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**Initial steps towards a B2B
social media canvas:**

*Investigation of social media
opportunities for a
manufacturing business*

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I hope you will enjoy reading my research results.

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Title

Initial steps towards a B2B social media canvas:

Investigation of social media opportunities for a manufacturing business

Summary

Nowadays, the engagement of all kind of businesses in social media activities seems to be developing towards a basic marketing activity. However, even if many investigations are conducted on the B2C area, few theory can be found on the topic of B2B operating companies and their social media engagement.

The conducted research is investigating one manufacturing business of the B2B area which is part of the international steel industry, with the aim to test whether social media engagement is an adequate tool to enhance its external communication. Within the research, the social media canvas by Spil et al. (2016) is adjusted to develop an adequate social media engagement for the company. As a result, the social media canvas is added with a further building block of relationships. In order to be able to give recommendations for a possible social media engagement, a competitor and customer analysis of the business is conducted after detecting the prevailing status quo of the business' external communication.

Besides from the practical recommendations which are offered as a guideline for the business, the research is resulting as theoretically important due to its pioneering on the field of social media and B2B business investigation from the strategical point of view.

Keywords

Social media; Strategy; Engagement; B2B; steel industry; Business model canvas

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1. Introduction

1.1 Description of the existing problem

Because of process of globalization, sales businesses today often require changes in their business, such as the extension of the customer portfolio on the international level, which affects the marketing departments as well. „With the rise of vast social networking platforms, the customer is no longer limited to a passive role in his or her relationship with a company.“ (Malthouse, 2013). Traditional advertising practices, like for instance television broadcasting or outside billboards are solely not able to cover the demands of today's marketing any longer. Resulting out of that, modern marketing practices need to be established into the daily operations of a marketing department, as an assistance to the prevailing operations, in order to meet the rapidly changing demands of the customers. While business-to-customer oriented companies, which are selling their products directly to the end user already have implemented social media sites as an important marketing technique, business-to-business operating companies, which are selling to other businesses (Marketing Dictionary, 2018), still have struggles, and often solely use one-way-communication channels, like the company website to present themselves.

In order to enhance the marketing practices of a manufacturing B2B operating company, the aim of the paper is to conduct an analysis of the prevailing external communication of the company, leading to its enhancement by the introduction of a social media marketing strategy.

1.2 Description of the phenomenon „social media“

The term social media describes websites or apps, which are used to create different kinds of contents, for instance aiming at sharing data or building up networks and communities. The phenomenon of social media is implicating a general change of the users' internet utilization by a change from the pure consumption (Web 1.0) to active participation (Web 2.0) (Online marketing, n.d.). Rainie and Wellmann (2012) have described that phenomenon as the third revolution, following after the Mobile Revolution and the Internet Revolution.

The phrase „social“ is in that case dedicated to the interconnectedness to other people, as well as the interconnection by sharing information, and by receiving data. The second part of the phrase, namely „media“ can be described as the instrument to ensure the

communication between people, hereby the Internet. Resulting out of that, social media can be summed up as a web-based tool for communication, which enables users to interact with each other, as well as to consume shared information (Online marketing, n.d.).

To be able to make differentiations, Zeng and Gerritsen (2014) divided social media into six different applications: „social networking sites, consumer review sites, content community sites, wikis, Internet forums and location-based social media“. Still, many other classifications of social media platforms are existing. In order to understand such divisions, like the one conducted by Zeng and Gerritsen (2014), Kietzmann (2011) offers a framework, which describes social media with the help of seven functional building blocks:

<u>Building blocks by Kietzmann (2011)</u>	<u>Explanations</u>
Identity	extent to which users reveal identity
Conversation	extent to which users use platform to communication with others
Sharing	extent to which users exchange, distribute & receive information
Presence	extent to which the availability is visible to others
Relationships	extent to which relationships between users are build up
Reputation	extent to which the standing of users is presented
Groups	extent to which communities are build

Table 1. Building blocks by Kietzmann (2011)

1.3 Description of social media marketing

The marketing department of a business is used to enhance the growth of a company, for instance by brand distribution and product introduction (Bodnar, 2012). With the use of the definition of social media above, the phenomenon of social media marketing is said to be „[...] an effective mechanism that contributes to the firms’ marketing aims and strategy; especially in the aspects related to customers’ involvement, customer relationship management and communication (Filo et al., 2015). Okazaki and Taylor (2013) therefore highlight the importance of social media which can improve the communication between

businesses and their customers, by changing from a one-way communication model into a two-way communication.

The firm's interest on social media can be associated with its ability to create high amounts of useful consumer data, which is then utilized to adapt to the rapidly changing consumer needs. Still, that resulting amounts of data need to be carefully selected and analyzed, with a detailed plan and predefined deliverables, which should result out of the business's use of social media marketing (Kaplan and Haenlein, 2010). By predefining the goals of the social media marketing introduction and by the creation of a detailed plan, the commitment can result as a useful marketing tool for companies, adding huge potential to the marketing departments (Kaplan & Haenlein, 2010) and by supporting the traditional marketing concepts like event marketing.

For many years, social media marketing was solely associated in the context of B2C companies, which are directly operating with its customers. Bodnar (2012), undermines that association by presenting five reasons why B2B companies entail a better fit with social media marketing as B2C operating units: A B2B operating business has a clear comprehension of its customers desires and habits, which entails a high level of clarity. In addition, B2B operating businesses are often developing new industries or taking part on their innovation with a depth level of expertise. Therefore, the employees are often said to be leading experts in special industries. Presenting that high level of knowledge, for instance on a platform for the education of prospects can be an advantage of social media platforms. As B2B businesses are often spending less budgets on marketing as B2C companies, social media can be used to reduce cost per unit, resulting in a generation of higher revenue with even lower marketing budgets. An additional advantage of B2B operating companies is their close relationship status to their customers. Usually, B2B sales personnel aims at a close relationship with their customers. Due to the fact that such businesses often depend on a few important customer instead of a huge customer base, a high level of dependency is pre given. High prices and long waiting periods are still often hindering the development of strong relationships to the few important customers (Bodnar, 2012). Bodnar (2012) besides illustrates that social media platforms could hereby be used as an medium of interaction between the business and its customers by enhancing relationships, and therefore also the customer's satisfaction (Bodnar, 2012).

1.4 Purpose of research

The practical purpose of the following research paper is to enhance the prevailing marketing practices within the marketing department of the investigated business. As the B2B company is operating on the international level, usual marketing practices like for instance outside billboards are often not sufficient. An additional problem is the technological complexity of the products, so that usual marketing strategies like television marketing, are not useful. After a detailed analysis of the prevailing external communication of the company, social media marketing will be implemented as an additional support mechanism. Therefore a detailed plan, but also predefined goals of the social media marketing implementation should enhance the prevailing marketing techniques.

1.5 Research questions

To be able to enhance the marketing practices within the business described above and to manage the introduction of a social media marketing strategy into the daily operations of the business, the main research question is formulated as the following:

„To what extent can the engagement in social media activities be an enhancement of the external communication of business to business operating companies?“

To structure the data analysis process, three sub-questions will be used in order to be finally able to answer the final research question:

Sub-Question 1: *To what extent do the competitors of the investigated business use social media channels?*

Sub-Question 2: *To what extent do the customers of the investigated business use social media channels?*

Sub-Question 3: *What can be added by the canvas to the B2B literature?*

1.6 Theoretical relevance of the research

The theoretical relevance of the paper is the application of the social media canvas by Spil et al. (2016) on a B2B operating manufacturing business. Within the original work, Spil et al. (2016) applied their canvas model on the airplane industry. The analysis below, will use that special example of the airplane industry, and reflect that work to the manufacturing industry of a retailer. The paper will therefore be theory-testing in order to come to the conclusion, if the social media canvas is also applicable to B2B operating manufacturing business. To be able to offer a sufficient strategy for the business, the social media canvas by Spil et al. (2016) will be extended by the building blocks which are needed for a B2B operating business, resulting out of a detailed literature analysis with special regards to those businesses.

1.7 Practical relevance of the research

The practical relevance of the paper is the enhancement of the prevailing marketing practices for the investigated business by the amendment of the external communication. The traditional marketing approaches which are actually used by the business will be improved by a social media marketing strategy, which is aiming at attracting additional customers, but also at the enhancement of the prevailing relationships. Besides, the developed strategy should be able to attract further target groups next to the customer base, in order to enable innovation and modernity of the external communication channels of the business. In this respect, the social media canvas application to the business will be the first step of the social media strategy.

2. Methodology

The following chapter pays special attention to the mythological procedures of the research. The chapter will present a general description of the research design, the data analysis process and three sub questions, which should be constructive, in order to answer the main research question of the paper. Therefore, qualitative methods will be applied.

2.1 Research design/approach

To be able to answer the research question a case study research is conducted, which is described as a qualitative approach „in which the investigator explores [...] a case [...] through detailed, in-depth data collection involving multiple sources of information.“ (Craeswell, 2012). The type of case study conducted can be described as an intrinsic case study, due to the fact that the business (namely the case itself) is the focus of the study (Craeswell, 2012). To support the case study approach, multiple data sources will be analyzed. Out of the six recommended types of data sources by Yin (2003), the following are utilized: documents, archival records, interviews and direct observation within the business (Yin, 2003). The case study of the company should deliver a detailed description of the prevailing situation with regard to the social media marketing commitment of the business. Afterwards, the social media canvas will be applied to the business in order to enhance the prevailing setting.

2.2 Data collection

To be able to collect sufficient data, three data collection strategies are applied: a structured literature review, a document analysis and nine in-depth semi-structured interviews.

To be able to collect enough information and to gain an insight into the concept of social media, as a first step of the data collection strategy a systematic literature review is conducted. The literature research should depict what was already researched on that topic in past, with the help of the framework by Wolfswinkel (2013), aiming at a sufficient collection of background information for the topic of social media marketing in general. The literature research is executed by conducting a desk research. In order to achieve access to scientific electronic databases, the University of Twente library access LISA is utilized.

Out of the five stages grounded theory framework by Wolfswinkel (2013) the steps one till three are used to conduct a structured literature review. A detailed description of the literature review approach, as well as its conduction can be found in *Appendix A*. A final table (Cf. *Appendix B*) summarizes the resulting articles and papers.

Thereafter, a document analysis is conducted in order to detect the actual social media participation of the investigated business. Additionally, that analysis should also illustrate the actions on social media channels which are undertaken by the competitors and customers of

the business. To be able to conduct a useful analysis, a limitation to the top three customers and top four competitors of the business is pre-given by the business.

Therefore extraction out of data from documents available for the company like for instance an online portal established for a corporate design between all mergers, as well as information out of the Internet will be used. The websites of the competitors and customers and their social media channels are investigated in that concern.

The last methodology used for the paper is the semi-structured interview, which is utilized in order to receive sufficient information to apply the chosen theory. A semi-structured interview is a combination of a pre-defined questionnaire, with additional allowance of extra explorations for newly emerging topics and issues. The semi-structured interview is chosen, due to the fact, that it is useful in order to receive some additional details for the investigated topic (Denscombe, 2010). As the document analysis will detect some information which is needed for the application of the social media canvas, the semi structured interview should deliver the missing details. In addition, new insights are requested, as they might detect important issues which were not taken into account before. An important characteristic of semi-structured interviews is hereby the active role of the interviewer, which restricts a solely narration of the interviewees. The interviewer should therefore insert questions and comments in order to answer all the emerging questions to the topic and to create an open dialogue between the interview participants (Mey, 2011).

