failed to succeed as a business and was closed few years later in year 2000.

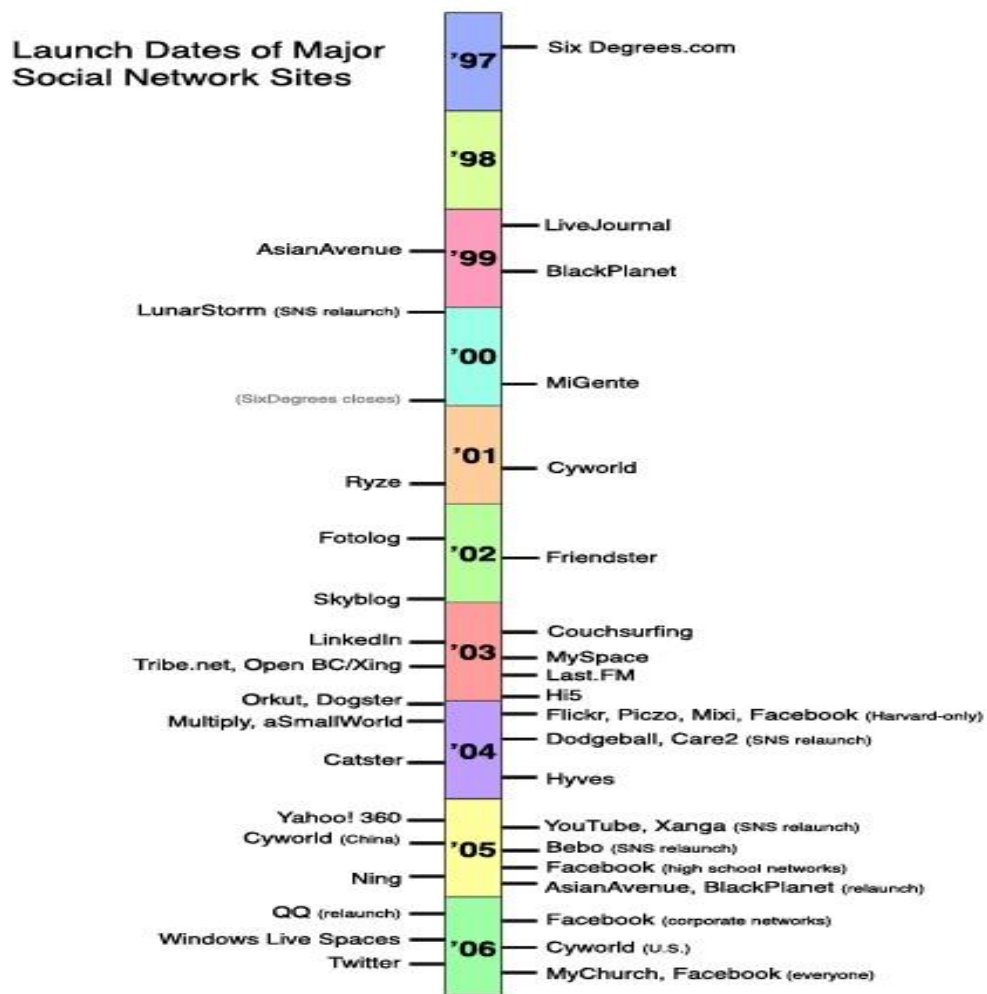


Figure 2. Launch dates of major social networking sites (Ellison&Boyd 2007).

Figure 2 presents the history of major social networking sites in the form of timeline. With the help of timeline it can be seen that how relatively young the history actually is. Major social networking sites like Facebook, Twitter and YouTube are launched between 2005 and 2006.

2.3 Social Networking Sites

According to Kaplan & Haenlein (2009, 63) social networking sites are platforms which enable social media users to connect by creating profiles including personal information, inviting friends to have access to those profiles and communication inside the social networking site. These personal profiles in social networking sites may include information like texts, photos, video clips, audio files or other personal information. The largest social networking site at the moment in the world is US-based Facebook established by Mark Zuckerberg. According to Facebook's news room page Facebook reached their billionth user in October 2012 making Mark Zuckerberg's creation to be clearly the biggest player in an online world. (Facebook 2012)

Commonly used social media tools

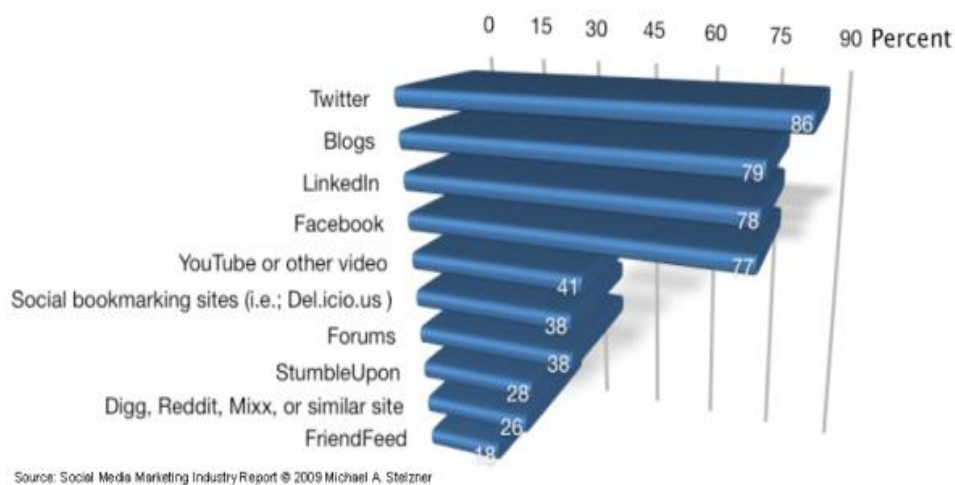


Figure 3. Commonly used social media tools among companies (Stelzner 2009).

After having examined Stelzner's (2009) study published in Social Media Marketing Industry Report about the usage of social media tools of companies, the choice of social networking sites included in this study, was made based on scientific evidence. Facebook, Twitter and YouTube are according to Stelzner's (2009) study the most popular social networking sites among companies and that is why they

are chosen for the study. Apart from these four popular ones, one recently launched popular social networking site is examined. Gundotra (2012) states that Google Plus launched in 2011 has experienced a skyrocketed start and only within 20 days was able to get over 200 million users.

2.3.1 Facebook and Businesses

Facebook is a social networking site launched in February 2004 by Mark Zuckerberg. Nowadays Facebook is the most popular social networking site in the world; in October 2012 they reached their billionth active user. Facebook has 548 million daily active users on average in September. Moreover they have also 604 million monthly active users who used Facebook mobile products as of September 2012. According to the statement on their homepage: “Facebook’s mission is to make the world more open and connected.” The reason for their existence is stated like this: “People use Facebook to stay connected with friends and family, to discover what’s going on in the world, and to share and express what matters to them.” (Facebook 2012)

Facebook is available for anyone with an e-mail address, they just need to register before using the site and create their personal profile on the site. After having done that, users are able to do numerous things. Users can share personal information about themselves via profiles, share photos, play games, add contacts and chat with them. Other features available in this social networking site are ‘groups’ and ‘events’. Both features include home page displaying description, pictures, videos and message board. Groups can be open to everyone or closed ones meaning that approval is needed by administrator or private ones where invitation from administrator is required. Events have all the similar characteristics that groups have, but the nature of the events is temporary. Events make it possible for users to invite members to attend in activities such as parties, sports events, concerts or meetings. Both groups and events enable users from different backgrounds interconnects people who share the same interests, mindset or e.g. belief. (Westling 2007)

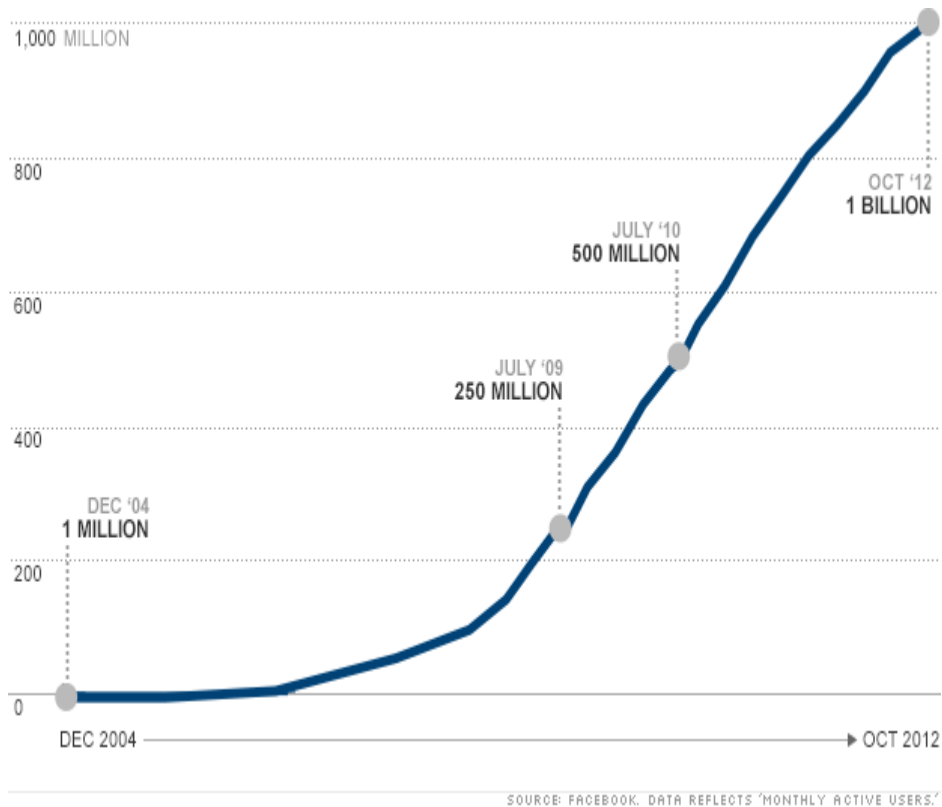


Figure 4. Rise of Facebook: Facebook reaches billionth user (Smith, Segall, Cowley 2012).

Figure 4 shows the massive growth in the terms of the users. Within 8 years the amount of the users has grown from one million to one billion. The growth has been especially considerable during last three years from July 2009. After July 2009, Facebook have reached 750 million new members.

Westling (2007) states that Facebook might be achieving the widest public sphere than anything before it, online or offline. When taking into consideration the fact that apparently over half of the students at universities were already using Facebook in 2007, not to forget all the other hundreds of millions of users, it demonstrates how relevant arena for communication Facebook is. There is not better alternative existing which would connect people better than Facebook does. Facebook utilizes all the best features of newspapers, meetings and all the other announcement solutions, puts them into same place available 24 hours per day for everyone possible to access and take part. The fundamental strengths of Facebook

are its ability to allow its users to connect, organize and possibility to have a real input. (Westling 2007)

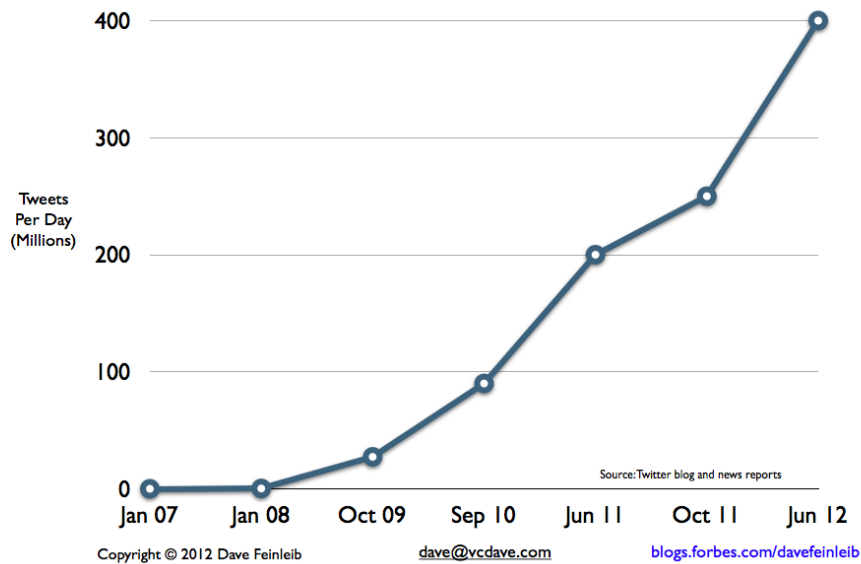
Facebook has also had its major impacts when it comes to businesses all over the world. According to Smith et al. (2011, 4) during last fast-forward five years, it is clearly seeable that social media, Facebook as its guiding star, has matured significantly and nowadays Facebook is mainstream. With the current amount of users, Facebook has captured the attention of large and small enterprises. On the whole, Facebook has already dramatically influenced traditional business-to-customer models, and it is already changing the policies in business-to-business models. Facebook have made it possible for enterprises to significantly speed up the launching of the new brands, build customer relationships and increase profits by creating new customers and new markets. With the help of Facebook, many success stories have taken place among enterprises; the key to success is well-planned social media strategy in Facebook. (Smith et al. 2011, 4-5)

2.3.2 Twitter – A Versatile and Real-time Social Microblog

Twitter is a real-time information network launched in 2006 used by millions of people that connects the latest ideas, stories, news and opinion what people users find interesting. At the moment, Twitter has over 200 million daily users and the average amount of Tweets per day is 340 million. Twitter is dealing with over 1.6 billion search queries per day. The fundamental aspects of Twitter are ‘tweets’ which are 140 characters long online posts. (Twitter 2012)

Furthermore Twitter is described as a micro blogging tool; micro blogging means a new communication form which enables people to update their current statuses by short online messages that can be read by any other Twitter user. Firstly when compared with regular blogging, micro blogging provides much quicker, less time taking and compressed alternative. Secondly, the other main difference is the update frequency. When regular bloggers might update their blog maybe few times per week, micro bloggers in Twitter might post several tweets per day. (Java, Finin, Song & Tseng 2007)

Twitter: Tweets Per Day



16

Figure 5. Tweets per day statistics (Feinleib 2012).

Figure 5 presents the growth amount of tweets per day. Twitter users decide who they want to follow in Twitter, and after having done that they receive their posts on their news feed. A user who is followed does not need to follow them back, which makes Twitter linked to social network. Twitter posters are able to post direct and indirect updates. By direct updates users can point specific messages directly to other user, when in direct messaging post is meant for everyone. It does not matter whether it is direct or indirect message, both are publicly available unless they send it privately which is also one feature. (Huberman, Romero, Wu, 2008)

Twitter's influence as an information sharing medium is strengthening all the time all over the world. Twitter has been recently enjoyed considerable attention. In the end of the year 2012, the most popular Twitter users had over 30 millions of users and the amount is increasing every day. From the beginning of Twitter's existence there have been numerous varieties of purposes how to utilize its platform. Researchers have noticed that Twitter is an excellent tool for businesses, it is free, there are millions of users online, and communication is fast and intensive. Now-

adays many companies are promoting their products and services in Twitter and also providing online customer support via Twitter. (Kwak, Lee, Park & Moon, 2010) Bough (2011) presents Twitter's three major implications for the companies. Firstly, it is demonstrated how important tool Twitter is nowadays, Twitter reflects the ideas of people that are current right now. Those observations are vital from a brand perspective when Twitter provides the overview of the people the company wants to communicate with. Secondly, Twitter is deeply connected with the news currently, via Twitter it is possible to get and publish the latest news in real time. By following Twitter it is possible to be ahead of mass media. Thirdly, Twitter is an excellent platform for customer service. By operating in real-time, it is possible to give instant responses to the questions and enquiries. This is highly valued in a today's world when customer relationships are becoming constantly more important. (Bough 2011) One can count Twitter to have also major social impact in today's world. Famously Twitter has played crucial coordinator role in four major revolution and protests like in Egypt revolution. Twitter has also come more and more significant part of TV shows making them more social and interactive; viewers can participate to show via Twitter by commenting and that how add value to the TV show. (Zuckerman 2011)

2.3.3 YouTube- With the Help of Videos to Success

YouTube is a video-sharing website founded in 2005 by three former PayPal employees. YouTube is not directly a social networking site, but it is included in this study because of its strong social networking features. YouTube is an extremely popular platform for video sharing and the amount of monthly users is over 800 million. Moreover 4 billion hours of video are watched every month. In 2011 the total amount of video watches was one trillion overall, 140 views per every person living on Earth. (YouTube 2012)

The main purpose of YouTube was to enable people to share their videos in online circumstances. When YouTube started to expand significantly, the features of social networking were added in order to serve the growing need of the users. There are several social networking features that exist in YouTube. First of all it is pos-

sible to create personal profile and share content; secondly one can follow other users by subscribing other users and like, share and comment their videos. Users can 'tag' their posts and with key words that describes the content of videos and based on those it is possible for other users to search for videos they are looking for. The fundamental aspects that make YouTube one of the most important websites in Internet are tagging, social networking and user-generated content. Those aspects all hand in hand were the source of attraction why people started to use YouTube regularly. Due to its popularity, Google made a decision to acquire YouTube in 2006 for the price of 1.65 billion US dollar. One of the key factors considering YouTube's success is in its technical utilization of Adobe Flash Video. Adobe Flash Video is technically progressive and flexible solution. The users may upload their videos in any possible format, and before posting YouTube converts them into Flash Videos which allows users to watch videos without an obligation to download them. (Gill, Arlitt, Mahanti & Li, 2007)

YouTube is not only interesting among individual users, when taking into consideration the popularity it is obvious that all the time a growing amount of firms have decided to use YouTube. Companies in great numbers have established their own channels on YouTube in order to reach to the current and potential customers. When considering the fact that producing a video needs only a video camera, YouTube is a free platform and the reach of people is hundreds of millions per month, it can be claimed that YouTube provides a considerable platform for businesses. Especially small companies may gain significant advantages via free-to-use YouTube when they do not have massive budgets to produce expensive advertisements. (Male, 2010)

2.3.4 Google Plus – New Generation of Social Networking Sites

Google Plus is a social networking site and identity service launched in June 2011 operated and owned by Google Inc. At the moment Google plus is the fastest-growing social networking site, the total amount of users is over 500 million from whom 235 million are active users. It took only 24 days from Google Plus to

reach 20 million users, when for instance both its competitors Facebook and Twitter reached their 20 millionth user after 3 year's existence. (Gundotra 2012)

Like the other social media platforms Google Plus encourages its users to create an online profile which contains personal information. After having set up the profile, the next upcoming feature is 'circles'. Google Plus has strongly highlighted this feature and has even described that as a revolutionary reform in a social media world. Users in Google Plus are able to categorize their connections into different segments, e.g. own circle for family, sports team and one for classmates. (Anderson 2011)

The circle feature in Google Plus allows much more privacy when comparing with other social networking sites. Other important features in Google Plus are 'Hangouts' and 'Stream'. Hangouts are video chat sessions which make it possible to have real-time video communications inside circles; anyone who has a web camera inside circle is able to join to video chat session. The nature of hangouts is really free and spontaneous. Video chat session can be held anywhere and the only requirements are Internet connection and web camera. Google Plus stream is the corresponding function of Facebook, stream allows following what happens inside the circle and via circle it is possible to share photos, videos and opinions. Otherwise Google Plus includes the same features than e.g. Facebook; games, chatting system and mobile applications are also fundamental part of Google Plus features. (Anderson 2011)

The major thing that differentiates Google Plus from its competitors is made possible with the help of Circle feature. The circle feature enables more specific marketing communication for the companies. For instance in the case of Nike, in Google Plus it is possible to communicate football-related messages to people interested in football and basketball-related communication to the people that are interested in that sports. More targeted marketing communication is made possible in Google Plus and that might be the key factor considering the future. (Berlind 2012)

2.4 The Seven Functional Blocks of Social Media

Kietzmann, Hermkens, McCarthy and Silvestre (2011, 243) created a framework which consists of 7 different factors explaining in a shape of honeycomb the most important elements of social media. The honeycomb model can be seen in Figure 6.

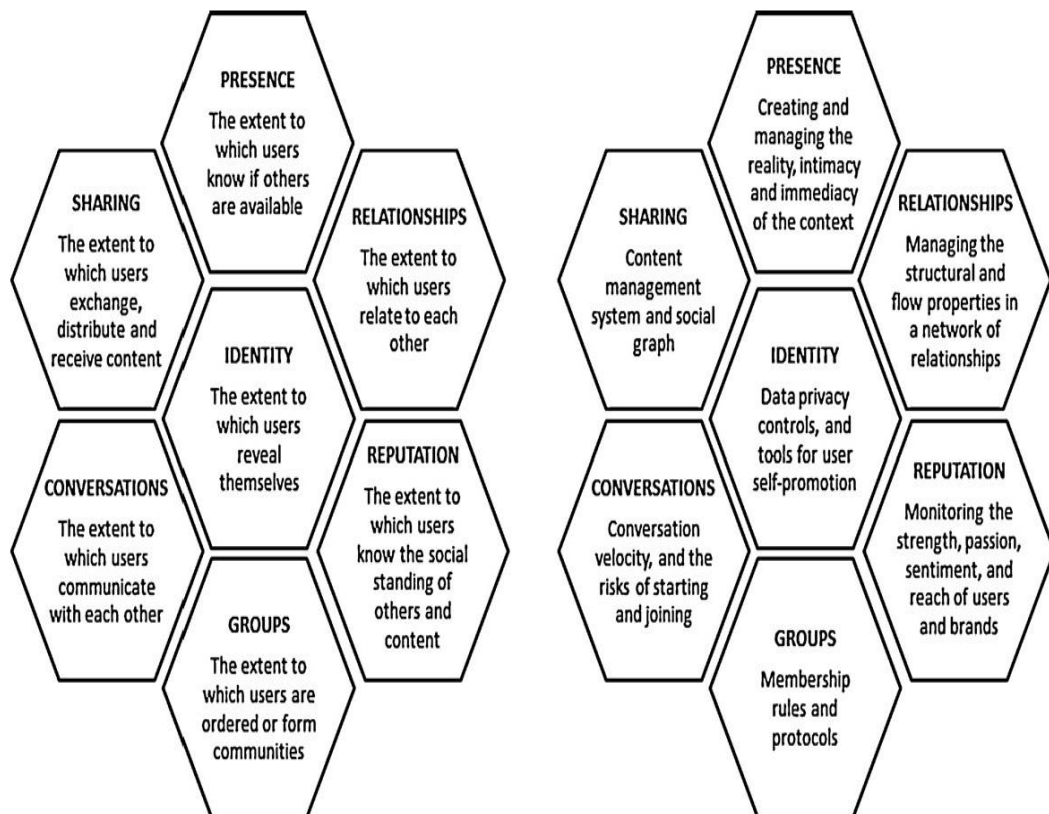


Figure 6. The honeycomb of social media (Kietzmann, et al. 2011, 243).

According to Kietzmann et al. (2011, 243) 7 functional blocks of social media are identity, conversations, sharing, presence, relationships, reputation and groups. By examining and analyzing each block it is possible to get a good view about social media user experience and its implications for corporations.

2.4.1 Identity

The identity block of the honeycomb model presents the extent that examines how social media users express their existence in a social media setting. By this it is

meant that many people who act in social media are revealing some information such as name, age, profession, family connections. Social media has challenged the authority, authenticity and authorship relevantly. After having revealed some information about them, as an outcome every social media user gets some sort of image of every social media user. In social media platforms it is often required to create a personal profile which creates a direct identity for every social media user (e.g. Facebook). Identity is an essential part of social media platforms. Social media platforms tend to try to get as much information about the users as possible and that how develop their social media actions. This has led to many controversies when it has come to dealing with privacy matters. Even though social media users are willing to voluntarily share their information in different social media platforms, there have been many controversies when social media platforms try to get advantage of users' information. There has to be a great balance between sharing identities and privacy protection, otherwise it may lead to several negative outcomes including misuse of personal information and loss of credibility. (Kietzmann et al. 2011, 243-244; cf. Sweeny (2009) & Flynn (2012))

2.4.2 Conversations

The conversations block of the framework examines how social media users are communicating with other people in a social media setting. Different social media sites are mostly designed to serve the purpose of communication inside the social media site. Conversations are a crucial aspect of the social media setting, when people tend to be more and more in touch with each other online. In a social media setting it is possible to have conversations between individuals and groups. Conversations may happen for almost any possible reasons, people may comment each other's blogs or old high school class may have group conversation where they keep in touch and possibly plan reunions in future. Social media setting is nowadays also a place where one can make their message heard and drive their things. The influence of a social media is increasing when it comes to marketers. With the help of conversations in social media, it is possible to pay attention to new trends. In a social media setting there are several different solutions for having a conversation. For instance Facebook focuses on status updates but it has also

the element of real-time chat with individuals and groups. In Facebook's setting it is possible to comment on status updates and that is how it is possible to form a lively public conversation among their friends. Facebook also makes it possible to form private conversations with individuals and groups. Twitter concentrates on short real-time status updates from peoples' lives; the key point of Twitter is to share short and clever messages about the issues that people have been dealing with. The latest trend in Twitter's case is that many TV shows have created an opportunity for people to comment on certain topics that have been presented in the show. When taking this into consideration Twitter is coming all the time more and more important channel of conversation. (Kietzmann et al. 2011, 244-245 & Darling 2010; cf. Smith et al. (2011))

2.4.3 Sharing

The framework building block sharing represents the element of exchanging, receiving and distributing content in a social media setting. Shared information in a social media setting can be counted as an important information source which may have an influence to a buying decision. Without sharing social media in a simply way could not exist, sharing is the vital element of social media platforms. By participating, engaging and sharing, it is possible to get the best results in a social media setting. Individuals might share their pictures, music, videos or blogs in a social media setting and as an outcome people might get interested and possibly share those forward. There are many different social media platforms designed for specified needs, like pictures for Instagram and careers for Linked In. Kietzmann et al. (2011, 245) state that there are two fundamental elements in the sharing block of the honeycomb model that firms have to take into consideration.

Firstly, they to need to examine which are the objects of that their users are into, and secondly to identify new objects that could drive their mutual interests. Without those two crucial objects a sharing network will be mostly based on connections between people but without anything that would connect them together. Moreover, these specific objects and different kind of types of sharing can be built inside the social media platform depending on the targets of the social media platform. For instance YouTube was established as a platform where individuals are

able to upload and share videos. Despite of the fact that the object medium is video, YouTube's main purpose was to serve people as a platform where it is possible to share personal objects: videos, opinions and experiences from the life. Secondly, another fundamental element in the sharing block of the honeycomb model is dealing with the extent to which the object can or ought to be shared. Especially in the case of YouTube, there have been many controversies when people are uploading the material which is not the personal property of them. Many users have violated the copyright laws by uploading protected material which has led to many court cases. As the result YouTube was forced to create filters and controls in order to avoid uploading the material that is protected by copyrights. (Kietzmann et al. 2011, 245, Kang & Schuett 2013 & Meyer 2009)

2.4.4 Presence

Presence is the fourth element in the honeycomb model. By presence in this context it is meant the extent to which social media users might be aware of if other users are accessible. The presence building block includes knowledge of where other social media users are in the real world or either in the virtual world and whether they are reachable. Given the skyrocketed connectivity among people on the go, presence block can be counted as an important tool when it represents the extent that united the real world with virtual world. Foursquare is a really popular presence-focused platform currently, via virtual "check-ins" users let their friends and followers know where they are exactly right now. Foursquare has increased its popularity via celebrities who are using it actively, when it is possible for the fans to go for exactly to same location where celebrities have made their recent check-in. Facebook and Twitter have followed the footsteps of Foursquare by creating quite similar presence-focused platform when they noticed how popular Foursquare's model was.

When taking into consideration the practical implementation, the firms should concentrate on the implication of the presence by taking seriously into consideration user availability and user location. If social media users would like to prefer

to engage with each other real-timely, in that case social media platform should offer a presence where it is possible to create contacts and interact. The potential solution considering the future of the presence-focused platforms is that, people who are for instance within the 1 kilometer distance from their favorite café that they follow in a social media setting, could get special offer via presence-focused platform. (Kietzmann et al. 2011, 246; cf. Smith et al. (2011) & Bough & Algestra (2011))

2.4.5 Relationships

Relationship involves the proposition and posture what a firms have to create in order to effectively engage users via social media (Smith et al. 2011, 13). Comprehensively this means the way how two or more people who are online connect to each other in order to socialize or share objects. Moreover, when considering how users of a specific platform are connected, it concludes what kind of exchange of information is presented. Consumers are more and more active in a social media and they expect that a company pays attention to them in social media setting. (Baird & Parasnis 2011) Depending on social media platform, relationships in a social media setting can be fairly formal and structured or totally informal and without structure. For instance, Facebook provides a social media setting where individuals can socialize freely with friends, friends-of-friends and even with people they have not ever met. Relationships are the basis of Facebook when it creates an opportunity to maintain old relationships but at the same time provides chance to link with new people. Social media platforms like Twitter and YouTube are based on informal and unstructured relationship building, relationships hardly matter and it is up to every user to decide whether they are interested in following other user's actions or not. On the contrary site like LinkedIn can be counted to be a fairly formal and structured social media platform. The main focus of the site is to be a platform for professional purposes and its primary focus is on relationship building, via LinkedIn people might possibly meet their future employer or expand their business network by approaching people who work in the same business area. All in all social media sites and corporations attempting to engage with their users must be aware of how to build relationships in a social

media setting and how to maintain them as well. If the platform is planned to be a formal and structured one, it is necessary to create authentication system in order to control the validity of the users. When the focus is only on informal platform and the primary purpose is to maintain existing relationships, then a simpler identification may be justified. (Kietzmann et al. 2011, 246)

2.4.6 Reputation

Reputation is the sixth element of the honeycomb model. Reputation refers to the fact that in today's intensive and transparent world firms really need to keep their promises and act in an ethical way. Reputation risk, the possibility of losing the reputation, presents a threat to the organizations. The loss of reputation may effect considerably to a company's functions. Firms must act in the way as they have promised; otherwise their reputation might be significantly damaged in a flash. There are several different dimensions when it comes to reputation in a social media setting. Generally reputation equals trustworthiness, how trustable the social media user or social media platform is seen. In Twitter people who have tens of thousands of followers are seen as trustworthy users and thus are determined to be one of the elements of a good reputation in the world of Twitter. Reputation in Facebook is mostly based on 'likes' when in YouTube reputation is primarily based on 'view counts'. (Kietzmann et al 2011,247, Smith et al. 2011, 12 & Aula 2010)