Denscombe (2010) suggests a preparation of an interview guide which should be divided into the following parts: introduction to the topic, a list of questions divided for each topic, suggested probes and prompts and final words. An interview guide prepared with the usage of the deviation above can be found in *Appendix C*.

In order to receive sufficient data for the theory application, nine interviews will be conducted with the interview guide. Next to respondents out of the marketing department of the company, several interviewees will be out of the sales office, due to their direct relationships to the customer base. That information can be best used in order to decide what is the most important value for the business customers. Next to that, two external experts out of the social media sector will be interviewed in order to receive sufficient detail information due to their expertise on the topic of social media marketing.

Deviations will hereby result out of the extra explorations of the interviewees. A schedule of the interview partners, as well as their occupation can be found in *Appendix D*. External interviewees, for instance experts in the field of social media which are not familiar with the investigated business will receive a brief introduction into the company and its customer base before starting with the interview. Further, a detailed company description will be send to them with their interview invitation.

2.3. Data analysis

The data analysis which is conducted afterwards should be a merging of the social media canvas with the information about the business. Therefore, the data out of the document analysis and the interviews will be summarized, so that afterwards the theoretical concept, namely the social media canvas by Spil et al. (2016) can be applied to the company.

The quality of the data, as well as the quality of the findings should be assured by detailed scripts of the interviews. To guarantee the trustworthiness of the data and therefore also the trustworthiness of the whole research, detailed summaries of the interview records will be written and offered to the interviewees.

To ensure triangulation, nine interviews will be conducted supported by the customer and competitor analysis. With regard to ethical considerations, the full names of the interviewees and the customers and competitors will be not published. In addition, data received by the personnel of the business, as well as by its parent company and its marketing agency employees will not be published in the public version of this Master thesis. Recordings and notes which are created during the interviews will be kept secured and not published in any version.

3. Theory

3.1 Presentation of former research on social media marketing

The first part of the theory section consists of a literature review which should detect what has already been published on the topic of social media. A detailed description of the process during the literature review can be found in *Appendix A*. This chapter of the literature review will be divided into two thematic sections. The first section will concentrate on literature found on the general topic of social media marketing, while the second section will

go on with a discussion of the literature on the topic of social media marketing in the context of B2B companies. Such a separation of the literature review should enable a receiving of a step-wise knowledge into the topic: starting with the general topic of social media marketing and afterwards going deeper into the topic of the research: social media marketing for a business-to-business operating company.

3.1.1 Social media & marketing

As already highlighted in the introduction of the research, many scholars illustrate the importance of social media as a newly emerging opportunity. Berthon et al. (2012) therefore mentions that managers nowadays are exposed to deal with a „dynamic and interconnected international environment“ (Berthon et al., 2012). The author illustrates that Web 2.0 is the enabler of the „distribution of the content that is social media“ (Berthon et al. 2012). The implementation of the Web 2.0 changed a lot within marketing possibilities, for instance, the power is shifted from the business to the society, the value production is shifted from the business directly to the customer, as well as the activity is shifting from the desktop to the web (Berthon et al., 2012). Resulting out of that, not solely opportunities, but also threats of the Web 2.0 are arising, due to consumers who gain more power than in past. As a solution to that paradox, Berthon et al. (2012) proposes five axioms, which should be an assistance in that emerging opportunity. The main recommendation of the author is the importance of social media for managers, which need to take into account the importance of technology, the problems emerging due to bureaucracy which is restricting the flexibility and the speed of social media. In addition, Berthon (2012) highlights the necessity of communication and IT skills to be successful with social media marketing (Berthon et al., 2012).

In his work „We’re all connected [...]“ Hanna (2011), also highlights the importance of social media. Again, the emerging problem is not solely to understand the importance of social media marketing, but the actual process to successfully engage it in. The author therefore presents important lessons which need to be taken into account while implementing such a newly marketing strategy: differentiate between owned, paid and earned media channels in order to receive information about the interaction of platforms; identify possible indicators/metrics for success; be sure of your content; develop communication strategies; and present unique and authentic content (Hanna, 2011).

Mangold (2009) described social media as hybrid, due to the fact that on the one hand it enables communication with customers (traditional sense) and on the other hand it offers possibilities to customers to directly engage with each other (non-traditional sense). He highlights, that managers do not retain the control over the content, the timing and the frequency of the communication between customers (Mangold, 2009). The author works out steps, which should help managers to influence discussions in order to enhance the business situation:

<u>Steps by Mangold (2009)</u>	<u>Explanation</u>
Provide networking platforms	- people like networking with somebody having equal interests & desires
Use blogs & social media tools to engage customers	- if customers are able to give feedback, they feel more connected to the product or its organization
Use both: traditional & Internet-based promotional tools to engage customers	- when people are engaged with a product or a business, they tend to communicate through word-of-mouth as well as through social media
Provide information	- if consumers are conceived of a detailed knowledge of a product/business, they tend to talk more about it
Be outrageous	- people tend to talk more about scandals and surprises
Provide exclusivity	- offering products, information and special deals lets customers feel special and exclusive
Design products with talking points and consumer's desired self-images in mind	- fun, intriguing, visibility - stimulate conversations about products/businesses
Support causes that are important to consumers	- emotional connection leads to more attention

Table 2. Steps by Mangold 2009

Even if Mangold (2009) comes to the conclusion that managers are not able to fully control the incidents on social media, completely ignoring them is not a solution from his point of view.

Kaplan (2011) introduces the importance of the concept of viral marketing, which is described as an electronic word-of-mouth device where business information is transferred by for instance social media applications. His main result is that an successful marketing strategy is dependent on receiving the right information inceptors with memorable and interesting

information in the right context. Therefore, an interaction between customers and the business is needed in order to facilitate a well-functioning viral marketing campaign (Kaplan, 2011).

3.1.2 Social media marketing & B2B

By picking up the phrase „Amazingly, many B2B marketers still don't get social media.“ by Marx (2013), Habibi (2015) illustrates the lack of social media use within several businesses. Within his work, the author attaches characteristics, which are offering B2B operating businesses a big advantage with regard to social media use, in contrast to B2C companies (Cf. Introduction). Besides, Habibi (2015) summarizes four components for a successful social media performance: philosophical, initiation, implementation and adoption component. The philosophical component is referring to the organizational culture, which needs to be suitable for a social media strategy. If the employees are not persuaded, and the culture of the business is too old-fashioned, modern devices will not function. Therefore, a more flexible culture is suggested. The Initiation Component related to a sufficient information flow between customers and the business, and between functional areas of the business, which need to be more interconnected than in past. The Implementation Component of the model corresponds to the need of skilled personnel and investment in technological expertise to engage successfully in social media areas. Resulting out of the rapidly changing environment, B2B marketers need to update their marketing strategies and to react quickly to changing market opportunities. The adoption component, illustrates the need of adopting the electronic marketing activities into the daily business operations, so that learning process from the internal social media can enhance the actions with external customers, like for instance with social platforms and messages (Habibi, 2015).

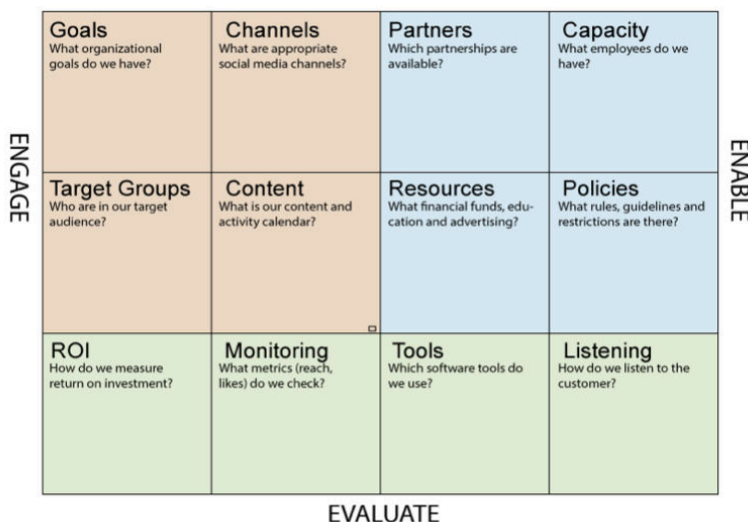
Holliman (2014) works out guidelines for B2B marketers in order to create a well-working digital marketing strategy. He therefore illustrates, that it is important to change the business view from solely selling to offering help to the customer. In addition, businesses should focus on building long-term relationships with the help of digital marketing strategies and aiming at a trusted status of the company's brand. An investigation of how digital content marketing is more useful compared to other marketing strategies is also an important step before introducing a strategy (Holliman, 2014).

Rooderkerk (2016) represents the position that social media usage has changed from personal interactions to professional ones. By using the global manufacturer Philips as an example, the author works out a framework which illustrates that content characteristics, post characteristics, author characteristics and timing characteristics determine the number of comments received for a posting on online discussion forums (Rooderkerk, 2016).

Brennan et al. (2012) was able to detect the importance of social media for the B2B operating companies by making a comparison of 10 different companies. The authors came to the results, that LinkedIn, Facebook, Twitter and blogging are useful for the conduction of social media marketing with the main goals of relationship development and brand development, instead of direct sales opportunities (Brennan et al., 2012).

Contrasting the authors above, Keinänen (2015) states the following reason for little social media use for business purposes: „social media does not reach industrial customers and the customers’ senior management does not see social media marketing bringing them benefits“ (Keinänen, 2015). The paper, will further analyze if that statement by Keinänen (2015) is still applicable to the nowadays’ situation of industrial customers.

3.2 Social media canvas by Spil et al. (2016)



Social media canvas by Spil et al. (2016)

After getting an insight into the published work on the topic of social media marketing with special regard on business-to-business operating companies, the general aim of the following section is to present the social media framework, which will be applied on the special case of the investigated business, namely the social media canvas by Spil et al. (2016).

The social media canvas consists of three concepts: Enable, Engage and Evaluate, which need to be investigated for a successful social media strategy.

The concept „Enable“ contains four steps for receiving the attention of the target group and the communication with it: Target groups, Goals, Content and Channels. For being successful on social media, pre-defined target groups are necessary, which should summarize the audience that should be reached. To establish a social media strategy, clear and measurable goal which are fitting to the overall goals of the business need to be defined before the implementation. Spil et al. (2016) hereby inserts, that it is beneficial to integrate social media into „the consumption and purchase experience for customers“, and not to use it solely as a marketing channel (Spil et al. 2016). The content published on social media channels need to be fitting to the whole business culture, containing interesting insights and information. Besides, the business is also able to launch discussions within suitable channels, or insert content which needs active customer involvement. Hereby the authors highlight, that aggressive advertising is often determined in a negative way. For choosing appropriate channels, the model highlights the differences which occur with regard to effectiveness and appropriateness. Within different locations, social media presence on a special channel can vary. Therefore, after identifying the target audience, special attention needs to be paid on the customers countries (Spil et al., 2016).

The „Enable“ stage, is used as a preparation for the implementation of social media strategies and it consists of four different parts: Policies, Partners, Investments, Resources. The policies section should deliver guidelines for the employees, in the context of the possibilities of the company with regard to social media publications. The partners section includes all internal and external social media resources. While external partners can be for instance consultants or external agencies, internal partners are described as the direct employees who are responsible for social media management with its introduction. Therefore, Spil et al. (2016) highlights the importance of IT and communication skills, next to relationship building skills for the employees in charge, for instance at some points training and education will be needed. In addition, task division is necessary, in order to ensure a functioning social media marketing strategy. The investment part includes all the accruing financial costs, which can be associated with social media use. The technological investments, as well as the budget for the strategy implementation is reaped under resources. That steps also include the personnel which is instructed, as well as the time spend on the preparations, the introduction and the maintenance of the strategy (Spil et al., 2016).