Reputation certainly plays an important role in a social media setting and individual users and firms should really take that carefully into consideration if they are keen on engaging social media intensively. Reputation management should be managed proactively beforehand. Unavoidable fact is that firms may build their reputation for years in a social media setting and in the worst-case scenario lose it all possibly within few hours if mistakes occur. In order to carefully build and protect reputation metric needs to be chosen to offer valuable data. In the context of Facebook and Twitter the amount of the fans and the followers do not directly tell how many users actually read the posts; it just expresses the popularity of the users or firms. When firms take this into account, they need to consider other fac-

tors also apart from the amounts of fans or followers. Firms might for instance examine activity in a community, how many posts within certain time are posted to the site. This could be one of the possible solutions which could provide a metric for user activity. Rating system is one potential metric to consider when the quality of user's input plays significant role. (Kietzmann et al. 2011, 247 & Aula 2010)

After having chosen the metric for examining the reputation of the firm in a social media setting, second thing to be surveyed is evaluation tool. There are two potential solutions for that purpose. The first option is based on objective data which tells the number of views or followers, and the second option is collective intelligence of the crowd, for instance rating system. With the help of evaluation tools, like Social Mention, it is possible to examine how often the name of company is mentioned and by how many different users and what do they think about the firm. (Kietzmann et al. 2011, 247)

2.4.7 Groups

The functional block of the groups stands for the function how users are able to create communities and sub communities in a social media setting. Social aspect is essential when it comes to the groups. Depending on how wide every user's network is, it determines how wide group user has around him in a social media platform. Friends in Facebook, followers in Twitter and the readers of own blog create a personal network around individual user or firm. The groups can be divided into two different categories. First of all, it is possible for every user to sort their contacts into different self-created groups, e.g. separate work friends to their own group and high school friends to own group. Secondly, online groups have similar characteristics than groups in real life. Groups might be open for every user in social media platform, invitation only-groups or approval required-groups. In many social media platforms it is possible to act as an administrator of the group and thus invite people to the group either approve users to join into group. Basically there are a lot of advantages that can be gained from the groups in a social media community. Users who are in the same group usually have same sort of

mindset or mutual goals what they want get from the group. (Kietzmann et al. 2011, 247-248; cf. Flynn (2012) & Smith et al. (2011))

2.5 Social Media Management

When managed correctly, social media have made it possible for enterprises to significantly speed up the launching of the new brands, build customer relationships and increase profits by creating new customers and new markets. (Smith et al. 2011) One can claim that a social media is present wherever people are, only the access to the web is needed. Tablets, smart phones, laptops make enable to engagement with social media anywhere, anytime. Considerable potential advantages exist in a social media setting. The advantages are that it is a relatively cheap tool to use and potentially unlimited the amount of people that can be reached. As much as there exists opportunities, as much there exists potential pitfalls. All the time growing social media usage has dramatically increased the companies' exposure to potential lawsuits, regulatory violations and public relation disasters. (Flynn 2012)

Companies should be aware of the essence need to engage in a social media and a crucial factor is to create a comprehensive strategy for the engagement. With the help of well-managed social media strategy it is possible to gain several different advantages. The benefits are the possibility of having active two-way communication with consumers, large potential group of consumers and the costs are minimal when compared with other traditional mediums. (Bruhn, Schoenmuller & Schäfer 2012)

Despite the fact that the usage of social media is relatively cheap; getting started requires investments in terms of money, time and people. It is quite common, when it comes to any new development, to underestimate what it takes to fully adopt and utilize it. The establishment of a comprehensive strategy is highlighted in order to avoid possible pitfalls which may even destroy the image of the company. With the help of the social media framework it is possible to create a social media strategy which gives guidelines for the company. (Boudreaux 2011)

Boudreaux's (2011) social media framework consists of six factors, namely context, culture, process, metrics, people and policies. Context describes the business environment, regulations and objectives. The culture of the company is an important aspect considering social media strategy when it tells the habits and the way of working. The development of a social media strategy needs a study concerning two processes. The processes that an organization utilizes in order to manage a social media and the business processes that it aims to support or develop. The fourth factor is metrics which stands for the fundamental aspect that it required to define the metrics that a social media pursues to improve. Such metrics can e.g. consist of the level of recruitment costs. The following factor that needs to be considered when creating a social media strategy is the people that might become engaged with a social media. The job description might get new elements due to a company's social media presence and based on that an essential training is required. Finally is needed to establish a common policy for a social media strategy. The policy describes the boundaries of the social media usage, what is allowed to publish and what is not. Establishing a policy is essential especially when considering the possible amount of the involved people who are engaged with company's social media actions. (Boudreaux 2011) The importance of social media management is highlighted by Flynn (2012, 130): "every single organization is obligated to manage social media risks, use, content, records and compliance."

3 FUNDAMENTAL ASPECTS OF BRANDS

Next branding and its elements will be examined, with an emphasis on online branding and online brand building.

3.1 Branding as a Concept

The most frequently used definition of a brand is the one by the American Marketing Association: “A name, term, sign, symbol, or design or combination of them which is intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competitor.”(Kotler 2003, 418) These individual brand elements in this context are called as “brand identities” and the whole concept creates “the brand”. According to Kotler (2003, 420) brand is “essentially a marketer’s promise to deliver a specific set of features, benefits and services consistently to buyers.” The other considerably used description is the one by De Chernatony and McDonald (1992) who state that “a brand is an identifiable product augmented in such a way that the buyer or user perceives relevant unique added values which match their need most closely. Furthermore, its success results from being able to sustain these added values in the face of competition.”

Keller (2001) argues that building a strong brand with a great equity provides several benefits with a competitive advantage for the company. A strong brand equals things like a loyal and large customer base, which results in many positive outcomes like more effective marketing communication and intermediary cooperation and support. Adamson (2006, 226) argued the following statement when he was describing branding comprehensively: “Branding is a process of creating and managing the associations that generate images and feelings about the brand. Branding is the process of creating signals that communicate to consumers how brand is different and relevant.”

3.1.1 Brand Knowledge

Brand knowledge demonstrates brand awareness (whether and when consumers know the brand) and brand image (what are the associations of the brand). The

importance of brand knowledge has been widely recognized. When individuals are making their decisions, brand knowledge is a crucial factor because they tend to prefer the products and services have inculcated in their minds. Adamson (2006, 3) claimed that after having heard a brand name instant “click” occurs and associations come into a mind. Brand knowledge has an influence in a situation when individual consumer is thinking about specific brand; it can reflect positive or negative issues. Brand knowledge plays essential role, it is founded by constant talk with customers, which has led to a situation that customers know, and are aware of the brand. Brand knowledge, in a nutshell, is everything that brand represents. With the help of well-built brand knowledge it is possible to gain competitive advantage and thus remarkably increase value and profit. (Keller 2001, Richards, Foster & Morgan 1998)

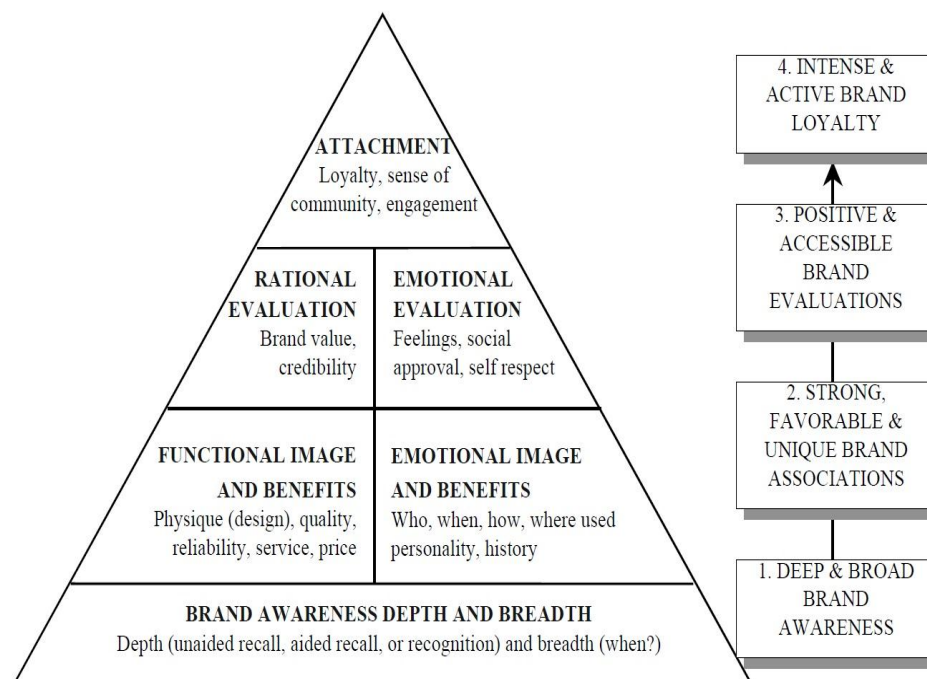


Figure 7. The Brand Knowledge Pyramid (Keller 2001).

The different dimensions of brand awareness are explained by Keller (2001) in his classification in a pyramid form. The fundamental idea of the pyramid is to present that every lower-level element of the model is the foundation of next element.

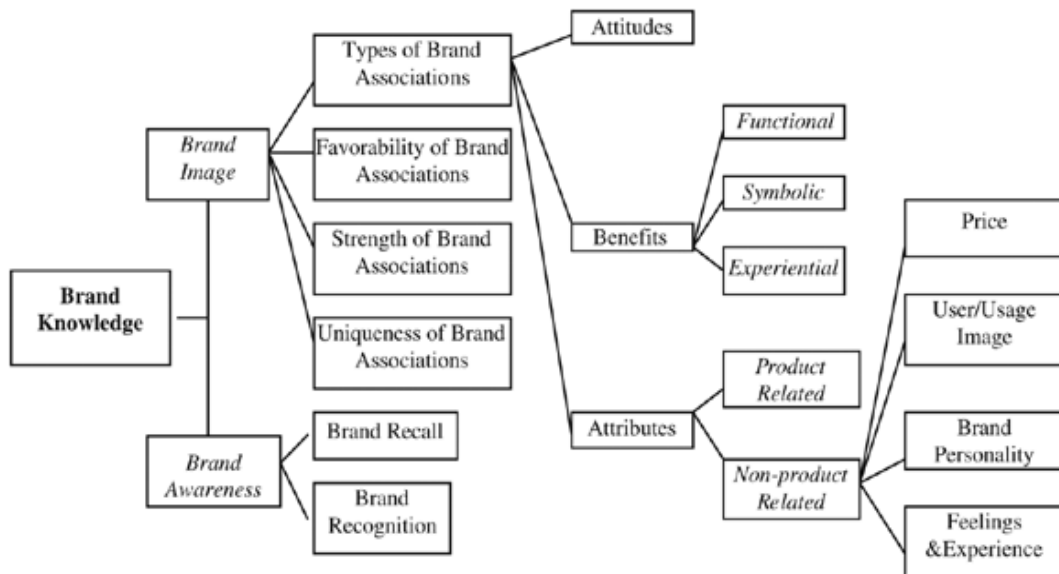


Figure 8. Dimensions of Brand Knowledge (Keller 1993).

Keller's (1993) model of dimensions of brand knowledge presents all the elements that are associated with brand knowledge. All in all, brand knowledge is the summary of brand awareness and brand image. Moreover, brand awareness and brand image consist of several different elements effecting naturally to whole picture concerning brand knowledge.

3.1.2 Brand Awareness

The first dimension describing brand knowledge is brand awareness. Brand awareness represents a trace in memory, if the customer can identify the brand when presented. Adamson (2006) states that one of the first things to do regarding branding is to make people notice your existence. When putting the purpose differently, it is to examine how well the brand identities serve their reason for existence. Brand awareness also affiliates with the thing how easily the brand name stays in people's minds. When people remember the existence of the brand, it is easier for them to make a possible purchasing decision. Brand awareness is based on two fundamental elements, namely brand recognition and brand recall. Brand recognition relates to thing whether people have earlier experience about the specific brand and if they are able to recognize specific brand and make a difference with other brands. Brand recall refers to the consumer's ability memorize the

brand, and when needed able to recall the brand when given specified hints. (Keller 1993, Adamson 2006)

Controlled experiments have shown that brand awareness has been a dominant factor when it came to actual buying decisions. When the customers are aware of the certain brand they tend to prefer it and thus save effort when they do not have to consider competing products. Based on that, building brand awareness is a crucial factor and it should be the aim of the brand management strategy. (Hoyer & Brown 1990)

There are three major implications for decision making when talking about brand awareness. The first implication of brand awareness is its crucial existence when it comes to situation where consumers need to a selection within product category. When consumers think about decision making in a product category, well-built brand awareness makes it much more probable target in the consumer's minds. Second implication to consider is the involvement of brand awareness in occasions where there are not necessarily other brand associations. It is noted that consumers might just rely on brands that they are aware of and exclude all the others, based on that all the efforts to increase brand awareness might turn out to be beneficial. Ultimately, the third implication for decision making is that brand awareness has influence in decision making when taking into account the formation and strength of brand associations concerning brand image. Through well-built brand awareness, brand stays in consumer's memory and has a positive effect to decision making when consumers consider several different options at the same time. (Keller 1993)

3.1.3 Brand Image

Keller (1993) defines brand image as a: "perception about a brand reflected by the brand associations held in consumer memory." Smith & Zook (2011, 39) claim that brand image is "perception how consumer see the brand based on identity plus all other communication, discussions and experiences." Brand image is a perception, while brand identity, which is often mixed with brand image, is the actual reality which includes the visual aspects of the brand. Brand associations

are informational reflections for consumers and they form the meaning of the brand. Brand attributes are the first conceptions that people get when mentioned the specific brand. Brand attributes can be divided into four different categories. The first category types are brand associations. Association may occur due to attributes, which are descriptive elements which create a product or service. As a conclusion attribute in the brand association context means what the consumer thinks the product or service is and what is related to purchase or consumption. Benefits are the second type of brand association. By benefit it is meant that what the consumer thinks that product or service can do for them after having purchased that. (Keller 1990, Smith & Zook 2011)

Brand attitudes build up the third type of brand associations. According to Wilkie (1986): “brand attitudes are a consumer’s total evaluations of a specific brand.” It may be stated that brand attitude is based on attributes and benefits which are seen to be fundamental for the brand. Brand attitudes are often founded on beliefs that consumers have made a general concept of. Moreover good experiences and beneficial functions give their support for brand attitude in a positive way. Brand uniqueness is the fourth element of brand associations. Brand uniqueness refers to the fact that sometimes associations related to brand are such unique that there is not correspondence from the competitors. This issue often leads to valuable function called competitive advantage which is one the main goals of brand builders. (Keller 1993)

3.2 Online Branding

Porter (2001, 64) states: “While having a website was once a competitive advantage, businesses nowadays need a website to compete.” Brands and branding have faced new challenges when the digitalization and globalization are all the growing phenomena. From the organizational perspective there are several related challenges concerning brands and branding in a modern era. Despite of them, organizations want to get benefits by creating strong online brands (Simmons 2007). Many organizations realize that there is a need to integrate marketing communication across offline and online channels. Branding in an online environment pro-

vides great opportunities but moreover, one has to take into consideration possible pitfalls. Rowley (2004) claims that today when world is full of information, brands become even more important, when they save remarkably the customer's time by reducing search costs. On the other hand, Chae and Baterman (2002) question the role of brands during the time of a digital revolution. The growing amount of the people seems to seek the products with cheapest possible price via the Internet. After having considered that it is worth thinking whether the people are still loyal to the brands or is just the price that matters.