The „Evaluate“ concept summarizes steps to measure if the social media strategy is functioning according to the pre-defined aims: ROI, Monitoring, Tools and Listening. Return on investment, can be for instance measured with the general customer satisfaction or the traffic of the business homepage. The monitoring building block sums up possible metrics, which can be used to measure the effectiveness of the social media strategy. The success of social media strategy can be monitored by several metrics like for instance the „likes“ a company is receiving after the implementation of a social media strategy or by financial returns. To measure such return on investment or metrics, several tools or software can be used by the business. The last step of listening, described the extent to which the business is paying attention on the customers' needs (Spil et al., 2016).

3.3 Adjustment of the social media canvas by Spil et al. (2016)

In order to be able to apply the social media canvas presented above to the business, the following analysis of literature should provide information if adjustments of the canvas need to be made. The model presented by the Spil et al. (2016) is tested and applied in the business-to-customer environment. As the investigated company is a business-to-business operating company, the social media canvas will be adjusted with the help of former research in the field of social media and business-to-business operating companies. Hereby special attention will lie on models, which were developed to implement social media into the B2B operating businesses.

Chirumalla et al. (2017) presents a social media engagement strategy in the B2B context which consists of three stages, namely coordination, cooperation and coproduction:

	Phase I: Coordination	Phase II: Cooperation	Phase III: Coproduction
Key social media activities by Chirumalla et al. (2017)	<ul style="list-style-type: none"> - policy & norm development - appropriate engagement level - establishment of a social platform 	<ul style="list-style-type: none"> - promotion of communities & incentive monitoring - Interactive cooperation mechanism - Cooperative alignment process 	<ul style="list-style-type: none"> - full integration & KPI - Integrated competence network - Coproduction roadmap

Table 3. Chirumalla et al. (2017) social media engagement strategy

Besides, Lacoste (2016) introduced a framework for the social media use of key

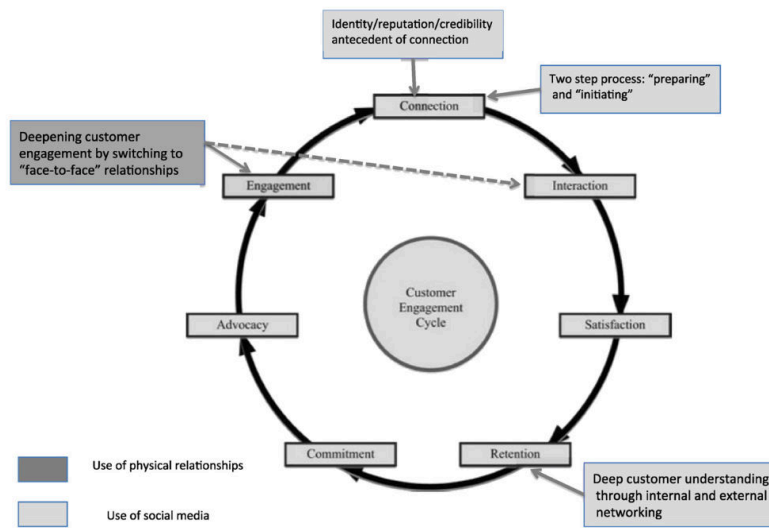


Fig. 2. The key customer engagement cycle.

account managers which illustrates the implementation of different blocks: connection, interaction, satisfaction, retention, commitment, advocacy and engagement. The author hereby highlights the need of a combination of the use of social media with physical

relationships, so that the engagement and the interaction stages are not directly stages of the social media use, but they are utilized to deepen the customer engagement by face-to-face relationships, while all the other stages remain solely for the direct social media use. Retention is in that special framework linked to internal and external networks which are developed to understand customers (Lacoste, 2016).

Rodriguez (2012) developed a framework with the division into the following dimensions: content, conversations, engagement and meaningful relationships (Chirumalla, 2017). The focus of that study was to develop general customer relationship management model in the B2B context (Chirumalla, 2017).

To be able to adjust the framework by Spil et al. (2016) to the business to business content the table below summarizes the main aspects of the frameworks described above, which are not directly a part of the social media canvas.

Steps of investigated framework	Rodriguez & Peterson (2012)	Lacoste (2016)	Kietzmann (2011)	Chirumalla (2017)	Spil et al. (2016)
Conversations	✓	✓	✓	✓	✗
Relationships	✓	✓	✓	✓	✗

Table 4. Comparison of additional frameworks to social media canvas

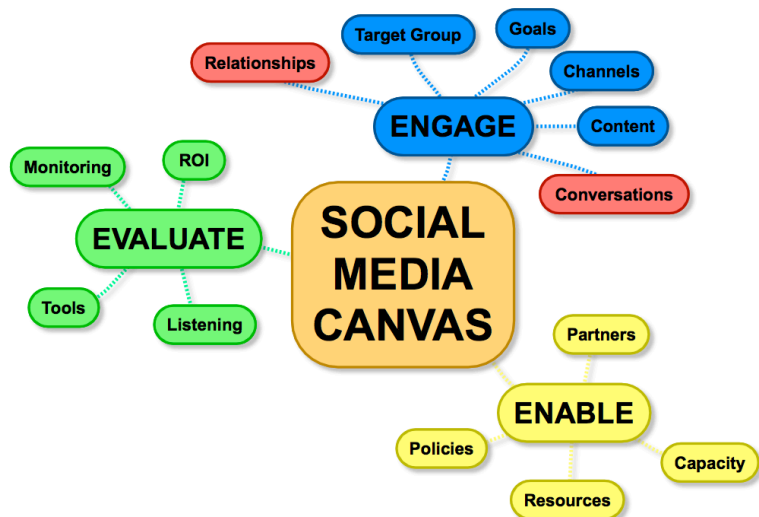
Resulting out of the literature research, the four investigated papers with the special context of social media marketing strategies and B2B lead to the disclosure, that all of them partly (extent is varying) are including *conversations* and *relationships* into their social media frameworks.

To adapt the social media canvas by Spil et al. (2016) which is originally developed for a B2C company, two additional blocks will therefore be included into the framework, namely *conversations* and *relationships*:

Hereby, the *conversations* building block will be associated with target groups, namely the ability of the business to create conversations about important topics, which will be an additional part of the engage stage. Many B2B businesses are operating in a rapidly changing environment, leading to the fact that being a pioneer in Research and Development can decide about the further wealth of the business and its ability to compete in future. Conversations on different channels can lead to the emergence of new research topics and ideas, as well as to new cooperations with experts in special fields (Chirumalla, 2017).

The further building block of *relationships* is regarded as an important part which is added to the canvas. As a new building block, it should complement the engage stage of the canvas by predefining the relationships which should result of the social media engagement. As Lacoste (2016) elaborates in his work, building or maintaining relationships via social media channels can be seen as an assistance to the physical relationships. Nowadays, in the highly globalized environment, businesses have customers and partners all over the world, leading to the fact that direct weekly interactions are simply not possible. Hereby, social media can be used as a medium to foster relationships with the targeted groups that are not personally available on a weekly basis. The kind of relationships which are build or maintained via social media activities is depending on the investigated business, as well as on its goals and its target groups. For instance, while several businesses solely concentrate on building relationships with customers, others may concentrate on further parties like vendors, professionals, journalists and further more. Hereby, the kind of relationships which should be developed by the social media engagement therefore needs to be aligned to the investigated business (Lacoste, 2016).

Resulting out of the theory section above, the canvas developed by Spil et al. (2016) is supplemented and summarized in *Diagram 1*. Besides to the usual components of each stage, it is further important to clarify their interrelations.



For instance, several building blocks have a direct effect on other parts of the canvas within the stages, but also between the stages. As an example therefore, the policies out of the Enable stages can directly affect the relationships which can be build in the Engage stage, but also the utilization of conversations and the extent of the content which can be presented are interconnected. Therefore, even if an investigation of one of the three parts of the canvas is made, the remaining parts also need to be explored.

In order to be able to give recommendations for the social media implementation of the investigated business, the whole canvas part will be analyzed. Still, the concentration of the paper will lie on the Engage stage, in order to be able to answer the final research question. In order to be able to check the engagement part of the social media canvas within the investigated business, the following six questions will be asked to the interviewees:

1.1 What should from your point of view be the main goals of the business with regard to social media marketing?

1.2 What channels would you describe as the best-fitting ones? Please shortly explain your choice.

1.3 Whom would you detect as the main target audience of the business?

1.4 What kind of content should be illustrated on the social media channels during which time periods?

1.5 To what extent should conversations with customer be enabled, leading to what special goal?

1.6 What would you describe as the main relationships which should result with the help of the social media commitment?

Appendix C provides further information for questions asked about the Enable and Evaluate stages.

4. Results

4.1 Competitor and customer usage of social media channels

In order to be able to detect the usefulness of social media in the area of the steel industry, evidence can be made out of the persistent usage of social media channels within the industry branch. Thereby, an analysis of the usage of social media as an external communication channel of the business's competitors and customers is conducted as a next step. The results of that investigation will be used in order to elaborate a social media strategy for the business with the help of the adjusted social media canvas.

In order to be able to give a recommendation for the business at a later point, the concentration is lying on the channels, which are considerable within the European Area. The investigated channels will be LinkedIn, Twitter, Xing and Facebook as social networks, and Instagram and Youtube as content community sites.

With regard to social networks, Facebook is investigated as it offers the biggest possibility to reach different target groups with comparatively low costs (Digital Guide, 2018). Facebook is a possible channel to reach a combination of target groups, namely from the professional side, but also from the private attendance. Besides, Facebook can assure a quick spread of the uploads by the sharing of users and therefore ensures the "go viral" of the content (Digital Guide, 2018).

Next to Facebook, Twitter is chosen as an object of investigation. In 2016, the platform manifested 12 mio. monthly German users. About the half of the German businesses are making use of Twitter, for instance due to their high reaction possibilities but also due to the directness which is offered by the channel (Digital Guide, 2018).

Due to the fact that several experts recommend to conduct a clear separation between private and commercial social media platforms, Xing and LinkedIn are besides taken into account as solely commercial platforms. 10 mio. German users are utilizing Xing in order to develop commercial networks, administer contact data and to search for jobs. Even if Xing is popular within the German area, on the international level LinkedIn is taking over the leading position with 332 mio. registered users, and is therefore noted as the leading channel for enterprises with international orientation while Xing concentrates on smaller organizations and businesses in the German area (Digital Guide, 2018).

With about 15 mio. users solely in Germany, Instagram can nowadays be described as the most popular social media network. By taking the picture of the postings as the center point, text messages and hashtags, which ensure a categorization, can be inserted to it. Due to the fact that 36% of the 16-29 year old Germans are using Instagram on a daily basis (with a higher rate in the US), that channel should not be left behind (Digital Guide, 2018).

As a further content community channel, Youtube is investigated due to its huge reach circle. On average, one billion people are visiting the platform every day all over the world (Digital Guide, 2018). In contrast to Instagram, the focus of Youtube lies on videos as the media to share with the target groups (Digital Guide, 2018).

4.1.1 Social media activities - Investigation of competitors

In order to be able to gain an insight of the business's competitors use of social media the four biggest competitors of the industrial market are investigated in the following part. In order to enable comparisons, the chosen competitors are manifesting comparable business sizes.