Online branding has started to play a crucial role especially when online shopping environments have become more and more popular thus reducing the physical interaction. With the help of search engines consumers are seeking for information about the brands, and based on the material available they create their own judgments about the products and services. Web pages are not anymore places for visibility and sources for general information about the company, vice versa now web pages are shop windows and they form great business opportunities for the company. Nevertheless, it needs to take into consideration that familiarity and trust are the key components of online branding. Firms may focus on online marketing communication, provide web shop in their site and thus create an online market environment for the consumers who are keen on online shopping nowadays'. (Rowley 2004, Chae & Baterman 2002)

Especially social media offers a highly public and powerful field for consumers to share thoughts about the companies and the brands. If consumers are disappointed with companies' actions, they let the company know that in a social media setting very rapidly. Social media has also transformed the traditional one way transaction based communication model. Nowadays it is not only the company that talks, with the help of social media the communication model is now a two-way one. Based on that one can say that consumers are co-owners of a company's brands when the power is up to consumers what they want to communicate about the company and brand in a social media setting. (Smith et al. 2011 6-7)

The online environment has significantly changed traditional branding and brands. Organizations have been forced to accept that they need to transform their principle into 21st century when digital environment has taken over the entire world. The first thing considering online brand building is to create awareness that you exist in a digital world. With the help of promotion it is possible to tell the people that you are there in order to serve them. (Adamson 2006) Ibeh, Luo & Dinnie (2005) claim that an organization's primary goal is to enhance public awareness in an online world and thus get a larger customer base.

There are three major differences between online brand building and offline brand building. First of all consumers have greater control over marketing communication. Consumers are really active information seekers nowadays and are not only waiting for weekly leaflets from different stores. Online environment combines mass media's reach to personalization. Secondly online branding makes it possible to increase customization level and improve customer relationships. When it comes to customer relationships, with the help of online tools it is possible to gather valuable data about the needs of the consumers and due to larger amount of data it is possible to segment consumers better. Third notable difference between online and offline branding is that, online branding encourages consumers engaging in self-service. This means that consumers seek for the information they are interested in an online setting with the help of search functions. The aspect of the online branding is to serve consumer as well as possible and be transparent by all means. There are several good examples like Amazon and EBay which try to provide as much information about the products or services as possible. The global nature of the Internet, has led to a situation that big global and international brands like Amazon and EBay are seen mainly as an online brands. (Simmons 2007, Rowley 2004, Ibeh, Luo & Dinnie 2005)

Rowley (2004) presented a model for online brand development process. Organizations' managers should take a systematic approach when it comes to developing a brand in an online setting. The model consists of following elements:

1. Setting the context for the brand.

2. Deciding on brand objectives and message
3. Developing a brand specification
4. Creating a brand design
5. Creating the web site
6. Launching and promoting the brand
7. Building the brand experience
8. Reviewing, evolving and protecting the brand

(Rowley 2004, 136-137).

Firstly, it is required to establish an online brand to represent the values of the corporate brand. An online brand should reflect exactly the same values than offline brand does. The values highlighted and communicated online need to be echoed in online channels, the values that work in offline mode, like friendliness of staff and informative help desk needs to be transformed to an online setting as well. Determination of brand objectives and message is the following step in online brand building. The main functions in this context are raising the awareness of the customers, encouraging the customers for the higher level of consumption and improving the two-way communication. (Rowley 2004, 136-137)

Furthermore, it is needed to develop a brand specification. Brand specification is especially crucial factor when considering a brand mark, there is a need to differentiate own brand mark from the ones of the competitors. The brand mark has to be identifiable for consumers in every case. In addition professional consultancy is a thing to consider, when the brand mark has to be turned into a specific design in the way that it is easy to remember. The fifth step in online brand building is the creation of the web site. An own web page is an excellent tool to enhance visibility, and communicate the brand. Product-and service-orientated communication on the web site is the function that can enhance the brand significantly in front of consumer's eyes. (Rowley 2004, 136-137)

After having set up the web page, the following thing to do is to launch and promote the brand. After having designed all the branding elements on the web page, it is also crucial to build brand in offline world- and get publicity in traditional

ways as well. Besides, when the brand is launched then focus turns into creation of brand experience. All the things associated to the brand matters, e.g. customer help-desk can play important role when talking about brand experience. Despite of disappointments e.g. in the quality of the service, good customer help-desk may save the overall picture and turn brand experience to be a good one. (Rowley 2004, 136-137)

Finally, reviewing, evolving and protecting the brand are the things that online brand builders needs to take into account. Online brand builders are required to monitor and control the use of the brand all the time in order to be able make possible future developments. It is also notable to examine the connection of online and offline brand presence. Moreover online brand builders need to be constantly aware of latest trends and phenomena when it is well-noted how rapidly changes occur in online world. (Rowley 2004, 136-137)

4 RESEARCH METHOD

The following chapter will present the research methodology chosen in order to carry out the empirical study. This section is divided into four parts. Firstly, the qualitative and quantitative methods are discussed following the statement why exactly this specific method was chosen for the study. Later is presented how the data collection was conducted and finally the reliability and validity are introduced.

4.1 Qualitative and Quantitative Method

The qualitative and quantitative methods are extensively used in the context of business and management research. Qualitative research represents any data collection technique or data analysis process which aims at acquiring non-numerical data by using techniques like personal interviews, observations and diaries. When executing qualitative research, the emphasis is put on observations and the results will be descriptive ones without any numerical data. In business and management qualitative research is utilized in order to examine organizations and individuals' behavior and actions in everyday life. (White 2007, Saunders, Lewis & Thornhill 2009)

The quantitative method is based on the gaining of numerical data. The main focus is to quantify data and thus create an overview to the topic based on the responses. Quantitative research is executed with the help of data collection tool like questionnaire, or by analyzing the data like graphs and statistics. The main purpose of quantitative research is to study cause-and-effect relationships by examining and testing different kind of relationships. Having said that, the emphasis is put on numbers and with the help of numbers the aim is to measure and test hypotheses and theories. Data that has been acquired is often presented in forms of tables, charts and diagrams. Often used data collection methods are structured surveys in the form of questionnaire or interview. Respondents are chosen randomly and the goal is to get big amount of the responses in the way that they represent the population as well as possible. (White 2007, Saunders et al. 2009)

The research method chosen for the study was the quantitative research method. The primary reasons behind the choice were, firstly the fact that case company did not have any numerical data available which justified the need of it. Secondly the platform where survey was executed, namely Musch Facebook site, they had 70.000 members which made it clear that the primary goal was to quantify the data and thus also to get diverse answers. Having said earlier that case company did not have any data available, it was clear from the beginning that only primary data acquired from the survey was used.

4.2 Research Process

As stated previously the research method chosen in order to carry out the survey was quantitative research method. The following step was the formation of questionnaire. This was a natural choice when questionnaires generate data in a systematic way. Furthermore, the responses from the questionnaire are quantified and data is in a form that is easy to process with programs like SPSS. A questionnaire is considered to be a series of questions, each one to provide a multiple choice answers from which to choose the answer that is the most appropriate one. (White 2007, 50) The questionnaire was created in co-operation with Musch Oy. E-lomake was utilized in the creation of the questionnaire. The questionnaire was written in Finnish in order to avoid possible misunderstandings. With the help of that it was possible to add questions that they specifically wanted to find out. The primary focus when forming the questions was to find out the responses to the research problem and supporting research questions in order to successfully accomplish the aim of the study. The survey was planned to be executed in Musch's Facebook group which provided the total amount of 70,000 prospective respondents. The natural sampling method was simple random sampling. Random sampling works best when the aim is to get statistical data. When utilizing random sampling every member in Facebook group have an equal chance to take part in the survey. (White 2007) Before the questionnaire was published, pilot testing was done by three individuals in order to check that the questions were easily understandable. Having done that, the questionnaire was ready to be published in Musch's Facebook group. The date of the release of the E-lomake link was 13th of March. After

having received over 200 responses the survey was closed from the public and the analyses were started with the help of a data processing program SPSS.

4.3 Reliability

Reliability is a measure which examines whether the similar results from the study can be gained over time and in different circumstances. All in all, reliability represents the extent how consistent the results from the study are. Moreover, reliability put emphasis on the fact how free from the errors the results are. The concept of reliability consists of two significant factors. These factors are repeatability and internal consistency. (Zikmund 2003, 300)

There will always be some errors in the data that people collect. The aim is naturally to minimize these errors as well as possible in order to provide precise results. There are two different kinds of errors, namely random error and measurement error. Random error can occur in all research due to several factors. When trying to decrease the amount of random error, the best solution is to increase the sample size which can produce more reliable data. Measurement error indicates to a fact that how well a specific instrument works in a target group. There will be always some error when no instrument is a faultless one. (Litwin 1995, 5-6)

Reliability is often assessed by following methods which are test-retest method, split-half method and equivalent-form method. Test-retest method is related to a situation where exactly the same test is given to the same respondents twice within two different dates. The aim is to find out how stable the responses are, and if the results are similar ones then they can be counted to be reliable ones. Split-half method examines internal consistency. The goal is to split large number of responses in two halves, and study whether the results from both halves are consistent ones. Third assessment tool is equivalent form-method. This method includes the use of two alternative instruments in order to measure same attributes. (Zikmund 2003, Litwin 1995)

Several measures were used in the study in order to meet the goals in terms of reliable results. The sampling method chosen for the research was a simple random

sample. By using simple random sample, the likelihood that people have different background increased. In addition, the respondents chosen by simple random sampling are more representative for the whole population which equals increased reliability. Every member in the Facebook group had an equal chance to take part in the survey. It can also be claimed that the sample size of 203 respondents represent the whole population sufficiently. With the help of simple random sampling it was possible to reduce the likelihood of bias resulting in more reliable results. The questionnaire was tested beforehand in order to increase reliability by eliminating poor questions. (Ghuri & Grønhaug 2005)

4.4 Validity

Researchers always want to be aware of the fact that how valid measurements they actually have. Validity refers to an extent that how accurate their measurements are. According to Zikmund (2003) “validity is the ability of a measure to measure what it is supposed to measure.” If it does not measure what is planned to measure, the research cannot be counted to be a valid one. (Zikmund 2003)

There are four different approaches when it comes to types of validity. The first approach model is face validity. Face validity refers to a professional agreement where it is agreed that the questions seem to be appropriate, logical and easily understandable for respondents. The questions like “How old are you?” and “Where do you live?” are confirmed to have a face validity. Content validity represents a measurement which examines how appropriate the survey instruments seem to a set target group who has previous knowledge about the specific topic. For instance, when analyzing the validity of psychological scales, it is important that professionals from this specific are present. Criterion validity is the third approach model. The basis of criterion validity is to offer an ability to measure correlation between different measures in the same context. Criterion validity can be divided into two different sectors as either concurrent validity or predictive validity. Concurrent validity represents the new measure which correlates with a criterion measure within the same time scale. Predictive validity focuses on predicting the future event, like elections. The fourth approach model when it comes to validity

is construct validity. It is said that construct validity is the most valuable one since it is based on theoretical knowhow and represents that how notable used instrument is in practice. All in all, it examines that how empirical material matches with the theoretical concepts and models. (Zikmund 2003, Litwin 1995)

Several measures were utilized in order to get as valid and accurate data as possible. Theoretical framework was used in the planning phase of the questionnaire. By doing that, the aim was to measure what actually was supposed to measure. In order to increase the validity of the study, the questions of the survey were checked together with the supervisor and the company. The sample size was 203 which can be claimed to be a representative sample of the population. Based on the sample size, it can be argued that the results fulfill the characteristics of generalizability. However, generalizability requires more similar studies. The duration of the study was relatively short, two hours, which reduces potential threats of validity in terms of history and maturation. Changes and influences coming from outside to participants can affect negatively to validity within longer timeframe. (Ghuri & Grønhaug 2005)

5 EMPIRICAL STUDY

In this chapter basic information about the case company Musch Oy is first presented. The case company presentation is followed by the key factor of the chapter, namely the analysis of the empirical survey.

5.1 Case Company Musch Oy

Musch Oy is an animal food manufacturer which focuses on biologically appropriate raw food (BARF). Musch Oy focuses only on making biologically appropriate raw food when there is scientific evidence that it is the most natural way to provide healthy and good life for the dogs and cats. The vision of Musch Oy is to manufacture natural, Finnish food, suitable for all dog and cat breeds in Finland. The mission of the company is to get all pet owners, who love their pets and care about the food that they eat, aware of their products (Musch 2012)

The origin of Musch Oy started in the 1980's, when Stig Snellman came up with an idea to start to manufacture dog food which is based on biologically appropriate raw food. At that time Stig Snellman launched manufacturing in a small scale for him and his closest friends. The concept got bigger and bigger and finally Musch Oy was established in 2004, originally as a family business. Musch Oy has expanded its business actions constantly since 2004, and nowadays the company employs altogether 25 employees. In June 2011 Musch Oy became part of the Snellman group (Musch 2012). Musch is counted as a small enterprise. EU describes a small enterprise an enterprise which employs fewer than 50 persons and whose annual turnover and/or annual balance sheet total does not exceed EUR 10 million.(EU 2013)

Musch Oy focuses its marketing communication actions primarily on Facebook. The main reasons for doing that are the great advantages that exist in a social media setting. Like Smith et al. (2011) stated earlier, with the help of Facebook it is possible to speed up the launching of the new brands, build customer relationships and increase profits by creating new customers and new markets. They receive strategic help from Finnish advertisement agency called Genero. At the moment

Musch Oy has approximately 70,000 fans that have joined their Facebook group. (Musch 2012).

The following Figure 9 introduces demographics and location of the Facebook group members.

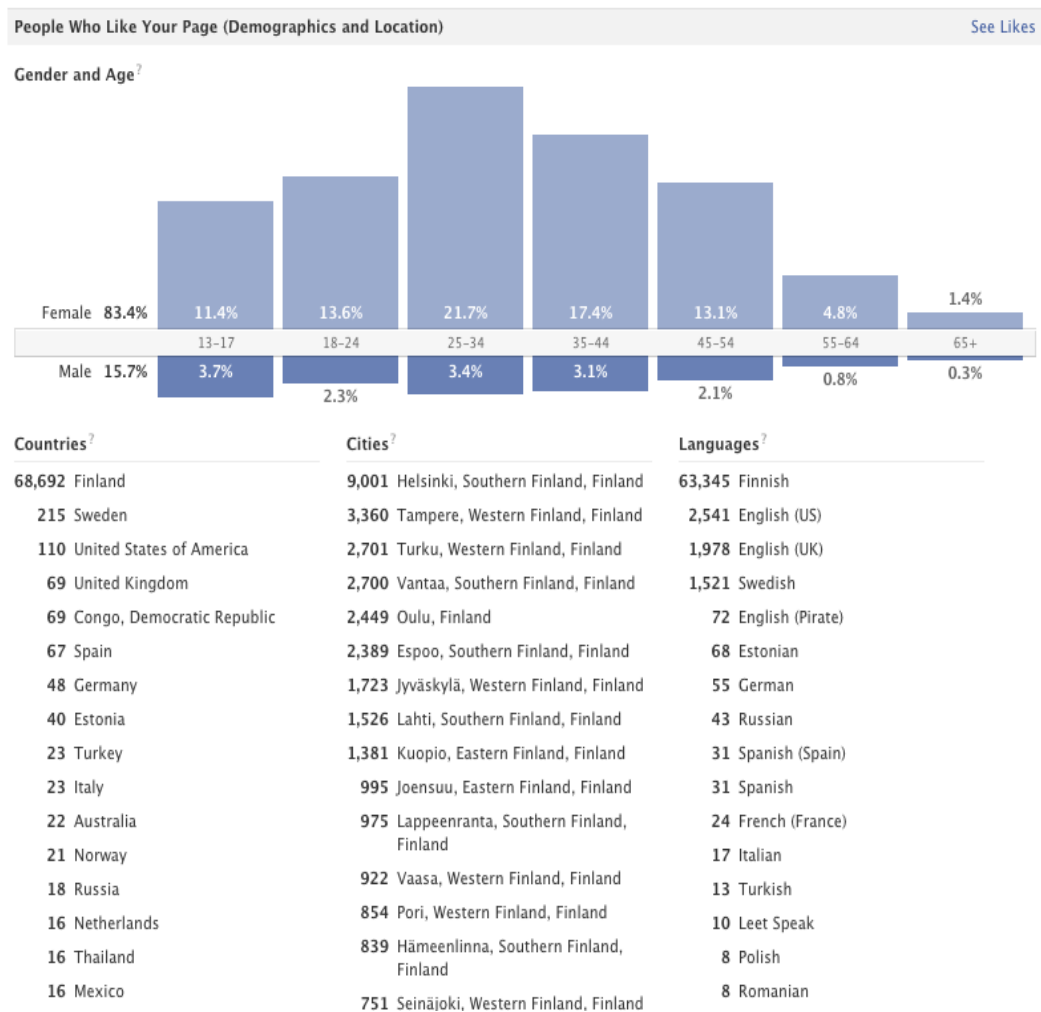


Figure 9. Musch's Facebook group member's demographics and location.

As seen 83.4% of the 70,000 members are women which is naturally a considerable aspect when planning a social media strategy. Naturally over 99% of the site members come from Finland, but there are other countries represented as well in small numbers. Generally speaking, the people that use social media are young people from 15-25, but this does not apply directly to Musch Facebook group. There are not big differences when it comes to age groups. The biggest age group

is people between 25 and 34 with the total amount of 21.7%. The second biggest age group is people between 35 and 44, and after that comes young people aged between 18 and 24. As conclusion, women are in majority in terms of site members, but there is a diversity when taking into consideration the age distribution.

5.2 Analysis of the Questionnaire

The original aim of the survey was to get approximately 200 responses in order to get a big variety of responses and as reliable data as possible. With the help of big amount of fans (70,000) in the Facebook group, that was made possible within two hours since the questionnaire link was published on their Facebook group. The questionnaire was split into three different sections. The first section deals with the basic information of respondents. The second section is examining Musch products generally and how familiar people are with those. The third section puts emphasis on Musch and the Facebook group.

5.2.1 Basic Information of Respondents

The first three questions were dealing with the basic information of the respondents. The questions asked in this section were the following ones: gender of the respondents, the age of the respondents and whether they are dog or cat owners or not. Females are in majority in terms of site members and this same can be seen in the results of the survey (see Table 1).

Table 1. Gender of the respondents.

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	193	95,1	95,5	95,5
	Male	9	4,4	4,5	100,0
	Total	202	99,5	100,0	
Missing	System	1	,5		
Total		203	100,0		

The main purpose of the question related to the gender was to offer an easy entrance to the questionnaire as well as an effort to examine how the gender of the respondents corresponds to the gender distribution that can be found in the statistics in Musch's Facebook group. Females represent 84.1% of members in the Facebook group and even more in this study, when 95.1% of the total answers came from them. The second question was age-related. The results of the question can be seen in Figure 10.

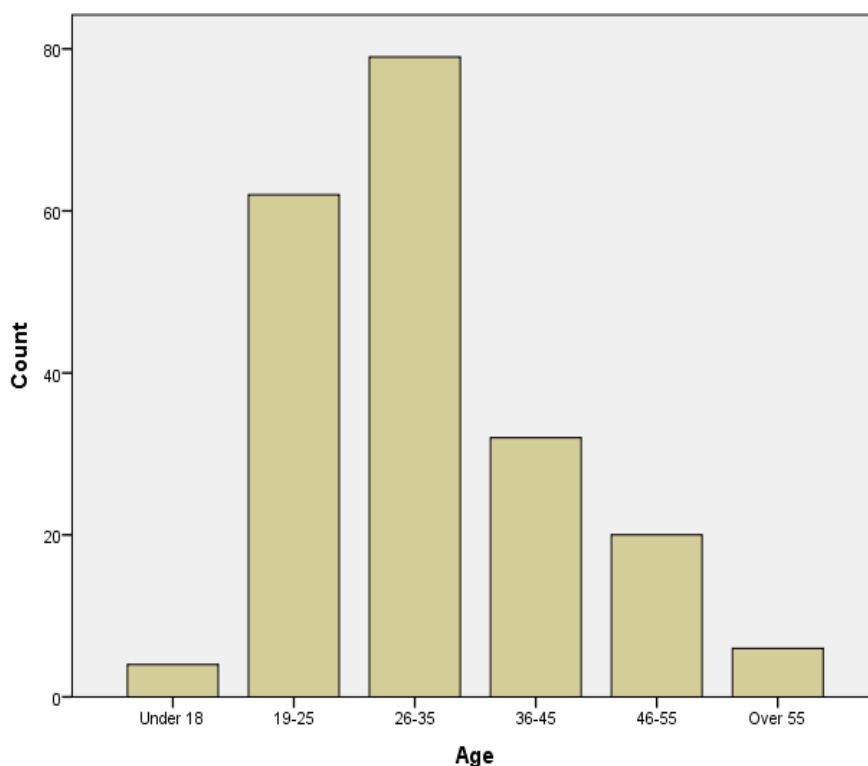


Figure 10. Age distribution of the respondents.

As can be seen in Figure 9 earlier, the age distribution in the Facebook group is diverse. When it comes to this survey, a bit different results were gained. Age groups 19-25 with the total amount of 30.5%, and 26-35 with the total amount of 38.9% formed the majority. This was the result that could have been expected when generally people from 19-35 have adapted social media largely and they are active there. Nevertheless, a satisfactory response rate was acquired from the people aged 36 or more, when 28.6% of the responses came from them. All in all, the demographics of the respondents were really satisfying and they were mostly fol-

lowing the data that could have been seen in statistics that were given by Musch Oy. The third question in this section was examining whether the respondents were dog or cat owners or not. This question played a major role since those people who own dog(s) or cat(s) are the target group for Musch Oy. The results are shown in Table 2.

Table 2. Pet ownership of the respondents.

		Pets			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I am a dog owner	144	70,9	71,3	71,3
	I am a cat owner	13	6,4	6,4	77,7
	I am a cat and dog owner	33	16,3	16,3	94,1
	I do not own cat or dog	12	5,9	5,9	100,0
Total		202	99,5	100,0	
Missing	System	1	,5		
Total		203	100,0		

Dog owners, without a doubt, dominated this survey which was a factor that could have been foreseen. The primary target of Musch's products are dog owners when there is a large variety of products targeted for dogs. Overall there are tens of products for dogs and only 3 products which are especially tailored for cats. 71.3% of the respondents were dog owners, and moreover 16.3% of the respondents had both cat(s) and dog(s). When taking into account the fact that over 85% percent of the respondents were dog owners, this is a serious thing to consider when Musch Oy are planning their actions on their Facebook group. Currently, they are mostly talking about the dog-related issues in their Facebook group, which is well justified according to this study.

5.2.2. Questions Related to Musch and Its Products

The following section in the questionnaire examined how familiar the respondents were with Musch's products. Altogether this section consisted of six different questions. The goal was to find out whether site members actually have bought

the products or are they just supporting Musch generally. The purpose was also to find out if they liked the products and what are the brand associations.

The first question that was asked in this section concerned whether the respondents were aware of Musch as a company before they joined the Facebook group. This specific question can be said to have an essential role when taking into consideration the research problem “How has social media supported brand building of Musch Oy?”

When analyzing the answers of this specific question, interesting observations can be made. Almost 70% of the respondents were familiar with Musch before they joined the Facebook group. It is crucial to pay attention to the 30.54% of the respondents who were not aware of a company called Musch before they joined their Facebook group. Without knowing the company previously, almost a third of the respondents had joined the Facebook site. When the study is adapted to deal with all the members, approximately 20,000 members would have joined the Facebook group without being familiar with Musch based on earlier experiences. There are potentially several factors why those people who were not aware of Musch previously joined their Facebook site. It is obvious that Musch has looked like an attractive company when the respondents who did not know Musch were willing to join the site. Therefore, it can be said that with the help of the Facebook group, Musch has significantly increased the brand awareness, and have nevertheless reached a significant amount of new potential customers. The meaning of social media as a brand building tool can thus be well supported.

The second question was concerning whether the respondents had actually bought Musch's products or not. The focus was to find out how membership of Facebook site is related to buying behavior. Does the membership of the Facebook group guarantee that the members actually buy the products? The results can be seen in Figure 11.

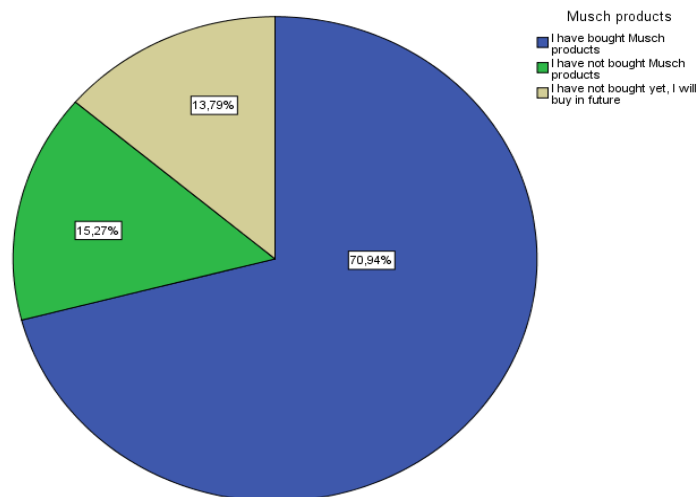


Figure 11. Musch's products.

When taking a look at the results, it can be seen that 70.94% of the respondents have actually bought Musch's products. This result shows that the members of the Facebook site are familiar with the products since they have bought them. It can be estimated, that they have obviously liked the products as they want to be part of the Facebook group. The other results are interesting. 15.27% of the respondents have not bought the products and are not planning to buy them in the future. A natural reason for this can be the absence of cat(s) or dog(s), or maybe they just want to support Musch generally by joining their Facebook site because they see something good in it. The encouraging result is, that 13,79% of the respondents have not bought products yet, but they have planned to buy them in the future. This may be based on the fact that they have received good overview of Musch as a company in social media, which has backed the future purchase situation.

Third question was related to brand awareness and was examining brand loyalty. The question tried to examine whether the respondents always try to prefer buying Musch's products or not. Like Keller (1993) stated earlier well-built brand awareness makes a product much more probable target in the consumer's minds.

Despite the fact that over 70% of the respondents have bought Musch's products, still only 23.76% of the total amount of respondents are always primarily buying them. This is an interesting fact concerning brand awareness. One can say that the result is at the same time encouraging, but still there is a lot of work to do in the

future in order to improve this specific result. It can be analyzed that being part of the company's Facebook group does not guarantee that the people favor the products of the company. It might be the first step towards future buying decision but a work needs to be done in order to get more people to buy Musch's products primarily. There are several other possible explaining factors for the current situation. Current situation might be due to hard competition that people are also buying the products from the competitors every now and then. One explaining factor might be a relatively young age of Musch. When taking into a consideration that Musch is only 9-year-old company it is clear that they have not yet established so large amount of loyal customers who primarily buy only their products.

The fourth question aimed to figure out whether the respondents would recommend Musch's products to people close to them. This a crucial factor when the recommendations from the friends and the family sometimes play a crucial role when making purchasing decisions. Satisfied customers are generally willing to share their positive experiences with their friends. The results can be seen in Figure 12.

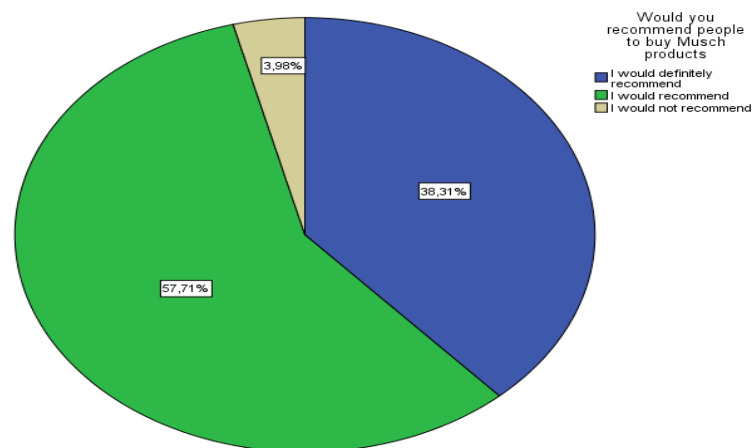


Figure 12. Recommendation of Musch's products.

The results from this specific question related to recommendations were remarkable. Altogether 38,31% of the respondents would definitely recommend to buy Musch's products and 57.71% of the respondents would recommend the product as well. The amount of the respondents who would not recommend buying

Musch's products was as low as 3.98%. It can be said, that the respondents seem to be very satisfied with the products when overall approximately 96% of them are willing to recommend people close to them to buy Musch's products. An interesting fact is also, when thinking about almost 30% of the respondents who had not bought Musch's products; that they seem able to recommend the products to their friends yet not to buy them by themselves. Taking that into account the brand image can be analyzed to be an excellent one when the respondents can recommend the products even though they do not buy the products themselves. Additionally, it is crucial to remember that despite of the 96% of the respondents who would recommend buying Musch's products; only 23.7% are buying Musch's products primarily. The key thing considering the future is to turn an excellent brand image into practice and get more loyal customers.

The fifth question was examining which grade would people give to Musch's products. The aim was to get an overview how the respondents value Musch's products. The grading scale used was the one that is the most used one in Finland, namely "school grading" system from 4 to 10. The results are shown in Figure 13.