Competitor One can be detected as one of the competitors of the investigated business. With regard to its social media engagement, the official website of the Group contains direct hyperlinks to the social media channels which are used by them. The business uses four social networks, namely LinkedIn, Twitter, Xing and Facebook, and besides one media sharing channel, namely Youtube (Business Homepage, 2018).

On LinkedIn, the first competitor is offering 72 updates in total. With regard to the content, the business uses the platform to present innovative developments in their product areas, to spread information about obtained awards, but also in order to communicate the commitment at special events like customer days or fairs attendances. Besides, the business uses the channel to present the areas of applications or actual projects of the business. A further usage of the business is the release of annual reports, but also the presentation of new sites, which are build, as well as new product developments. Next to business specific content, the company also makes use of LinkedIn in order to inform the followers about topics like its sustainable commitment. With reference to the communication frequency, the business updates its LinkedIn channel monthly with an average feedback level of 10 to 20 likes per upload (LinkedIn, 2018).

Besides, the business makes use of Twitter, with, 11.5k followers and 10.5k total likes. That platform is utilized for the presentation of special events, fair attendances, but also for detailed job descriptions which are presented by the employees themselves. As already detected at LinkedIn, information about awards, annual reports and generally about the products of the business can be found on Twitter. The business updates its Twitter account several times a month with a feedback level of 20 likes on average and only a few comments (Twitter, 2018).

The first investigated competitor furthermore uses Xing, with a total assessment of 3.23 of 5 stars and 360 employee evaluations on kununu. In total, 2.700 employees of the business are using Xing as a platform. With regard to the content published, it is similar to the content published at LinkedIn, namely information about fair attendance, received awards, but also about the participation on further events, like marathons. Besides to the similar content, Xing is used for the presentation of innovations like a new development center and for the placement of job offers. The communication frequency is hereby several times a month with in total 10-20 likes for each update on average (Xing, 2018).

As the forth social network channel the business makes use of Facebook with over 400.000 page likes and 4.9 stars. The content which is presented via Facebook can be summarized into the following: product presentations, information about fair attendance, collaborations with customers and other businesses and examples of applications. The business updates postings several times a month with an average result of about 50 likes per update (Facebook, 2018).

As the solely media sharing platform, the business utilizes Youtube with over 70.000 subscribers and in total 32.000.000 requests since their entry in 2005. The media which is offered on that channel is mostly job descriptions, presentation of production sites and products in general, but also 3D animations of the products and the Group portrait (Youtube, 2018).

The second investigated competitor also uses direct links to social media platforms in use. The business utilized the same social media platforms as the first investigated competitor with a supplement of Instagram as a further social network platform (Business Homepage, 2018).

On LinkedIn, the business manifests over 150.000 followers with over 80 updates in total. To the content published belong the topics like the areas of application, the presentation of new products and partnerships and the presentations of careers and cooperations with universities. In contrast to the first competitor, the second one also uses LinkedIn to create an awareness of climate change issues, but also to present interesting facts about the industrial revolution. The platform is updated several times a week with over 100 likes as a feedback for an average update (LinkedIn, 2018).

On Twitter, the business exhibits almost 1.500 tweets with over 11.0k followers and in total 140 likes. As content, the company presents partnerships, new product developments, annual reports and test fields on Twitter. Besides, it uses the platform to communicate records and present special training programs, which are offered to combat unemployment. The updates are switched online monthly with a feedback of only a few comments and around 20 likes per update (Twitter, 2018).

In total, 65 employees have evaluated the the second competitor on Xing with 3.4 of 5 stars. The business possesses over 1.600 subscribers with 700 employees being registered on Xing. As updates, the business prefers job offers, information about fair attendances, product presentations and changes in management. Besides, the company also uses Xing for the presentation of their social engagement and for information about general topics like the process of digitalization and changes in the management structures. Xing updates are conducted several times a week with about 0 to 10 comments as a feedback (Xing, 2018).

The Facebook page of the second competitor has over 380.000 likes in total with uploaded content like the presentation of special application possibilities, special features of the products, but also the participation on special events and illustrations from the past, which is the only deviance from the content used by the first competitor. The Facebook content of the business is updated several times a month with around 20 likes per average upload (Facebook, 2018).

One media sharing platform of the business is Instagram with over 500 contributions and about 7.000 followers. Here the business publishes content about products, areas of application, but also pictures of the production process and short stories of employees. Besides, historical illustrations and videos of the products in use are published here. The

communication frequency is several times a month with around 300 to 700 likes per average posting (Instagram, 2018).

Besides to Instagram, the business also utilizes Youtube as a further media sharing platform with over 11.000 subscribers and 2.480.000 requests since their joining in 2009. A general noteworthiness is that the business uses content in different languages, so that for instance the same video is uploaded in 3 different languages. With regard to the content, the business publishes product presentations, career possibilities, but also presentations of tests and solutions in causes of product failures. In addition, the company informs about trends like digitalization or changes in the economy. Postings on Youtube are made several times a week with only a few comments as a feedback result (Youtube, 2018).

In contrast to the two competitors above it is suspicious, that the third competitor has no direct links to their social media channels on its official homepage. Still, the company makes use of LinkedIn and Xing as social network platforms, but no media sharing site is implemented (Business Homepage, 2018).

On LinkedIn, the company has around 200 followers with solely 11 updates. The content can be summarized as information about fair attendance, F&E information but also presentations of test field projects. The communication frequency is once a month with an average feedback of 0 to 10 likes per upload (LinkedIn, 2018).

The second social media platform utilized by the business is Xing with 1.85 of 5 stars, and solely 2 employee evaluations on kununu. In total, around 60 employees of the business are registered on Xing. With regard to the content, the business publishes information about social engagement like its environmental day. Besides, the company uploads information about fair attendance, special achievements in past and job offers on Xing. The communication frequency is varying. The maximal participation is two times a month, while the lowest is solely one single time in six months. The resulting feedback is varying between 0 and 5 likes per upload (Xing, 2018).

The last investigated competitor offers direct links to its social media channels in use from its official website. Hereby the business makes use of four social networks channels: LinkedIn,

Twitter, Xing and Facebook. Besides, the business is also present on two media sharing sites, namely Instagram and Youtube (Business Homepage, 2018).

On the platform LinkedIn the business has over 75.000 followers with 230 updates in total. With regard to the content, the business concentrates on social engagement, sustainable development issues, but also on the spread of information about energy efficiency and charity events. That content is supplemented with the presentation of products and information about fair attendances. A distinctive feature in contrast to the other competitors is the upload of information about the spare part market, which is growing in the steel industry. The company uploads the relevant content several times a week with about 100 reactions on average per output (LinkedIn, 2018).

On Twitter, the business exhibits over 2.500 tweets with 18k followers and 1.200 likes in total. The usual content offered hereby is again dealing with the business's social engagement and sustainable development, supplemented by product information which is similar to the output in LinkedIn. The communication frequency is several times a week with only a few comments and around 20 likes per posting (Twitter, 2018).

With the usage of Xing, the business manifests 3.47 out of 5 stars with 500 employee evaluations and 14.000 followers and over 5.000 employees of the business are registered on the platform. The content which is offered is concentrating on job advertisements and information about current events. The postings are conducted several times a month with a feedback of 0 to 10 reactions per upload (Xing, 2018).

The Facebook page of the company is liked by over 80.000 people. With regard to the content, the business presents information about the spare part market, information about awards, but also its social engagement and environmental security. Postings are conducted several times a month with about 20 likes per output and only a few comments and few shares (Facebook, 2018).

As a media sharing platform the business utilizes Youtube with over 900 subscribers and 1.743.000 requests since the joining in 2014. On that channel, the company presents special events, future developments but also fair attendances and information about the spare part market. The communication frequency is varying between several times a week and several times a month with only a few reactions as a feedback (Youtube, 2018).

Even if the the business has got an official channel on Instagram with over 900 followers, no contributions are published until now (Instagram, 2018).

	Competitor 1	Competitor 2	Competitor 3	Competitor 4
LinkedIn				
Basic Data	<ul style="list-style-type: none"> - 100.000 followers - Over 70 updates - Monthly updates - Feedback 10-20 likes 	<ul style="list-style-type: none"> - 150.000 followers - Over 80 updates - Weekly updates - Feedback 100 likes 	<ul style="list-style-type: none"> - 200 followers - 11 updates - Several times a year - 0-10 likes 	<ul style="list-style-type: none"> - 75.000 followers - Over 200 updates - Several times a week - Feedback: 100 likes
Postings	<ul style="list-style-type: none"> - Products - Awards/ achievements - Event participation - Areas of application - Actual projects - Annual reports - Sites - NPD - Sustainable Commitment 	<ul style="list-style-type: none"> - Areas of application - NPD - Collaborations - Job descriptions - Climate change issues - Industrial revolution issues 	<ul style="list-style-type: none"> - Event participation - F&E information - Test fields projects 	<ul style="list-style-type: none"> - Social engagement - Sustainable development - Energy efficiency - Charity events - Products - Event participation - Spare part market
Xing				
Basic Data	<ul style="list-style-type: none"> - 3.23 / 5 stars - Over 2.700 registered employees - Weekly updates - Feedback 10-20 likes 	<ul style="list-style-type: none"> - 3.4 / 5 stars - over 650 registered employees - Several times a week - 0-20 likes 	<ul style="list-style-type: none"> - 1.85 / 5 stars - Over 60 registered employees - Varying communication frequency: max. 2 times a month, min. 1 time in 6 months - Feedback 0-5 likes 	<ul style="list-style-type: none"> - 3.47 / 5 stars - over 5.600 registered employees - Several times a month - Feedback 0-10 likes
Postings	<ul style="list-style-type: none"> - Event participation - Awards/ Achievements - NPD - Job offers 	<ul style="list-style-type: none"> - Job offers - Event participation - Products - Changes in management structure - Social engagement - Process of digitalization 	<ul style="list-style-type: none"> - Social engagement - Event participation - Awards/ achievements - Job offers 	<ul style="list-style-type: none"> - Job offers - Event participation
Twitter				

Basic Data	<ul style="list-style-type: none"> - Over 1.600 Tweets - 11k followers - 10k total likes - Weekly updates - Feedback 10-20 likes 	<ul style="list-style-type: none"> - Over 1.400 Tweets - 11k followers - 141 total likes - Monthly updates - Feedback 10-20 likes 		<ul style="list-style-type: none"> - 2.800 Tweets - 18k followers - 1.215 total likes - Weekly updates - Feedback 20 likes
Postings	<ul style="list-style-type: none"> - Event participation - Job descriptions - Awards/Achievements - Annual reports - Products 	<ul style="list-style-type: none"> - Collaborations - NPD - Annual reports - Sites - Awards/Achievements - Training programmes 		<ul style="list-style-type: none"> - Social engagement - Sustainable development - Products
Facebook				
Basic Data	<ul style="list-style-type: none"> - Over 400.000 page likes - Weekly updates - Feedback 50 likes 	<ul style="list-style-type: none"> - 380.000 page likes - Monthly updates - Feedback 20 likes 		<ul style="list-style-type: none"> - 83.000 page likes - Updates several times a month - Feedback 20 likes
Postings	<ul style="list-style-type: none"> - Product Presentation - Event participation - Collaborations - Areas of Application 	<ul style="list-style-type: none"> - Areas of application - Products - Event participation - Historic illustrations 		<ul style="list-style-type: none"> - Spare part market - Awards/Achievements - Social engagement - Environmental security
Youtube				
Basic Data	<ul style="list-style-type: none"> - 70.000 subscribers - 32.000.000 requests (since 12/2005) 	<ul style="list-style-type: none"> - 11.500 subscribers - 2.480.000 requests (since 04/2009) - Several times a week 		<ul style="list-style-type: none"> - 1000 subscribers - 1.743.000 requests (since 04/2014) - Monthly uploads - few reactions
Postings	<ul style="list-style-type: none"> - Job descriptions - Sites - Products - Group portrait 	<ul style="list-style-type: none"> - Products - Job offers - Solutions for product failure - Digitalization issues - Economical issues 		<ul style="list-style-type: none"> - Event participation - Future developments - Spare part market
Instagram	/			
Basic Data		<ul style="list-style-type: none"> - Over 500 uploads - 7.100 followers - several times a month - 300-700 likes 		<ul style="list-style-type: none"> - 900 followers - no contribution made

Postings		<ul style="list-style-type: none"> - Products - Application areas - Production process - Job descriptions - Historical illustrations 		
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Table 5. Social media activities - Comparison of competitors

4.1.2 Social media activities - Investigation of customers

Besides to the analysis of the social media engagement of the competitors, the next section will concentrate on the social media engagement of the top three customers of the investigated business.