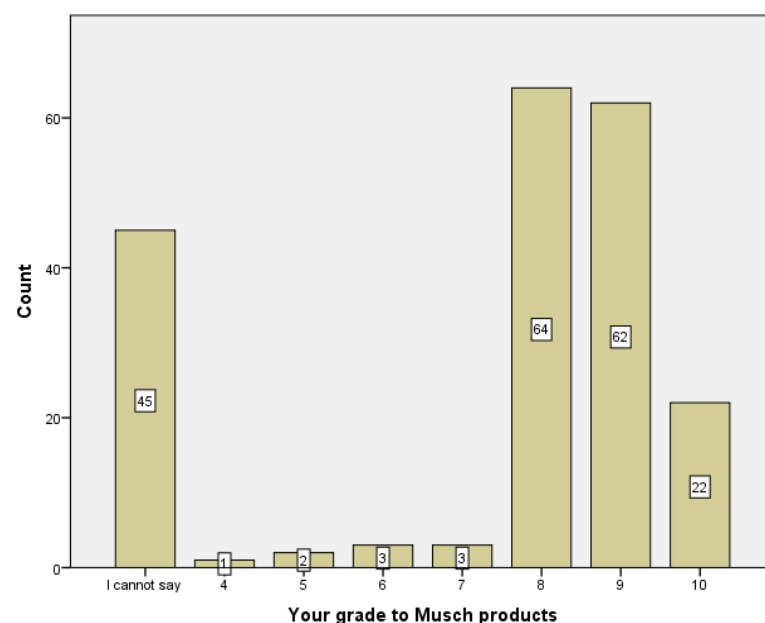


Figure 13. Grade to Musch's products.

45 of the respondents could not give any specific grade to Musch products. Otherwise, grades 8 equaling good and 9 equaling very good were the most popular

ones with the total amounts of 64 and 64 respondents. 22 respondents gave perfect 10 to Musch products. Only 9 respondents gave grade 7 or worse to Musch products. Altogether the average grade for Musch products was 8.6 which can be seen as a promising data for the case company.

The last question in this section was dealing with the brand associations. The question included 9 different adjectives and words and the goal was to find out how the respondents associated these specific adjectives with Musch. The primary target was to examine how the adjectives that Musch want to associate with their company are seen by the respondents. As mentioned in the theory, brand associations are crucial thing to consider when they represent informational reflections for consumers and how they form the meaning of the brand. The results are presented in the following Tables 3-11.

Table 3. Brand associations: Finnish.

How well does the following word describe Musch from your point of view: Finnish

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Fully agree	111	54,7	55,0	55,0
Partly agree	75	36,9	37,1	92,1
Partly disagree	14	6,9	6,9	99,0
Fully disagree	2	1,0	1,0	100,0
Total	202	99,5	100,0	
Missing System	1	,5		
Total	203	100,0		

55% of the respondents fully agreed that Musch is from their point of view Finnish. This was supported by 37% of the respondents who partly agreed that Musch is Finnish. Only 7.9% of the respondents did not agree partly or fully with the fact that Musch is Finnish. The result is encouraging when Musch strongly want to be identified especially as a Finnish company and they want to highlight that fact in all their communication.

Table 4. Brand associations: Naturalness.

How well does the following word describe Musch from your point of view: Natural

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Fully agree	121	59,6	60,2	60,2
Partly agree	73	36,0	36,3	96,5
Partly disagree	6	3,0	3,0	99,5
Fully disagree	1	,5	,5	100,0
Total	201	99,0	100,0	
Missing System	2	1,0		
Total	203	100,0		

Naturalness is an important adjective as Finnish for Musch. The slogan of Musch is “Natural, Finnish.”. When examining the results it seems that the respondents agree with the fact that the adjective natural can be associated with Musch. 60.2% of the respondents fully agree with the fact that Musch can be described as a natural. 36.3% of the respondents partly agree with this and only the minority of 3.5% is partly or fully disagreeing with the statement.

Table 5. Brand associations: Benefactor.

How well does the following word describe Musch from your point of view: Benefactor

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Fully agree	56	27,6	28,1	28,1
Partly agree	121	59,6	60,8	88,9
Partly disagree	21	10,3	10,6	99,5
Fully disagree	1	,5	,5	100,0
Total	199	98,0	100,0	
Missing System	4	2,0		
Total	203	100,0		

Benefactor in Musch’s case relates to their charity campaign during Christmas time which inspired approximately 20,000 new members to join Musch Facebook group. Maybe due to an effect of charity campaign, 28.1% of the respondents ful-

ly agreed that Musch is a benefactor and 60.8% of the respondents partly agreed with this. The minority of 10.6% partly disagreed that Musch is a benefactor.

Table 6. Brand associations: Animal-friendliness.

How well does the following word describe Musch from your point of view: Animal-friendly

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Fully agree	136	67,0	68,0
	Partly agree	59	29,1	97,5
	Partly disagree	5	2,5	100,0
	Total	200	98,5	100,0
Missing	System	3	1,5	
Total	203	100,0		

When it comes to animal-friendliness, the respondents seem to be extremely convinced that this adjective can be associated with Musch. Altogether 68% of the respondents were willing to fully agree that an adjective animal-friendly describes Musch. The majority of 68% of the respondents fully agreed, was backed by 29.5% who partly agreed that Musch and its products are animal-friendly ones. Only five respondents out of 200 did not partly agree that animal-friendliness could be associated with Musch.

Table 7. Brand associations: Activity.

How well does the following word describe Musch from your point of view: Active

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Fully agree	113	55,7	57,1
	Partly agree	79	38,9	97,0
	Partly disagree	6	3,0	100,0
	Total	198	97,5	100,0
Missing	System	5	2,5	
Total	203	100,0		

Musch's goal is to be an active player in a social media setting, and according to results it seems that the respondents see Musch as an active company exactly like Musch wish. All in all, 57.1% of the respondents fully agreed with the associa-

tion that Musch is an active company. The amount of partly agreed respondents was 39.9%. Altogether 97% of the respondents fully or partly agreed that Musch is an active company which can be counted as an impressive result.

Table 8. Brand associations: Willingness to serve

How well does the following word describe Musch from your point of view: Willingness to serve

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Fully agree	90	44,3	45,2	45,2
	Partly agree	99	48,8	49,7	95,0
	Partly disagree	10	4,9	5,0	100,0
	Total	199	98,0	100,0	
Missing	System	4	2,0		

The reason why “willingness to serve” was chosen to be asked as an adjective describing the company, is because customer relationships and service orientation are crucial aspects in a brand building. The respondents seemed to be extremely happy with Musch’s willingness to serve. Overall 45.2% fully agreed and 49.7% partly agreed that willingness to serve describes Musch well. The minority of 5% of the respondents were a bit dissatisfied with Musch’s willingness to serve.

Table 9. Brand associations: Competitiveness.

How well does the following word describe Musch from your point of view: Competitive

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Fully agree	92	45,3	46,0	46,0
	Partly agree	91	44,8	45,5	91,5
	Partly disagree	15	7,4	7,5	99,0
	Fully disagree	2	1,0	1,0	100,0
	Total	200	98,5	100,0	
Missing	System	3	1,5		
	Total	203	100,0		

The goal was to examine how the respondents associated “competitiveness” with Musch. 46% of the respondents fully agreed that Musch is a competitive compa-

ny. Moreover, 45.5% of the respondents partly agreed with that Musch can be described as a competitive company. When adding those together, altogether 91.5% felt fully or partly that Musch is a competitive company which is naturally a very good result for the case company. The minority of 7.5% partly disagreed with competitiveness when associating with Musch.

Table 10. Brand associations: Quality.

How well does the following word describe Musch from your point of view: Quality

	Frequency	Percent	Valid Percent	Cumulative Percent
Fully agree	109	53,7	54,8	54,8
Partly agree	81	39,9	40,7	95,5
Valid Partly disagree	6	3,0	3,0	98,5
Fully disagree	3	1,5	1,5	100,0
Total	199	98,0	100,0	
Missing System	4	2,0		
Total	203	100,0		

When asked whether an adjective “quality” can be associated with Musch or not, the results were once again extremely positive ones. When putting together the results, which consisted of 54.8% fully agreeing respondents and 40.7% partly agreeing respondents, it can be said that Musch is seen as a quality company. Out of 199 respondents to this question, only 9 respondents were partly or fully disagreeing that quality could be associated in the context of Musch.

Table 11. Cheapness.

How well does the following word describe Musch from your point of view: Cheap

	Frequency	Percent	Valid Percent	Cumulative Percent
Fully agree	26	12,8	13,1	13,1
Partly agree	119	58,6	60,1	73,2
Valid Partly disagree	45	22,2	22,7	96,0
Fully disagree	8	3,9	4,0	100,0
Total	198	97,5	100,0	
Missing System	5	2,5		
Total	203	100,0		

Finally, it was asked how the respondents felt cheapness could be associated with Musch. This specific question dealing with cheapness caused diverse responses. Only the minority of 13.1% of the respondents fully agreed that Musch can be described as cheap. The majority of 60.1% of the respondents partly agreed that cheapness can be associated with Musch. When compared with earlier questions, relatively considerable amount of 22.7% now disagreed partly that Musch can be described as a cheap. 4% of the respondents fully disagreed when it came to association of Musch and cheap.

To conclude, the respondents seem to very pleased with Musch and its products. Some essential results regarding brand associations were gained and it shows that Musch have been doing a very good job in a field of animal foods. The only question that got a relevant amount of disagreeing results was cheapness. 26.7% of the respondents do not see Musch as a cheap company. When compared this with the question which was asking about competitiveness (over 90% agreed with competitiveness), it can be said that people are willing to pay more if they see quality in it.

5.2.3 Musch and Facebook

The following section puts emphasis on the connection between Musch and Facebook. The primary focus was, by asking questions regarding Musch and its Facebook site, to examine what role social media actually plays when it comes to brand building. This section consisted of 10 questions.

The first question was studying how long the respondents have been the members of the Facebook group. This particular question was chosen due to massive growth in terms of members recently. In November 2012 the amount of members was approximately 45,000, but the sudden rise occurred when Musch started their charity campaign during Christmas time. Social media users were encouraged to join Musch's Facebook group, when Musch added constantly more food to be shared to homeless dogs based on the amount of new members. People were really keen to join due to charity element, and the current amount of members is over

70,000. The results from the respondents regarding their time of membership can be seen from Figure 14.

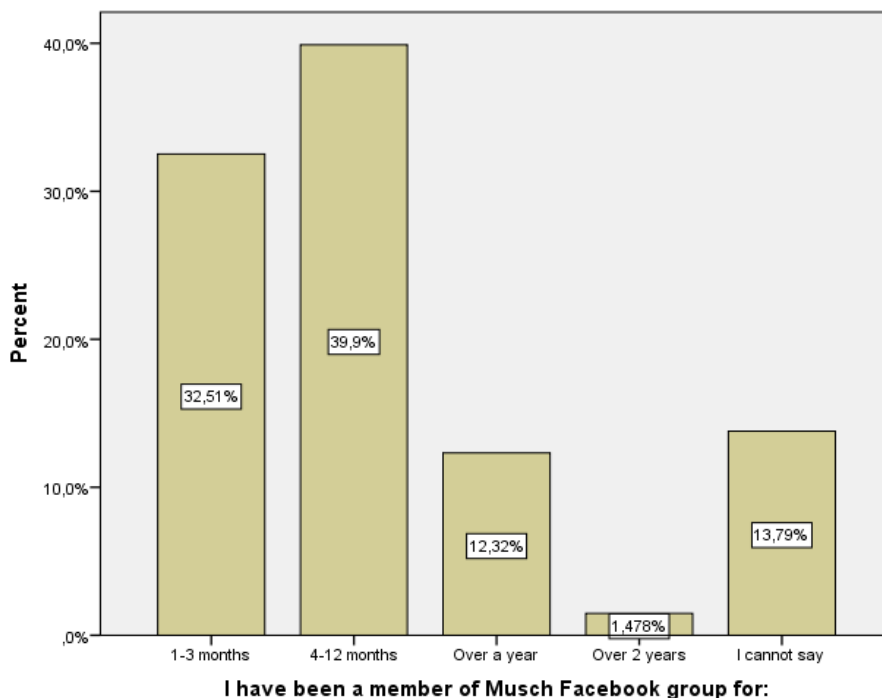


Figure 14. The length of membership.

When examining the results, an instant overview can be formed that the respondents have been members on the Facebook page for a relatively short time. Altogether over 70% of the respondents have been members less than one year. It can be said that Musch is quite a new phenomenon on Facebook as well as in real life. 32.51% of the respondents have been members only 1-3 three months. This naturally affects to buying behavior of Musch's products. This is shown when over 70% of the respondents have bought Musch's products, but still only 23.7% prefers to buy them. This situation may be due to the fact that Musch is such a new company for the most respondents and there has not yet been established a commitment. The considerable amount of new members can be possibly explained with the effect of a charity campaign. That charity campaign caused a lot of positive attention and approximately 20,000 new members, which can be seen in the results of this survey with the amount of 32.51% of new members. The majority of 39.9% have been members between 4 and 12 months. Despite of the fact that

Musch's Facebook group have been established already in 2009, only 12.32% of the respondents have been the members over a year and 1.5% of the respondents over 2 years. All in all, it can be said that due to recent campaign and activity, Musch has been able to acquire a significant amount of new members which can be counted to equal new potential customers.

The second question in this category was asking for that how actively the respondents follow Musch's updates in the social media platform Facebook. The aim was to find out how often and actively do they actually follow Musch's updates. Musch is posting actively updates several times per day. The results can be seen in Figure 15.

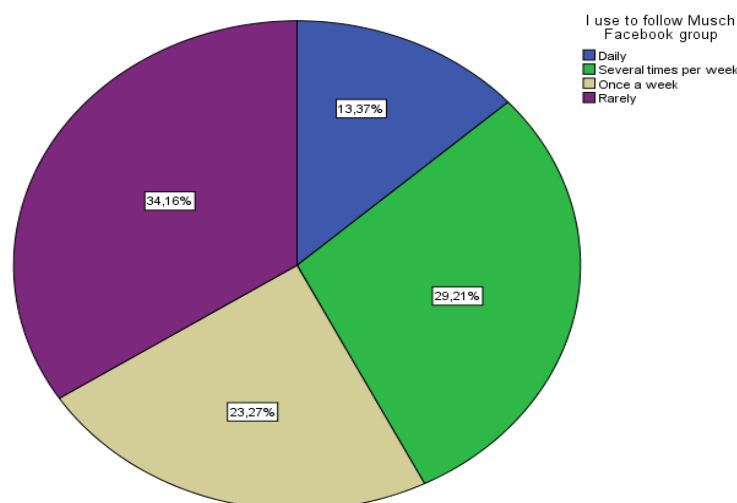


Figure 15. The member activity.

The majority of the 34.16% of the respondents answered that they rarely use to follow Musch's Facebook group. That is a relevant number of people who are not actively following the Facebook group despite of the several posts per day. They are passive members which naturally is not the thing that Musch would like to happen. Several times per week- alternative with the amount of 29.21% received the second biggest share of the answers. That is an encouraging result indeed, and shows that despite of the passive members there is almost as considerable amount of active members who follow the Facebook group several times per week. 23.27% of the respondents are following group weekly, which can be counted to

be positive result as well. 13.37% are daily followers, which is without a doubt the ideal situation that Musch would like to get. As a summary, approximately 66% of the respondents are following the Facebook group at least once a week. That guarantees a situation that Musch reminds weekly about its existence which is crucial when consumers are making buying decisions.

The third question under Musch and Facebook section was studying that what was the most important factor behind the choice to join to the Facebook group. The primary reason was to get to know motivating factors, so that Musch would then be able to serve its Facebook members in the best possible way. Figure 16 presents the results.

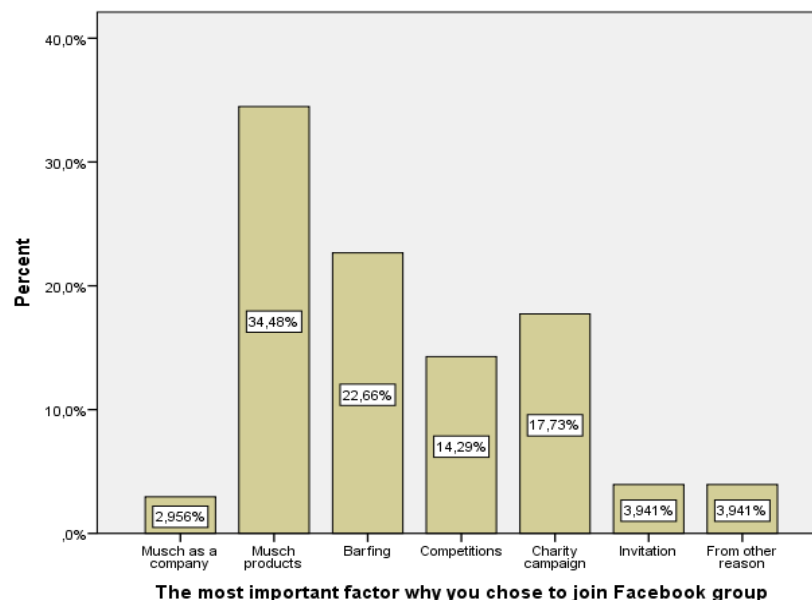


Figure 16. The most important factor to join the Facebook group.

Examination of the results shows that the majority of the 34.48% of the respondents had joined the Facebook group due to interest to get more information about Musch products. When taking this into account, it is a positive sign for Musch when people are interested in their products and they have joined the Facebook group due to that. Barfing is a matter which seems to drive 22.66% of the respondents to the group. Biologically appropriate raw food is the method that Musch utilizes and obviously the respondents and people generally are keen on

natural animal food. Furthermore, the analysis shows that Musch's efforts in a social media have driven people to join the Facebook group. Competitions and charity campaigns are the ones that seemed to have fascinated the respondents largely. 14.29% due to competitions and 17.73% due to charity campaign, almost form one third of the total amount. These results highlight the importance of social media, with the help of those campaigns and competitions it is possible to get a relevant amount of new members. New members in the Facebook group can directly lead them to be new customer.

The following question was concerning the issue whether the respondents were satisfied or not with the content of the Facebook group. This specific question plays a significant role when it comes to evaluation of Musch's efforts in the social media platform Facebook. The results can be seen in Table 12.

Table 12. The Facebook group's content.

		Facebook group's content			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I am really satisfied with the group's content	34	16,7	16,8	16,8
	I am satisfied with the group's content	163	80,3	80,7	97,5
	I am dissatisfied with the group's content	5	2,5	2,5	100,0
	Total	202	99,5	100,0	
Missing	System	1	,5		
	Total	203	100,0		

When analyzing the results a very quick conclusion can be made that the respondents are pleased with the group's content. The great majority of 80.7% of the respondents were satisfied with the group's content, supported with the amount of 16.8% of the really satisfied respondents. Only 5 respondents out of 202 were dissatisfied with the group's content which forms 2.5% of the total share of the answers. Moreover, when analyzing the result critically, there is still an area for improvement in order to get more really satisfied members.

The fifth question in this section puts emphasis on an essential matter concerning the whole study. The aim was to find out how the respondents felt about the importance of a company having a Facebook group part of its functions. Like Smith et al. (2011) have stated Facebook has had major impacts when it comes to global businesses. Facebook has already dramatically influenced traditional business-to-customer models. This specific question was chosen also because of online brand building purposes. Social media offers a highly public and powerful field for consumers to share thoughts about the companies and the brands (Smith et al. 2011). Rowley (2004) has also stated that online environment has significantly changed traditional branding and brands. Organizations have been forced to accept that they need to transform their principles into 21st century when the digital environment has taken over the entire world. Based on these theoretical backgrounds, this question was estimated to provide extremely valuable answers. The results can be seen in Figure 17.

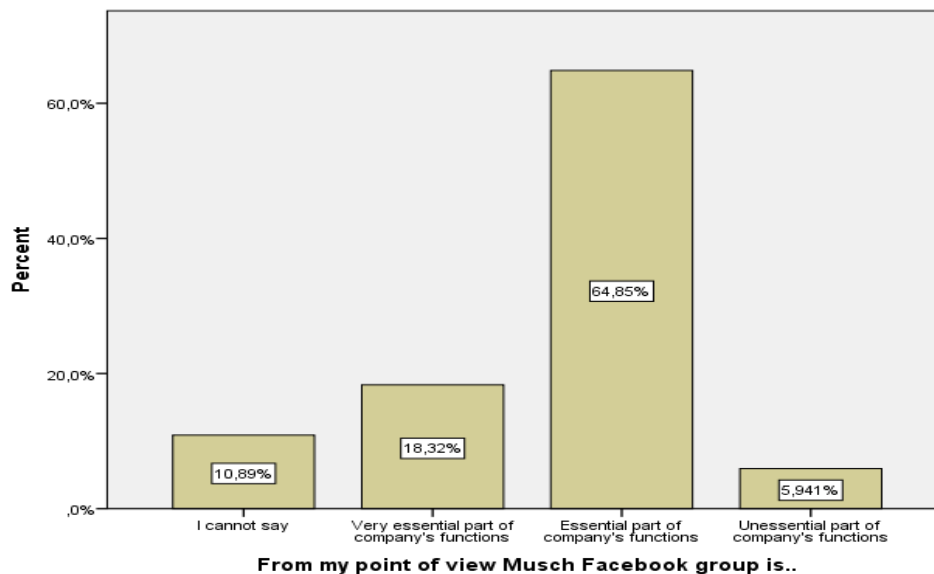


Figure 17. The essentialness of the Facebook group.

The analysis of the results shows evidence of the importance of the usage of social media. The big majority of 64.85% of the respondents answered that Musch's Facebook group is an essential part of company's functions. Moreover, this big majority was backed by the 18.32% of the respondents who thought that the Face-

book group is a very essential part of the company's actions nowadays. 10.89% of the respondents could not say their opinion and the minority of 5.9% the respondents see Facebook as an unessential part of company's actions. These results highlight the importance of social media part of companies' actions. Based on these results, companies simply cannot afford not to be present in a social media setting. As the results show, people are paying constantly more attention to companies' presence in social media setting. This is a serious thing to take into consideration for every company. When taking into account diverse age group of the survey, the results show that a social media is not only place for young people but for everyone seeking for information related with products or company.

The following question was examining if the respondents would recommend Musch's Facebook group to their family and friends or not. Recommendations and word-of-mouth are associated with a brand building when those are valuable assets and generally people put more emphasis on those than believe e.g. advertisements. It is much more convenient to join the Facebook group based on a recommendation from a friend, than based on a sponsored advertisement in Facebook. The results are available in Figure 18.

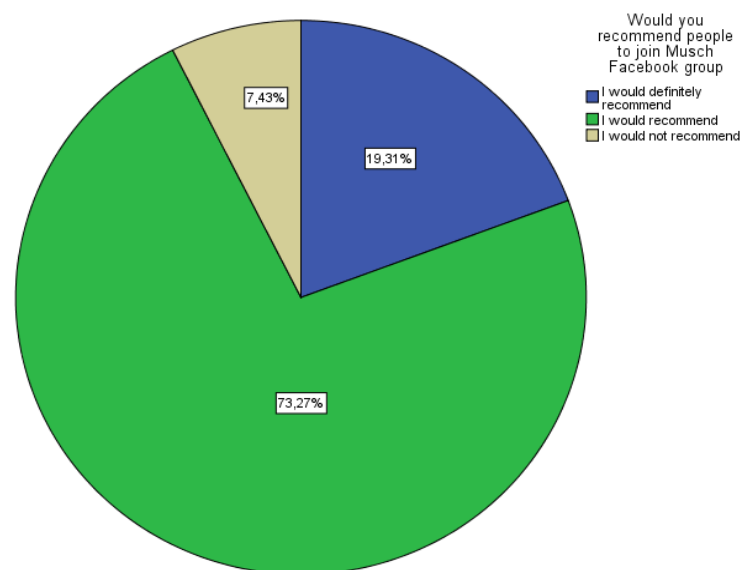


Figure 18. The recommendations of the Facebook group.

The results from this question were once again encouraging for Musch. Only the minority of 7.43% would not recommend their family and friends to join Musch's

Facebook group. The rest would either recommend or recommend definitely joining Musch's Facebook group. These results create a summary that the respondents are very pleased with Musch's Facebook group when they recommend joining the Facebook group. This is an outstanding record for any organization when taking into account the power of recommendations and word-of-mouth.

The next question was concerning a honeycomb model which was presented in Chapter 2.4. According to Kietzmann & al. (2011, 243) 7 functional blocks of social media are identity, conversations, sharing, presence, relationships, reputation and groups. By examining and analyzing each block it is possible to get a comprehensive overview of social media user experience and its implications for corporations. The aim was to examine how this theoretical model regarding a social media works in the practice. Five factors of this model was chosen to be tested which could be connected with Musch's Facebook group, namely identity, conversation, sharing, relationships and groups. First question was regarding the block of sharing by asking how important is it to be able to share information in a group, see Table 13.

Table 13. The sharing block.

It is important in Musch Facebook group, that I can share information to others				
	Frequency	Percent	Valid Percent	Cumulative Percent
	Fully agree	32	15,8	15,9
	Partly agree	109	53,7	70,1
Valid	Partly disagree	39	19,2	89,6
	Fully disagree	21	10,3	100,0
	Total	201	99,0	100,0
Missing	System	2	1,0	
Total		203	100,0	

Kietzmann et al. (2011) stated that without sharing social media could not exist; they saw sharing as a vital element of social media platforms. Sharing represents the exchange of ideas and knowledge. Table 13 shows that the respondents agree with that statement. 70.1% of the respondents agree either fully or partly that shar-

ing is important aspect in Musch's Facebook group. Despite of the majority of the respondents, who considered sharing as an important aspect, 19.4% of the respondents partly disagreed and 10.4% share of the respondents fully disagreed with the statement. All in all, it can be stated that the block of sharing functions in practice when over 7 respondents out of 10 agreed with that.

The second question was concerning the identity block of the honeycomb model, which examines how social media users express their existence in a social media setting (Kietzmann et al. 2011). The purpose was to examine how crucial is it for the members that they can express their identity in Musch's Facebook group. The results can be seen from Table 14.

Table 14. The identity block.

It is important in Musch Facebook group, that I can express my identity					
		Frequency	Percent	Valid Percent	Cumulative Percent
	Fully agree	12	5,9	6,0	6,0
	Partly agree	90	44,3	44,8	50,7
Valid	Partly disagree	65	32,0	32,3	83,1
	Fully disagree	34	16,7	16,9	100,0
	Total	201	99,0	100,0	
Missing	System	2	1,0		
Total		203	100,0		

The identity block got diverse answers from the respondents. The division of the answers was almost fifty-fifty, whether they agreed or not with the statement. The share of respondents who agreed fully or partly was 50.7% and the share of respondents who disagreed fully or partly was 49.3%. An interesting detail was that the amount of respondents who fully agreed was only 6% whereas 44.8% could partly agree that expressing identity is important. The share of 16.9% fully disagreed when it came to expressing identity and 32.3% partly disagreed with the statement presented. When turning identity block into practice, it is a bit controversial to analyze whether it can be adapted or not. An extremely slight majority of people were able to agree fully or partly with the statement that expressing the

identity is important in the Facebook group. As a summary, when it comes especially to Musch's case, it can be generalized that identity does not play a big role in the Facebook group. Nevertheless, it needs to be thought how the expression of identity would become more important in the Facebook group. The main reason why not to express the identity might be privacy preservation. The respondents seem to like to participate in conversations (see Table 15) but not to express their identity. One possible way to encourage identity expression might be increased level of two-way communication by the means of e.g. in daily topics presented in the group by Musch.

The third question was studying the importance of the conversations in a social media setting. Different social media sites are mostly designed to serve the purpose of communication inside the social media site. Conversations are an essential aspect of a social media setting, when people tend to be more and more in touch with each other online (Kietzmann et al. 2011).

Table 15. The conversation block.

It is important in Musch Facebook group, that I can participate in conversations				
	Frequency	Percent	Valid Percent	Cumulative Percent
	Fully agree	48	23,6	23,9
	Partly agree	110	54,2	78,6
Valid	Partly disagree	30	14,8	93,5
	Fully disagree	13	6,4	100,0
	Total	201	99,0	100,0
Missing	System	2	1,0	
Total		203	100,0	

Table 15 shows that the respondents truly see conversations as an important aspect in Musch's Facebook group. 23.9% of the respondents fully agree that participating in conversations is important, which was supported by 54.7% share, who partly agreed that conversations play an important role. The minority of 21.4% partly or fully disagreed that conversations are important in Musch's Facebook group. Based on the results, it can be stated that the conversation block of the

honeycomb model can be turned into practice. Conversations are clearly seen as a crucial element of social media. With the help of conversations, it is possible to discuss with the other members, as well as it enables two-way discussion between the company and members. Social media and conversation feature have significantly increased transparency which highlights the importance of conversations in a social media setting. Now the members or customers can discuss with the company in some cases 24 hours per day.

The fourth question regarding the honeycomb model was dealing with the group block. Kietzmann et al. (2011) stated that social aspect is essential when it comes to the groups in a social media setting. The purpose was to examine how important is it for the respondents that they can be part of a group which is animal-friendly.

Table 16. The group block.

It is important in Musch Facebook group, that I can be part of group who love animals

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Fully agree	99	48,8	49,3	49,3
Partly agree	75	36,9	37,3	86,6
Partly disagree	21	10,3	10,4	97,0
Fully disagree	6	3,0	3,0	100,0
Total	201	99,0	100,0	
Missing System	2	1,0		
Total	203	100,0		

The members who are in the same group usually have a similar mindset or mutual goals concerning what they want get from the group (Kietzmann et al. 2011, 247-248). When considering the results, it can be concluded that the respondents felt in the same way. The amount of the respondents who fully agreed that it is important to be part of group who love animals was 49.3%. Furthermore, 37.3% partly agreed with the importance of belonging to an animal-friendly group. A minority of 13.4% of the respondents did not agree with this statement. When

analyzing the results, it is obvious that the groups are essential part of social media. The groups in a social media provide an excellent platform for the members who share same goals and mindset. When taking especially into account that almost every other respondent fully agreed with the importance of the group backed by 37.3% who partly agreed, it can be analyzed that the theoretical model of the group block of the honeycomb model is well justifiable based on the empirical results.

The following question regarding the honeycomb model was dealing with the relationship block. The primary goal was to study how important it is from the respondents' point of view that they can get to know new people in Musch's Facebook group. According to Kietzmann et al. (2011), Facebook provides a social media setting where individuals can socialize freely with friends, friends-of-friends and even with people they have not ever met. Relationships are the basis of Facebook when this specific social media platform enables maintaining old relationships but at the same time provides a chance to link with new people.

Table 17. The relationship block.