Via the official home page of one of the customers of the business, no links are made to any social media platforms. Still, the business is present on Facebook, LinkedIn and Twitter (Business Homepage, 2018).

The Facebook page of company has 850 likes in total. Postings were uploaded frequently at the beginning, but in the last years the uploads become sporadic. In general, there is a code of practice missing for that social media engagement, because the content seems not adequate: pictures with no business connection, un-adapted pictures, which are upside down and often solely pictures of projects without any description (Facebook, 2018).

On LinkedIn the business maintains 2.700 followers and 630 employees being registered. Hereby it is conspicuous that no content is uploaded by the business leading to zero posting (LinkedIn, 2018).

With regard to Twitter, the business has 30 followers with 10 tweets in total. The content of the tweets can be summarized as information about corporations, competitors, number of employees and special achievements (Twitter, 2018).

The second customer makes use of Facebook, LinkedIn, Xing, Youtube and Instagram (Business Homepage, 2018).

With 650 likes on their Facebook page the business establishes weekly postings about different content. For instance, postings are about the areas of application, important events or worth knowing projects. In addition, products are presented via Facebook, trainings for pupils are promoted and a quiz game is conducted monthly (Facebook, 2018).

On LinkedIn, the business exhibits 11.500 followers with over 35 updates in total. With regard to the content, the business presents information about current projects, congress participations or about methods used for product production. Milestones and further achievements are also illustrated via the LinkedIn content (LinkedIn, 2018).

On Xing the business manifests only one single upload with the topic of the social engagement of the business. The employee evaluation shows 2.49 out of 5 stars which is conducted out of over 70 employee evaluations. In total, 380 employees of the business are connected Xing (Xing, 2018).

On Youtube, the business has over 1.900 subscribers. The platform is used to present the products, the machinery and the company movie in different languages (Youtube, 2018).

The Instagram channel of the business has 65 updates in total, with 1.000 followers. Regarding the content, special projects and milestones are dominating. Besides, a visitor quiz, fair attendances and historical motives are presented here (Instagram, 2018).

The third customer of the investigated business has direct links to its social media platforms on the official website. The business makes use of Facebook, LinkedIn, Twitter as social networks and Youtube and Instagram as media sharing platforms (Business Homepage, 2018).

On their Facebook site, the business has over 12.000 followers in total, with around 150 to 400 likes for each posting. The updates are made frequently, several times a month. With regard to the content, postings deal with areas of product application, citations about the energy, special achievements and milestones, like for instance the total installed capacity around the globe, but also facts and worth knowing information about energy (Facebook, 2018).

The LinkedIn page of the company has 149.000 followers and 10.000 employees of the business are registered there. The 140 updates on the business page mostly deal with special achievements and the presentation of new factories and plants. Next, quotes of the CEO, innovation issues and information about the annual report are posted there (LinkedIn, 2018).

A further social network platform which is used by the company is Twitter with almost 3.000 tweets, 12k followers and 640 likes in total. The content of the tweets is similar to the content published on the other social network platforms, namely videos of special

achievements, quotes about energy, but also information about new plants and about the milestones of the business (Twitter, 2018).

The Youtube channel of the business has over 600 subscribers with 100 to 10k views per video. The content of the videos posted is mainly about the daily work of the employees in different areas of the business. Besides, the channel offers information about the values of the business and about special events (Youtube, 2018).

On Instagram the business has 1.400 followers and 100 uploads in total. The content is again similar to the content published on the social network sites: quotes about energy, presentation of employees in different areas, environmental issues, but also photos of products and special events. The concentration of the postings still lies on the presentation of people and environmental friendly issues (Instagram, 2018).

	Customer 1	Customer 2	Customer 3
LinkedIn			
Basic Data	<ul style="list-style-type: none"> - 2.700 followers - 600 registered employees - No postings 	<ul style="list-style-type: none"> - 11.500 followers - 37 updates in total 	<ul style="list-style-type: none"> - 150.000 followers - 10.500 registered employees - 140 updates
Postings	/	<ul style="list-style-type: none"> - Projects - Event participation - Production process - Awards / Achievements 	<ul style="list-style-type: none"> - Awards / Achievements - Plants / Factories - Quotes of CEO - Innovation issues - Annual report
Xing			
Basic Data		<ul style="list-style-type: none"> - 2.49 / 5 stars employee evaluation - 380 registered employees - one upload 	
Postings			
Twitter			
Basic Data	<ul style="list-style-type: none"> - 30 followers - 10 Tweets 		<ul style="list-style-type: none"> - 3.000 Tweets - 12k followers - 640 total likes
Postings	<ul style="list-style-type: none"> - Cooperations - Competitors - Number of Employees - Awards/ Achievements 		<ul style="list-style-type: none"> - Awards / Achievements - Quotes about energy - Plants

Facebook			
Basic Data	<ul style="list-style-type: none"> - 860 page likes - Frequent uploads in the beginning, now sporadic 	<ul style="list-style-type: none"> - 650 page likes - Weekly uploads 	<ul style="list-style-type: none"> - 12.300 followers - Updates several times a month - Feedback 150-400 likes
Postings	<ul style="list-style-type: none"> - pictures without descriptions 	<ul style="list-style-type: none"> - Areas of application - Event participation - Projects - Products - Trainings - Quiz game 	<ul style="list-style-type: none"> - Areas of application - Citations about energy - Awards / Achievements - Advantages about environmental friendly energy
Youtube			
Basic Data		<ul style="list-style-type: none"> - 1.900 subscribers 	<ul style="list-style-type: none"> - 600 subscribers - 100 - 10k views per upload
Postings		<ul style="list-style-type: none"> - Products - Machinery - Company movie 	<ul style="list-style-type: none"> - Job descriptions - Business values - Event participation
Instagram			
Basic Data		<ul style="list-style-type: none"> - 1.000 followers - 65 total updates 	<ul style="list-style-type: none"> - 1.400 followers - 100 total uploads
Postings		<ul style="list-style-type: none"> - Projects - Awards / Achievements - Quiz game - Event participation - Historical issues 	<ul style="list-style-type: none"> - Quotes about environmental friendly energy - Job descriptions - Environmental issues - Products - Event participation

Table 6. Social media activities - Comparison of customers

4.1.3 Evaluation of competitors & customer social media activities

The analysis of the competitors' social media channels illustrates a compliance with regard to the content of the uploads. All the competitors are using nearly the same content for their social media channels, especially the presentation of products, application areas, job descriptions, but also job offers and project presentations are carried out by all the investigated competitors.

Still, the most interesting result of the competitor analysis is that the content which is displayed on all the social media channels cannot be characterized as business-to-business certain content. Most of the postings are addressing the general public, instead of the business-to-business clientele, for instance with information about sustainability. Solely two

competitors use social media in order to distribute B2B relevant information, namely data about the spare parts market, which is gaining importance in the steel industry and information about actions with product failures (Cf. Table 5), which are not certainly important for the general public. Those two areas of information are merely the only B2B contents of the postings, while the concentration lies on content which may be interesting for the general public.

Similar findings can be summarized for the customer analysis. Out of the three investigated customers, two exhibit the use of similar social media content on equal channels. The deviation of the third investigated customer can be explained due to its location out of the European area. Hereby, as the research concentrates on channels which are noteworthy in the European area, some channels of this customer are ignored.

As already detected in the competitor analysis, the customers of the business are concentrating on the topics of products, areas of applications, but also job descriptions are frequently uploaded. Again, the majority of the postings is concentrating on the upload of information, which is interesting for the general public, like for instance quotes and facts about the environmental friendly energy. As summarized above, the main result is hereby again that the displayed content can be better described as business-to-customer content and not as the assumed B2B context. No one of the investigated customers is making use of content which is solely B2B content. Therefore if the investigated businesses are operating in the B2B area, the concentration of their engagement on social media channels can be more adequately be referred to the B2C area.

4.2 Interview results: Engage stage from internal business perspective

In order to be able to completely fill in the social media canvas for the investigated manufacturing business, the following section will concentrate on the results out of the internal business interviews.

4.2.1 Goals

Out of the conducted interviews, four main goals of a social media engagement resulted: *general business presentation, recruiting, networking and customer connectivity*.

Resulting from the internal interviews, social media is seen as a further external communication channel which is an adequate tool for a general business presentation as a fundamental and reliable partner. Social media can hereby be used in order to create general brand awareness. With that usage, the business brand can be spread in the World Wide Web to create more reputation (Cf. Confidential Appendix).

Besides the interview partners have the opinion that the creation of business evidence should result out of the social media engagement, in order to stay in minds of the younger generations, which are mostly using those channels for communication. The business wants to be recognized as a modern and attractive company. A further aspect of the general business presentation should be the positioning of the business portfolio on the World Wide Web, resulting in the recognition of the huge product portfolio, as well as the recognition of the worldwide assistance and monitoring which is ensured due to the allocation of factories and sales representatives all over the world (Cf. Confidential Appendix).

A further goal of the social media engagement which is repeated during several interviews is associated with human resources, namely recruiting. Hereby, one goal should be the creation of an overall business awareness, for instance to convince potential professionals and candidates and hereby to reach a younger target group and receive access to talents. Furthermore, the business should make use of social media platforms to become more attractive for certain collaborations, like for instance with universities or researchers, in order to enhance its Research and Development department for the future (Cf. Confidential Appendix).

The goal which was mentioned during every interview is customer connectivity. With the usage of social media platforms, the business can improve their relationships with customers in order to enhance the overall customer satisfaction. With this means, the business can focus on the quality of its products, its delivery on time, but also the flexibility and reliability of the company should improve the customer satisfaction and create overall trust. Besides from the improvement of the already existing customer relationships, the business can utilize social media platforms in order to recover lost customers but also to attract potential new customers which could not be reached by now (Cf. Confidential Appendix).

The last mentioned goal of the social media engagement is the aspect of networking. Thus, social media participation should ensure the creation of new networks and communities

for instance with the existing customer base in order to enhance the project processes but also with research departments in order to enhance the Research & Development process of the business, as well as its Engineering processes (Cf. Confidential Appendix).

4.2.2 Channels

During the interviews three potential groups of channels which can be reasonable for the investigated business are mentioned: *social networks, media sharing networks and blogs*.

Most of the interview partners concentrated on LinkedIn, Xing and Facebook as adequate social networks, due to their high reach levels and their highly international direction (Cf. Confidential Appendix).

As adequate media sharing networks, Youtube and Instagram are resulting out of the internal business interviews, again due to their popularity and the high level of commitment in the European area. While Youtube videos can for instance be used in order to present the product portfolio with its advantages, Instagram should attract the younger generation with general business information, brand topics and job descriptions (Cf. Confidential Appendix).

Furthermore, several interview partners mentioned blogs as an important social media channels. For them, blogs should be used in order to obtain necessary information about current preferences and further developments and innovations (Cf. Confidential Appendix).

4.2.3 Target Groups

During the conducted interviews, seven potential target groups are disclosed by the interview partners: *professionals, OEMs, service providers, spare parts dealers and customers* (Cf. Confidential Appendix).

With regard to customers, the target group of the business can be divided into the already existing customer base with targeting its purchasers, but also the final decision makers. The same target groups are fundamental for attracting potential new customers. In addition, the OEMs should be taken into account as an important target group, which can enhance the customer relationships indirectly by reputation (Cf. Confidential Appendix). Besides, the *service providers* for the different product groups, but also the businesses within the *spare parts market* should be reached in order to stay in mind as a possible provider of products (Cf. Confidential Appendix).

Lastly, the target group of professionals is mentioned during the interviews. Here, professionals, candidates and universities, but also the whole technically-minded audience should be targeted with the social media commitment of the business (Cf. Confidential Appendix).

4.2.4 Content

With regard to the content which should be published on the chosen social media channels, three categories can be summarized resulting out of the interviews: *general business descriptions*, *current-up-to-date content* and *product/ service information* (Cf. Confidential Appendix).

For the category of general business description, the content which should be published should concentrate on topics like social engagement of the business, descriptive movies about the company history or the company structure, and lastly job descriptions which are made by the employees themselves in order to present the working life within the business to outsiders and hereby to attract potential professionals (Cf. Confidential Appendix).

A further grouped content resulting from the internal business interviews is the presentation of product and service information, which should illustrate and present the products and services offered by the business. For instance, the interviewees illustrated the presentation of innovations, products strengths or special R&D achievements as a possible content. In addition, fields of application can be illustrated, as well as lighthouse project which are noteworthy and impressive for the target groups. The same category could besides be used in order to answer FAQs, which can for instance lead to a first contact between the business and potential new customers (Cf. Confidential Appendix).

The last and biggest group of content is dealing with current up-to-date information. The interviewees enumerated branch news, job offers, changes in management structure, but also general press information as possible content for social media usage. Next, participations on events or fair attendances could be presented within that category, as well as extraordinary achievements of the business in order to stay in the target groups' minds (Cf. Confidential Appendix).

4.2.5 Conversations

The aspect of conversations was seen critical by many internal business interviewees. Even if some interview partners could image the usage of photo contents, lotteries or prize games as a certain type of conversations, the most interview partners represent the position that conversations are not useful in that special area (Cf. Confidential Appendix).

4.2.6 Relationships

Regarding the topic of relationships, mostly all of the interview partners have the opinion that *customers* and *potential candidates/ professionals* should be the main relationships to occur.

Depending on the content, customers' relationships should either be newly created or just fostered for the future in order to enable further projects. Besides, several interview partners came to the conclusion that relationships with further business partners should also result out of the social media engagement of the business. Hereby, for instance a close relationship to material providers and distributors can also enhance the overall production process of the business (Cf. Confidential Appendix).

4.3 Interview results: Engage stage from the experts perspective

4.3.1 Goals

With regard to goals, the expert interviewees communicate the following two goals for the social media engagement: *recruiting* and *brand awareness*.

Hereby, the social media experts emphasize that it is important to set clear goals before starting with social media, because otherwise it will not function appropriately. Therefore, one of the experts refers to the fact, that if that clear goals are not set and communicated within the business, employees might misunderstand the reasons for the engagement within social media channels (Cf. Confidential Appendix).

4.3.2 Channels

Regarding possible social media channels, the expert interviews illustrate many possibilities. Hereby, both experts repeat that the channels need to be fitting to the goals of the business. LinkedIn is mentioned by both experts as an good channel for the business, due to its international orientation and its high reach on the business area. Besides, Facebook is offered as an adequate channel for reaching the most people not solely on the business level, but also

privately due to its high reach and its international orientation. Hereby, one expert illustrates that one should avoid general advertising, as every one does it, but one should really concentrate on the strengths of the business and present them in an interesting and eye-catching way (Cf. Confidential Appendix).

4.3.3 Target Groups

In order to be able to reach the important target groups, one social media expert inserts the following quote: „They should think about the following target audience: the guy who makes the decision, the guy who buys it and the guy who uses it.“ (Confidential Appendix). Hereby, the expert wants the business to not solely pay attention on reaching the direct contact person of the customer side, but also the people which are making the final decisions and the end users of the products, in that case the OEMs. Besides, the interview partner illustrates that the business should not only concentrate on the customers as the solely target group, but also include talents and experts as an important target group (Cf. Confidential Appendix).

Further, the second expert interviewee also illustrates that the business should not solely think about clients and potential clients as an important target group, but also concentrate on the research and development experts and the human resources agenda, in order to stay competitive in an industry which is highly affected by the globalization and the relocation to low-cost production areas (Cf. Confidential Appendix).

4.3.4 Content

With regard to the content which is illustrated via social media, one expert illustrates the importance of showing the strengths of the business in order to create brand awareness within the population, for instance with illustrating the changes which are reached with the help of the products and the illustration of the products advantages. Hereby, one recommendation is to combine serious content with funny content in order to attract as many followers as possible (Cf. Confidential Appendix).

4.3.5 Conversations

With regard to conversations, the interviewed experts are of the opinion that conversation will not occur in the business-to-business context as it is detected in the business-to-customer

context. The followers are usually just consuming the content without direct reactions or comments, because within the B2B context the followers usually do not directly engage, which would also eliminate the problem of shitstorms. In the B2B area the followers are usually solely liking the content or maybe they are using the share function of the postings (Cf. Confidential Appendix). As the canvas part conversations is already seen critical by the internal business interviews, the business should leave that canvas part out and concentrate on the other five engage stages.

4.3.6 Relationships

Regarding the relationships, both experts have the opinion that one should start small in the beginning. Hereby, the business should firstly develop a real social media presence and tie some followers. Afterwards, they can start concentrating on several relationships which need to be connected to the target groups of the business (Cf. Confidential Appendix).

In order to be able to offer the whole social media canvas parts for the investigated business, the enable and evaluation stages of the social media canvas can be found in *Appendix D*.

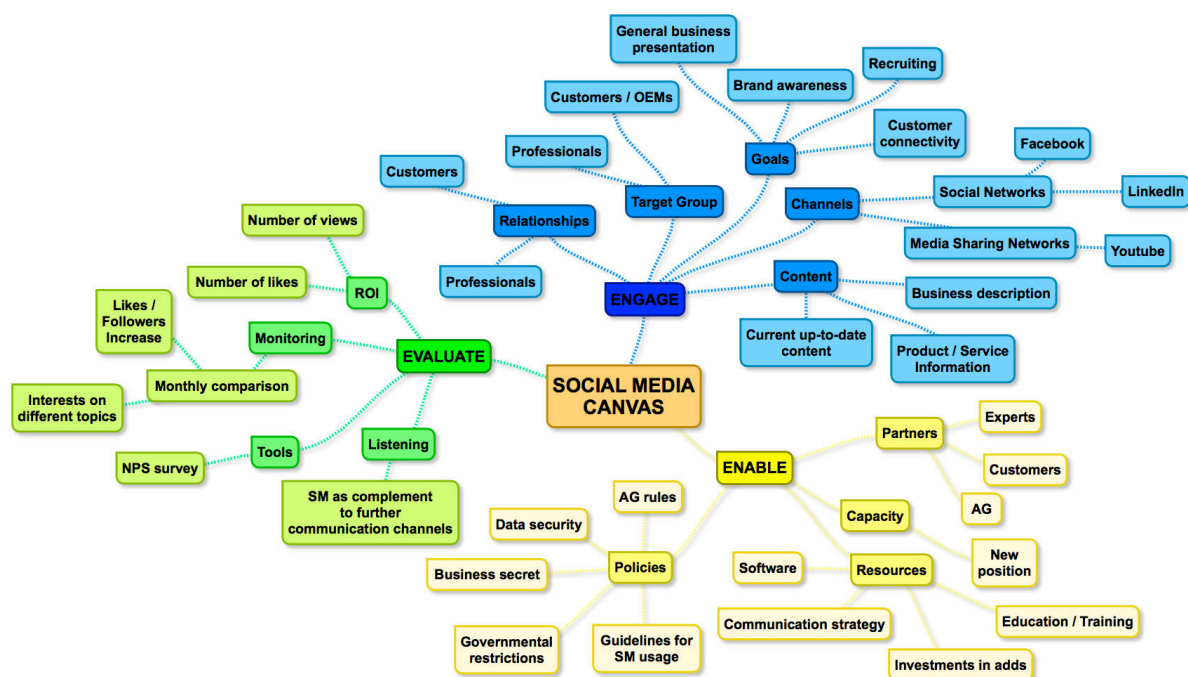


Diagram I. Overview of social media canvas

4.4 Recommendations

To be able to offer an outline of the recommendations for the business, *Diagram I* gives a short overview of results of the the canvas building blogs application to a business to business operating company.

The canvas above is created with the help of expert interviews and interviews conducted with the business employees. Besides, the results of the the competitor and customer analysis are also included into the final B2B social media canvas. In order to ensure a possible usage for further B2B operating businesses, the categories of the canvas are generalizable. Deviations may occur depending on the industry in which the canvas is applied.

4.4.1 Goals

Resulting from the analysis above, *general business presentation*, *recruiting*, *brand awareness* and *customer connectivity* seem to be adequate goals for the social media engagement of the investigated B2B business.

As the investigated company did not engage in social media activities at all, the category of general business presentation is the most important one in the beginning. Hereby, the business can create general awareness within the population. As the business is producing highly technical products, social media can be used to inform the target groups about the products and the areas of application.

Within the steel industry, competition plays a growing role, for instance due to the relocation of production sites to low-cost production areas. Hereby, in order to still stay competitive on the prevailing market situation, the business needs to operate in an innovative way and therefore qualified personnel is needed. With a connection via social media platforms, and with the help of a recruiting campaign the business can attract professionals and experts which can bring value to the business (Cf. Confidential Appendix).

The last detected goal for the social media engagement of the business is customer connectivity. Hereby, the business should concentrate on prevailing customers, as well as on potential new customers. For instance, a cooperation with a notable customer which is presented via social media can attract new customers. Besides, the accentuation of the

business values, as well as the presentation of the business products can result in a better customer connectivity (Cf. Confidential Appendix).

Due to the high importance of quality within the steel industry, the business should besides use its experience from the past and its reputation which is connected to high quality products and fast delivery times, in order to create more brand awareness within the population.

Even if the goal of networking is mentioned during the internal business interviews, it is left out at the starting point of a social media introduction. The business should concentrate on the conduction of an appropriate entrance into the social media domain and implement the goal of networking at some later point, namely after the adequate implementation of the other three goals listed above. The problem with networking is its high demand of fostering and therefore the recommendation is to implement that goal if social media platforms are resulting as an adequate platform for the business in general.