It is important in Musch Facebook group, that I can get to know new people					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Fully agree	18	8,9	9,1	9,1
	Partly agree	75	36,9	37,9	47,0
	Partly disagree	71	35,0	35,9	82,8
	Fully disagree	34	16,7	17,2	100,0
Total		198	97,5	100,0	
Missing	System	5	2,5		
Total		203	100,0		

When evaluating the results, the main finding is that the answers are split almost equally into the respondents who agreed or disagreed. The slight majority of 53% of the respondents did not acknowledge the importance of getting to know new people via Musch's Facebook group. The slight majority consisted of 35.9% who partly disagreed and 17.2% who fully disagreed. On the other hand, 37.9% of the

respondents partly agreed with the statement. Nevertheless, only 18 respondents out of 198 fully agreed with the statement. When summarizing the results, it can be stated that the members are not primarily in the group in order to get to know new people. Finnish people tend to stick with the people that are familiar to them from real life, which can be also seen from the results. Although, when taking into consideration that 47% of the respondents acknowledged the importance of possibility getting to know new people, it can be stated that, relationship function is quite an important aspect of social media.

The eighth question in the section Musch and Facebook was concerning the respondents' grade for Musch's Facebook group. The objective was to get a comprehensive evaluation by asking what grade the respondents would give to Musch's Facebook group. The grading scale used was the one which is the most familiar in Finland, namely "school grading" system from 4 to 10.

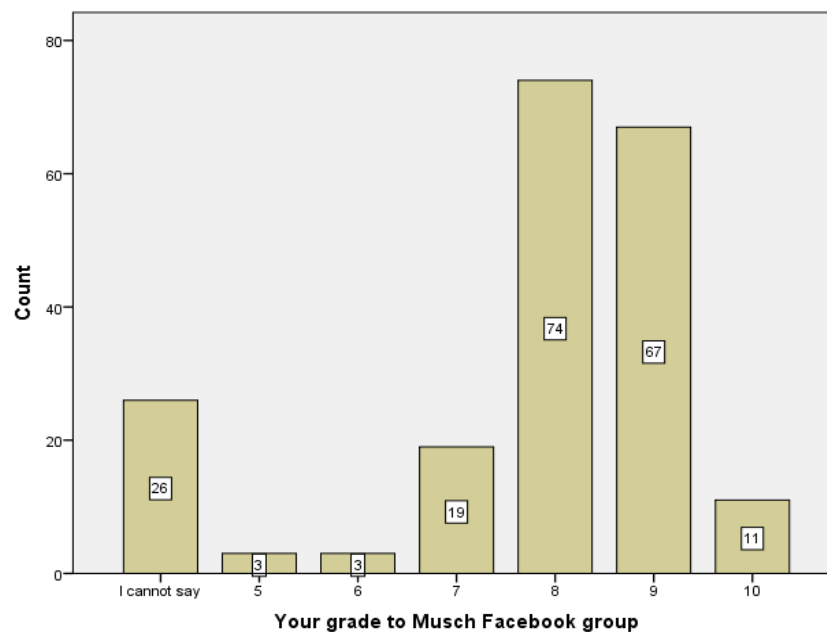


Figure 19. The grade to Musch Facebook group.

The overall picture to be received is that the majority of the respondents are pleased by mostly giving the grades eight and nine to the group. The next most popular grades that the respondents gave were seven which equals satisfactory and ten, which is equivalent to excellent. The lower grades six and five both got support from three respondents whereas 26 respondents could not give any specif-

ic grade to Musch's Facebook group. All in all, the average grade for the group was 8.3. Despite of the fact, that altogether 97.5% of the respondents were either very satisfied or satisfied when asked earlier about the Facebook group's content, the average grade for the Facebook group was 0.3 percentage points lower than the average grade for Musch's products. Generally considered, the average grade 8.3 is a good one for any Facebook group, but on the other hand it shows that there is an area of improvement. When putting emphasis on the areas of improvement, the respondents might feel that they want to get more information in the Facebook group, for instance regarding products and retailers. This conclusion was based on the discussion with CEO Magnus Pettersson (2012). He demonstrated during discussion that due to the lack of data regarding what the members want Musch to communicate, they have just followed the current strategy which has seemed to be appreciated by the members.

The final two questions in this section were concerning the communication about new products and retailers. These specific questions are relevant to consider when thinking about the development of a social media strategy in the future. Listening customer's voice is always vital in a business life, and social media does not make an exception. Firstly, the respondents' opinions whether Musch should actively tell about the new products in the Facebook group or not were examined. See Table 18.

Table 18. The new products

I hope that Musch would actively tell about new products in Facebook group				
	Frequency	Percent	Valid Percent	Cumulative Percent
	Fully agree	155	76,4	76,7
	Partly agree	43	21,2	98,0
Valid	Partly disagree	3	1,5	99,5
	Fully disagree	1	,5	100,0
	Total	202	99,5	100,0
Missing	System	1	,5	
Total		203	100,0	

The results are quite apparent when considering if Musch should actively inform about new products in the Facebook group. An overwhelming majority, 76.5% of the respondents, fully agreed with the statement meaning that they really hope active communication from Musch in terms of new products. Furthermore, 21.3% of the respondents partly agreed with the presented statement regarding the active communication of new products. Only 4 people out of 202 did not think that it is necessary to actively tell about the new products. We can claim that this result underlines the importance of active communication from the company in a social media setting. The respondents seem to be extremely interested in getting as much information as possible considering prospective new products.

Secondly, it was studied what is the respondent's point of view when considering the active communication regarding the retailers. The retailers form the cornerstone of the Musch as the consumers buy Musch's products via them. The results of this retailer-related question can be seen in Table 19.

Table 19. The retailers.

I hope that Musch would actively tell about the retailers in Facebook group				
	Frequency	Percent	Valid Percent	Cumulative Percent
Fully agree	113	55,7	55,7	55,7
Partly agree	84	41,4	41,4	97,0
Valid Partly disagree	5	2,5	2,5	99,5
Fully disagree	1	,5	,5	100,0
Total	203	100,0	100,0	

The results state that the involvement of the retailers in the context of communication is important. Out of 203 respondents 197 agreed fully or partly with the statement meaning that they hope that Musch would take communication regarding the retailers into their agenda. A minority of 3% expressed a different opinion. Similarly to the previous question, the respondents seem to value information that they get from the company. Active communication regarding the retailers might make it much easier to find Musch products from the stores. That also saves valuable time when customers do not have to go and find themselves the stores that offer Musch products.

Finally, the respondents were asked to give development ideas for Musch in mind. Altogether 29 development ideas were presented. The main finding was that the respondents wanted to get more concrete advice and suggestions when it comes especially to barfing. The respondents also wished that Musch would arrange competitions more often, as well as more variety of products.

6 CONCLUSION AND SUGGESTIONS

This chapter first presents the essential aspect of the empirical results, followed by the suggestions for further research, and finally the summary of the thesis is stated.

6.1 Essential Aspects of the Results

All things considered, this study can be said to have produced some significant results for the case company Musch. Due to the lack of earlier data, it was difficult to evaluate the satisfaction level of the members. Nevertheless, via regular observations it was possible to estimate that the members would be satisfied with Musch Facebook group. This observation was based on the significantly increased amount of members, as well as on the amount of 'likes' that every posting from Musch received on a regular basis. Generally, the results were very encouraging and evidence that Musch have been doing things right in the social media setting.

When putting the emphasis on the most essential results, the main finding is the importance of social media when it comes to a company's functions. Based on the results, the respondents strongly highlighted the fact that from their point of view the Facebook group is an essential part of the company's actions. This is especially important when considering that almost a third of the respondents were over 36 years old. One can claim that a recent digital revolution has changed business life remarkably when talking about marketing communication and brand building. When taking this specific result into consideration, the significance for the companies is a massive one. Social media presence for the company is a vital thing by itself, but it needs to be emphasized that without a comprehensive social media strategy, it might lead totally to the opposite outcomes. It is not a miracle that Musch's Facebook group has over 70,000 members. The key thing behind 70,000 members is the balance of the liked products and an active communication in a social media. In addition, regular competitions and charity campaigns have been major aspects behind the social media success. The survey started with questions regarding Musch products, and the results of those questions showed that the re-

spondents were very satisfied with Musch's products. Good experiences of Musch products had driven the respondents to join their Facebook group as well. This statement could be justified with the amount of 70% who had bought Musch products. It seems that the members are extremely pleased with Musch products and its actions in the social media setting. The majority of the respondents tend to follow status updates on Facebook on a regular basis. It was also noted, that the respondents wanted to get as much information as possible from Musch. They want to get active communication concerning products, retailers and competitions. The results were thoroughly impressive when it was asked whether the respondents are satisfied or not with the Facebook group's content. Furthermore, the respondents were very keen on recommending the Facebook group to their friends and family. Despite the fact that the respondents were very satisfied with the products and the Facebook group which equals a good brand image, the level of brand loyalty is relatively quite low. When taking this into consideration, the amount of members in Facebook group is not the only metric. Only 23.7% of the respondents buy Musch's products primarily which indicates that still a lot of work needs to be done. Well-managed Facebook group is a relevant basis for the company but thy key thing is to get the members actually to buy the products. Current situation which lacks loyal customers can be explained by Musch's brief existence in the market and thus explains how the respondents are not yet so committed.

One essential aspect that needs to be taken into consideration based on the results is how remarkably the brand awareness has increased due to social media actions. When considering that almost a third of the respondents had not been familiar with Musch before they joined the Facebook group, it can be concluded that via Facebook it has been possible to reach a big amount of new potential customers. Moreover, approximately 35% of the respondents had joined the group as a result of competitions, charity campaigns and invitations which are totally based on social media.

As a conclusion, based on the valuable results gained from the survey, it can be stated that Facebook has significantly increased the level of brand awareness in

the case of Musch. After having considered the overwhelming amount of satisfied respondents, it can be claimed that social media has been an important tool for Musch when they have had a clear strategy about how to manage it.

6.2 Suggestions for the Further Research

After having studied the connection between a small enterprise and social media by the means of brand building the following step is to provide suggestions for the further research. This study was tailored for the case company Musch which is a small enterprise. The results showed that social media can be extremely useful for a small enterprise due to the facts that it is almost a free tool to use and the potential reach in Facebook is unlimited. When taking into account the big majority of the respondents of this study who claimed that social media is an essential part of the company's functions, the further research would put emphasis on medium and large enterprises. It would be interesting to get the results from the medium and large enterprises in order to be able to compare those results with this study. The medium and large enterprises might have several marketing communication channels and thus it might be that a social media does not get so much attention than in the case of Musch. In addition, it would be relevant to examine what the satisfaction level is of the ones who are Facebook members of medium and large enterprises. This could give valuable data regarding companies' social media usage.

6.3 Summary of the Thesis

The aim of the thesis was to create a comprehensive study concerning social media and its connection to brand building. The objectives were to find out how people generally feel about the brand and how do the members see the actions of Musch Oy in social media. The research problem of the thesis is: "How has social media supported brand building of Musch Oy" Following research questions were presented in order to support the examination of the research problem: "What is the current state of brand awareness?" and "What is associated with the brand of Musch?"

Firstly, the theoretical framework was presented. Theoretical framework introduced the fundamental aspects of a social media and branding in an offline and online world. This was followed by the research method chosen for the study. The quantitative research method was selected as the aim was to get a considerable amount of responses from the Facebook group. The questionnaire for the study was prepared with the help of E-lomake and conducted in the case company's Facebook group. As an outcome, 203 responses were received within two hours. After having analyzed the results in the Chapter 5, the answer to the research problem can be given. All things considered, the responses show that social media has significantly helped Musch in the case of brand building. The results emphasize how important it is to have a presence in a social media. The respondents were thoroughly very satisfied with Musch's actions in a social media which implicates that actions in a social media have truly built Musch's brand in a positive way. In terms of brand awareness it can be claimed that social media has successfully supported and improved it. This claim can be justified when considering a third of the respondents who had not heard about Musch before they joined the Facebook group. Two respondents out of three were familiar with Musch from the earlier experiences and the majority of the respondents had also bought Musch's products. When putting emphasis on brand associations, the results were impressive. The respondents strongly associated almost every adjective that was presented with Musch. Based on the results, it can be claimed that Musch is especially seen as Finnish, natural, quality and animal-friendly company.

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APPENDIX 1. The Questionnaire

I Basic information

1. Gender

- Male
- Female

2. Age

- Under 18
- 19-25
- 26-35
- 36-45
- 46-55
- over 55

3. Pets

- I am a dog owner
- I am a cat owner
- I am a dog and cat owner
- I do not own cat or dog

II Musch and its products

4. Musch was a familiar company to me before I joined the Facebook group

- Yes
- No

5. Musch's products

- I have bought Musch's products

- I have not bought Musch's products
- I have not bought yet, I will buy in the future

6. I primarily try always to buy Musch's products

- Agree
- Do not agree

7. Would you recommend Musch's products to your friends and family

- I would definitely recommend
- I would recommend
- I would not recommend

8. Your school grade to Musch's products (4-10)

9. How well following words describe Musch from your point of view

- Finnish - Fully agree, partly agree, partly disagree, fully disagree
- Natural - Fully agree, partly agree, partly disagree, fully disagree
- Benefactor- Fully agree, partly agree, partly disagree, fully disagree
- Animal-friendly - Fully agree, partly agree, partly disagree, fully disagree
- Active - Fully agree, partly agree, partly disagree, fully disagree
- Willingness to serve - Fully agree, partly agree, partly disagree, fully disagree
- Competitive - Fully agree, partly agree, partly disagree, fully disagree
- Quality - Fully agree, partly agree, partly disagree, fully disagree
- Cheap - Fully agree, partly agree, partly disagree, fully disagree

III Musch and Facebook

10. I have been the member of the Facebook group for:

- 1-3 months
- 4-12 months

- Over a year
- Over two years
- I cannot say

11. I follow actively the Facebook group

- Daily
- Many times per week
- Once a week
- Rarely

12. The most important factor why I joined the Facebook group

- Information regarding Musch as a company
- Information regarding Musch's products
- Barfing
- Competitions
- Charity campaign
- Invitation
- From other reason

13. The Facebook group's content

- I am really satisfied with the group's content
- I am satisfied with the group's content
- I am dissatisfied with the group's content

14. From my point of view Musch's Facebook group is..

- Very essential part of the company's functions
- Essential part of the company's functions
- Unessential part of the company's functions
- I cannot say

15. Would you recommend Musch's Facebook group to your friends and family

- I would definitely recommend
- I would recommend
- I would not recommend

16. It is important in the Facebook group, that I can..

- Share information to others - Fully agree, partly agree, partly disagree, fully disagree
- I can express my identity - Fully agree, partly agree, partly disagree, fully disagree
- I can participate in conversations - Fully agree, partly agree, partly disagree, fully disagree
- I can be part of the group who love animals - Fully agree, partly agree, partly disagree, fully disagree
- I can get to know new people - Fully agree, partly agree, partly disagree, fully disagree

17. Your school grade to the Facebook group (4-10)

18. I hope that Musch would actively tell about new products in the Facebook group.

- fully agree
- partly agree
- partly disagree
- fully disagree

19. I hope that Musch would actively tell about the retailers in the Facebook group

- fully agree
- partly agree

- partly disagree
- fully disagree

20. Your own development idea to Musch