4.4.2 Channels

In order to ensure an adequate social media engagement of the business, the concentration should first lie on few social media channels at the beginning. Therefore, the recommendation is to concentrate on *social networks* and *media sharing networks*, due to the fact that those are best fitting in order to reach the goals.

The recommendation is hereby to concentrate on the well-known networks in the European area at the beginning, and implement a global expansion afterwards. Regarding human resources, LinkedIn and Facebook are the best fitting social networks channels. LinkedIn convinces due to the concentration on professional content, while Facebook is chosen due the high level of accessibility of the population (Digital Guide, 2018). Besides from the utilization in the area of human resources, Facebook can also be applied for the wide spread of general business information, because it is a social media channel with high participation in the European area (Digital Guide, 2018). Resulting out of the customer analysis, LinkedIn seems to be a good possibility in order to connect to the customer employees, due to the fact that many employees are directly present there. The usefulness of LinkedIn and Facebook as adequate B2B social media tools was already proved by Brennan et al. (2012), which concentrated on relationship building and brand development.

As adequate media sharing networks, Youtube and Instagram are resulting out of the interviews, again due to their popularity and the high level of commitment in the European area. While Youtube videos can for instance be used in order to present the product portfolio with its advantages, Instagram should attract the younger generation with general business information, brand topics and job descriptions (Cf. Confidential Appendix).

Even if several interview partners mentioned blogs as an important social media channels, a recommendation for the usage of blogs at that point is not given. The steel industry is a highly traditional area, in which advantages are often resulting out of competitive advantages. A participation in public blogs can result in problems due to the business secret, like for instance the hazard of offering ideas and thoughts to competitors, which could have been used as a competitive advantage for the business itself (Cf. Confidential Appendix).

4.4.3 Target Group

In order to implement social media into the B2B operating business, the recommendation is to concentrate on a few target groups at the beginning. Hereby, *professionals*, *customers* and *OEMs* seem to be adequate target groups.

Regarding professionals, the business should use social media in order to enhance already prevailing relationships, but also to attract potential new customers with interesting content. Besides, professionals should also result as a target group of the business due to their necessity of well-educated employees in order to stay competitive on the global market (Cf. Confidential Appendix).

The last target group concentrates on the OEM's of the business. Hereby, as often no direct contact is prevailing to the OEMs but solely to the customer, the engagement in social media can be used in order to build up relationship with the end-user and for instance to enhance the reputation within that group (Cf. Confidential Appendix).

4.4.4 Content

The content published via social media is highly connected to the target group and the goals which should result out of the engagement. For the investigated business, *general business descriptions*, *current-up-to-date content* and *information about the products and services* should be the implemented content (Cf. Confidential Appendix).

As the business is not engaging via social media until now, the general business description as a part of the content can be used to describe and present the business to the population. Besides, current-up-to-date content can be used to attract the followers, but also to invite some target groups, like the customers and OEMs for special events. Information about the products and the services which are offered by the business should complement the content which is used at the beginning. Hereby, the aim is to present the products as a high-quality manufactured products, which is leading to certain advantages within different areas of operations (Cf. Confidential Appendix).

In order to enable a well-functioning social media involvement for the investigated business, cooperations between several departments are needed to create worth-knowing content. Therefore, the marketing department should operate as the leader of that topic. Still, the other departments of the business need to be actively involved into the whole process, in order to provide interesting content out of every department. For example, the Research & Development department should offer content about new research projects or achievements from the last months. Similarly, the sales department should offer content for the presentation of cooperations with customer or special achievements (Cf. Confidential Appendix).

In order to facilitate the process of content selection, a social media questionnaire can be used for allocation within the business in order to collect the ideas containing the contact data and a possibility to answer the following questions:

1. What is the topic of the posting?
2. Can that content be communicated externally or are there certain restrictions?
3. What is the goal behind the upload on social media?
4. Is the content appropriate in order to reach our target audience?
5. Is the commissioning of external experts necessary (content creation, graphical design)?

4.4.5 Conversations

While from theory the engagement in conversations via social media seemed an important issue, the analysis above has shown that engagement in conversations is not recommendable for the business, because such participation can lead to know-how loss, but also to huge time

investments in order to enable such conversations. Besides, most business internal interviewees do not see a direct need of a proactive conversation, because discussions should be made via telephone calls or with the help of personal meetings. Still, as one should not underestimate the power of shitstorms, one interviewee recommended that the sales department should be involved and get into direct contact with customers if questions are arising via social media (Cf. Confidential Appendix).

Resulting out of the expert interviews, the internal business interviews and the customer and competitor analysis, the conversation building block is left out for the B2B canvas.

4.4.6 Relationships

The general recommendation for the creation of relationships is to concentrate on solely the main target groups of the business. Hereby, a hierarchical allocation needs to be conducted by the business itself in order to make a priority of the resulting relationships. Having that allocation in mind, the content of the postings can be partly adjusted and directed to reach the special target group. The concentration should hereby lie on customers and potential candidates at the beginning, while customers should gain the highest priority.

5. Discussion

Several researchers have investigated the usage and the benefit of social media as an external communication channel from the view point of business-to-customer operating companies with the recommendation to not underestimate the power of the customers which is provided by the expansion of communication possibilities: „With the rise of vest social networking platforms, the customer is no longer limited to a passive role in his or her relationship with a company.“ (Malthouse, 2013). Having a look at the social media engagement from the business-to-business operating companies, the results of the paper are coming to a similar conclusion as illustrated by Bodnar (2012). Social media engagement makes sense in the area of B2B, and is sometimes a better fitting method than in the B2C operating companies. Even if Bodnar (2012) mostly concentrates on the relationship creation with the customers, the analysis above has shown that social media can also be used in further applications, for instance in the area of recruiting.

From the practical part of the research, the study is able to show that the investigated business is lacking behind compared to its customers and competitors and that B2B operating businesses in general need to do more about strategical social media engagement.

The competitor and customer analysis conducted as a part of the analysis is able to show that the investigated business is far behind from comparable businesses. Therefore, all four investigated competitors of the business exhibit participation on several social media channels with the illustration of content which is similar to the results out of the interviews conducted within the business itself, but also with external experts and the parent enterprise. Still, the competitor analysis also shows the example of a social media engagement which is not required: here, one competitor generated a profile on LinkedIn with no further content provision and no monitoring of the profile (LinkedIn, 2018). Thus, before implementing such social media participation within a business, it is important to clearly set the rules for the fostering of the platforms.

Besides, the analysis of the customers' engagement on social media has also shown an intense participation on diverse social media channels. The investigated business can consequently make use of those engagements in order to present itself as a reliable partner.

Both, the customer social media engagement, as well as the one of the competitors shows similarities. First, both groups are using similar channels. Hereby, all the investigated companies are prevailing on Facebook, LinkedIn, Twitter and Youtube. Some of them also include Xing and Instagram into their social media channels. Besides from the use of the same channels, also the content which is published on the channels is similar. Most of the companies are using a mix of the following topics: general business presentation, product and service presentation, special achievements, job offers and job descriptions. Those topics are at some point supplemented with information about cooperations, but also about fairs attendances and illustrations of social and environmental engagement (Cf. Table 5).

The analysis of the competitors and customers also gives an insight into the reactions from followers. Hereby, even if the businesses have enormous quantities of followers, only a few of them are making use of the commentary functions for the postings. Mostly, issues like the Like-button are employed more often. Resulting out of the interviews, almost all interviewees agreed that social media engagement is a necessary step for the investigated

business. Even if it is operating in the highly traditional steel sector, the interview partners agreed that one should not ignore the potential of social media in the highly globalized and digitalized environment of today. That aspect is also assisted by the analysis of the competitor engagement on social media. Still, the main problem which can be seen within the business was already detected within former studies of Habibi (2016): „If the employees are not persuaded, and the culture of the business is too old-fashioned, modern devices will not function.“ (Habibi, 2016). Hereby, besides from a positive external awareness, the internal necessity needs to be taken into account. As the investigated business is a traditional one, efforts at persuasion need to be conducted within the business employees. Therefore, before starting engagement via social media, an internal communication of that topic, but also possible discussion rounds can enhance the internal sympathy towards new devices like social media (Habibi, 2016). A possibility can hereby be an engagement of employees in order to build up the social media canvas within a group consisting of deputies of every business department. Such an interactive and contiguous way, can encourage the internal employees and change the organizational culture towards innovativeness and flexibility (Habibi, 2016).

In order to be able to elaborate a well-functioning social media engagement the investigated business should make use of the competences of its parent company, which are already engaging on different social media platforms. Hereby, for instance their content sharing platforms can be used with a further creation of a hashtag with the subsidiary company in order to be able to create brand awareness. Still, the content community sites should be independent from the parent company, as relationships should be built within that channels.

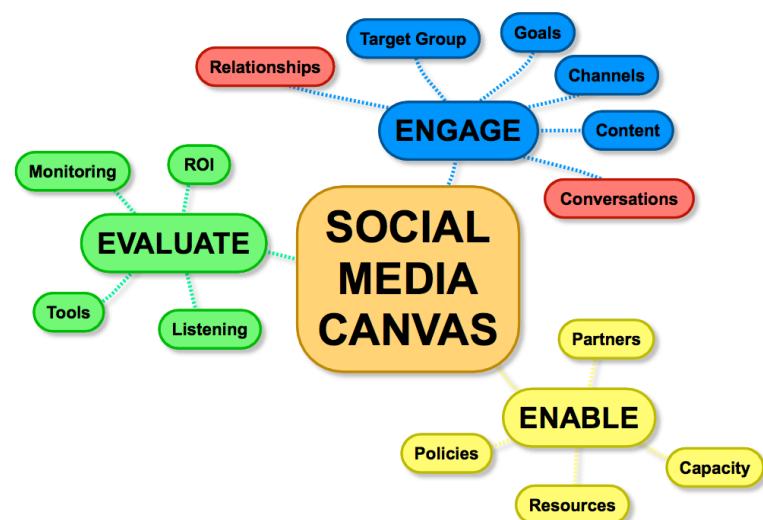
Besides from the necessity of the investigated business in social media activities, a further practical result of the study is that B2B operating companies in general have to do more about effective social media engagement. Hereby, the customer and competitor analysis was able to detect the lack of a clear social media strategy for many businesses. Therefore, it is important to notice that social media is not solely the creating of an account with an upload once a year. The businesses which are engaging in social media need to build up a clear strategy before with determining the goals of the involvement and the steps which need to be conducted in order to reach that purposes. The customer and competitor analysis detected

several channels which are not used probably, for instance pictures are illustrated without any adaptations and descriptions, or channels which are created but have no upload at all. Hereby, possibly no engagement at all would create a better reputation than an engagement which is completely unorganized. That problem is well described by Jeff Bezos, the CEO of amazon.com: „If you make customer unhappy in the physical world, they might each tell six friends. If you make customers unhappy on the Internet, they can each tell 6.000 friends“ (AZQuotes, n.d.). That quote can be expanded to be valid not solely for the target group of customers, but also for potential candidates and further target groups. Resulting out of that, the engagement in social media needs to be conducted in a strategic way in order to prevent failures. Still, in the rapidly developing environment of today one should not completely ignore social media as a possible tool, so that every business should investigate how and to what extent a social media engagement can be useful.

From the B2C point of view, several best practices can be detected, like for instance the German True Fruits Smoothies producer which is engaging with provocations, the Sixt rent a car business which is concentrating on humor within the uploads, but also the platform Netflix which created famous hashtags like #netflix&chill which are well-known all around the globe (Workwander, 2018). Even if one can find many further best practices on the B2C side, the B2B group is lacking behind.

The theoretical results of the research conducted can be directly linked to the problem described above: The customer and competitor analysis was able to detect that mostly, the B2B businesses are using B2C oriented content on social media. Hereby, the analysis has shown that only two parties used some content which can be described to be B2B content, namely information about the spare part market of the industry and solutions for product failures. All the remaining investigated B2B companies are using content which can be of interest for the general public, like areas of application, special business achievements, project presentations and general business information (Cf. Table 5 & 6). Further research needs to be made on that dilemma, in order to investigate if B2B content needs to be more predominant on the B2B presentations via social media, because still the investigated social media channels seem to attract followers resulting in reactions and sharing.

A further theoretical result of the conducted research is the application of the social media canvas by Spil et al. (2017) to the B2B area, besides from its usability for B2C companies. The study makes use of the social media canvas by Spil et al. (2016) which was originally developed for the business-to-customer oriented companies. In order to adjust the social media canvas for the B2B context, the engage stage of the theory is supplemented with two further building blocks, namely relationships and conversations. After the analysis, it becomes clear that conversations do not make sense in the B2B context, but can maybe be integrated into the canvas in the B2C application. Even if from theory the building block of conversations seemed to be an important point, the interview results, but also the competitor and customer analysis have shown a different result: from the B2B point of view, the followers are often detected to be passive, with solely the usage of Like-buttons or simply the consumption of the content without any reaction. From the B2C point on view, the consumers are often more active. They make use of the commentary functions or share the content, and do not solely consume it without any reactions.



The second building block which is newly introduced into the social media canvas is the block of relationships. After the investigation of the business, it makes sense to include the building block into the canvas for the B2B viewpoint. A detailed investigation will need to be made if that building block also makes sense in the B2C area.

The study was able to show, that the social media canvas by Spil et al. (2016), which is originally developed for the business-to-customer operating industry is also applicable to the business-to-business operating environment.

6. Conclusive Remarks

To come to a final conclusion, the research is able to confirm the statement by Keinänen (2015): „social media does not reach industrial customers and the customers' senior management does not see social media marketing bringing them benefits“. Even if nowadays the concept of social media is gaining more investigation, the industrial area seems to be lacking behind in contrast to other business areas. The main problem of the B2B social media engagement seems to be the fact, that the people in response do not directly see the benefits, which can be brought with a social media engagement, so that often companies do not investigate if social media could result as an advantage of the external communication of the business. Still, the investigated case of that research results as a good example of a possible rethinking. Even if for many years, the business did not engage in social media at all, the research conducted here is taken as a first point of a rethinking in order to check if social media could result as a possible tool.

To conclude on the main research question, the analysis above is able to show that social media engagement can be a adequate tool for B2B operating businesses. Hereby, the study disclosed, that a social media involvement needs to be conducted strategically, with clear goals, target groups, channels and pre-defined content. Besides, businesses which want to engage via social media should think about possible relationships which should result out of the social media engagement. Next to the engagement which is the main focus of that research, the businesses still need to think about the enablement and the evaluation of the social media strategy (Spil et al., 2016).

Due to its practical relevance, the research above was able to shows that the investigated business is lacking behind its competitors and customer in the area of social media involvement. Almost all of the investigated customer and competitors are already making use of social media channels, while the investigated business has made no involvement at all. Still, the study could show that B2B companies need in general to do more about B2B social media, as often no clear strategy can be detected, leading to bad results like

the creation of channels without any usage and uploads. Social media engagement needs a clear strategy which should be developed before a social media channel is created. That step is created for the investigated business with the help of the social media canvas by Spil et al. (2016).

From the theoretical viewpoint, the study is able to show that the kind of social media which is conducted by B2B companies is B2C oriented. Hereby, almost all of the investigated customers and competitors of the business are using content which should reach the overall population, and not solely other businesses which is expected before.

The social media canvas by Spil et al. (2016) which was created with the help of a B2C oriented business, results to be a possible tool for the B2B area of social media involvement. The conducted interviews are structured with the help of the social media canvas and an adequate amount of information can be collected with the help of the different building blocks. As from the theoretical point of view relationships and conversations seemed to be important factors which should be added for a „B2B canvas“, the internal business interviews, as well as the interviews conducted with experts have shown that solely the building block of relationships is an interesting component for the B2B canvas. Hereby, the further assumption is made that relationship can also be added into the original social media canvas by Spil et al. (2016).

In order to be able to make generalization about the results found for the investigated business, further research needs to be conducted on the topic of B2B businesses and social media engagement. As the investigated company is part of the steel industry, further B2B industries need to be examined in order to make generalization for the whole business-to-business operating group.

Besides, further research needs to be made in order to check if the majority of B2B companies is making use of B2C content. One starting point can hereby be the test whether the general public is interested in the content which is offered by B2B companies.

The adjusted canvas needs to be further tested by an application to a B2C operating company. Hereby, it would be interesting to detect if the assumption that the building block relationships can be added into the social media canvas by Spil et al. (2016) is also important within the B2C area.

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8. Appendices

Appendix A. Detailed description of literature review approach

By using the five stage grounded-theory framework by Wolfswinkel (2013), a detailed literature review is conducted in order to gain an insight into the topic of social media marketing. The following enumeration lists and shortly described the different steps conducted:

1. Define

1.1 Criteria for inclusion/ exclusion

As a criteria for inclusion of articles into the literature review, the main criterion is that it should have social media as its main research topic, as they should provide definitions and general informations about the topic. In addition, solely articles with social media in general or social media in B2B context are included, so that the whole part of the B2C context is ignored.

1.2 Field of research

To appoint the general field of research, three main aspects for the research are pre-defined: marketing, B2B, social media.

1.3 Determine appropriate sources

In order to collect sufficient information, the scientific electronic database Scopus is used. Access is guaranteed by the University of Twente library access LISA. In order to receive additional sources for data, for instance for definitions, SpringerLink and Google Scholar are used as well.

1.4 Decide on specific search terms

Three different search rounds are conducted within the database Scopus. The search phrases are the following:

Round I: „social media“ AND „marketing“

Detailed: TITLE-ABS-KEY (*"social media"* AND *marketing*) AND (LIMIT-TO (LANGUAGE , *"English"*) OR LIMIT-TO (LANGUAGE , *"German"*)) AND (EXCLUDE (LANGUAGE , *"Italian"*) OR EXCLUDE (LANGUAGE , *"French"*) OR EXCLUDE (LANGUAGE , *"Spanish"*) OR EXCLUDE (LANGUAGE , *"Croatian"*) OR EXCLUDE (LANGUAGE , *"Czech"*) OR EXCLUDE (LANGUAGE , *"Portuguese"*))

Round II: „social media marketing“ AND „B2B“

Detailed: TITLE-ABS-KEY (*"social media marketing"* AND *b2b*)

Round III: „social media marketing“ AND „manufacturer“

Detailed: TITLE-ABS-KEY (*"social media"* AND *manufacturer*)

That special procedure of search should ensure enough information for the general topic of social media marketing, as well as sufficient sources for the focus of the paper, namely social media marketing in the B2B context of a manufacturer. The keywords defined above therefore needs to be mentioned in the article title, the abstract of the paper or its keywords. Within round II and III no limitations were made due to the fact that only few articles are available on that topic (Wolfswinkel, 2013).

2. Search

During the search stage, the major articles are collected in a separate table which illustrates a short summary of each article in order to check its usability for the final paper later on. The table collects the following infos: author, year of publication, article name, citations, source, database and its main topic (short notes). That table will be presented in Appendix B.

3. Select

3.1 Refine the sample

The articles resulting from every research round are first sorted by its citations, starting with the article with the highest ones. In general, doubles are filtered out. And only articles with German and English as its language are included. A further important criterion for the sample of articles is the availability. Even by using LISA, the University of Twente Library access,




still not all the articles offered by the search are also available. Therefore, only articles with free access are used.





Within the resulting sample of available literature, articles with social media in context to private concerns like for instance pleasure are excluded due to the fact that the concentration of the paper will lie on social media as usability for businesses. Further, sources dealing with separate fields of research are excluded, due to the fact that marketing remains the area of interest within that research. Examples therefore are tourism or brand culture which occurred often. In addition no specialization on one certain platform of social media is made, so that articles for instance dealing only with Facebook, and not taking into account other platforms are also left out during this refining stage.




Appendix B. Results from the literature review

The table below summarizes the resulting articles and papers of the literature review which are fitting into the context of the paper. For each article, the source, as well as the number of citations is is elaborated. The main topic of the paper is summarized with short notes, and additionally the Database and the search phrase are illustrated for each result.

Author, Year of Publication, Article name, Citations, Source	Main topic/ Notes	Database	Social media AND marketing	social media marketing AND B2B	social media AND manufacturer
Mangold. (2009). Social media: The new hybrid element of the promotion mix 875 citations Source: http://www.sciencedirect.com.ezproxy2.utwente.nl/science/article/pii/S0007681309000329?_rdoc=1&_fmt=high&_origin=gateway&_docanchor=&md5=b8429449ccfc9c30159a5f9aeaa92ffb&ccp=y	Methods to shape consumer discussions in a manner that is consistent to mission and goals of business	Scopus Business Horizons	✓		
Hanna. (2011) We're all connected: The power of the social media ecosystem 369 citations Source: http://www.sciencedirect.com.ezproxy2.utwente.nl/science/article/pii/S0007681311000243?_rdoc=1&_fmt=high&_origin=gateway&_docanchor=&md5=b8429449ccfc9c30159a5f9aeaa92ffb	Integration of social media into firms marketing	Scopus Business Horizons	✓		

Hoffmann. (2011). Can you measure the ROI of your social media marketing? 314 citations Source: No access	Measurement of ROI after introduction of social media marketing	Scopus MIT Sloan Management Review			
Berthon. (2012). Marketing meets Web 2.0, social media, and creative consumer: Implications for international marketing strategy 215 citations Source: http://www.sciencedirect.com.ezproxy2.utwente.nl/science/article/pii/S0007681312000080?_rdoc=1&_fmt=high&_origin=gateway&_docanchor=&md5=b8429449ccfc9c30159a5f9aeaa92ffb	Managerial recommendations	Scopus Business Horizons			
Sashi. (2012). Customer engagement, buyer-seller relationships, and social media 212 citations Source: No access	Customer engagement in social media	Scopus Management Decision			


<p>Michaelidou. (2011). Usage, barriers and measurement of social media marketing: An exploratory investigation of small and medium B2B brands 184 Citations Source: http://www.sciencedirect.com.ezproxy2.utwente.nl/science/article/pii/S0019850111001374?_rdoc=1&_fmt=high&_origin=gateway&_docanchor=&md5=b8429449ccfc9c30159a5f9aeea92ffb</p>	Social media in B2B context	Scopus Industrial Marketing Management			
<p>Kaplan. (2011). The early bird catches the news: Nine things you should know about micro-blogging 153 Citations Source: http://www.sciencedirect.com.ezproxy2.utwente.nl/science/article/pii/S0007681310001254?_rdoc=1&_fmt=high&_origin=gateway&_docanchor=&md5=b8429449ccfc9c30159a5f9aeea92ffb</p>	Set of rules for micro-blogging	Scopus Business Horizons			
<p>Moe. (2012). Online product opinions: Incidence, evaluation, and evolution 129 Citations Source: http://www.jstor.org.ezproxy2.utwente.nl/stable/41488283</p>	Illustration of evolution of posted product opinion is shaped by customer base	Scopus Marketing Science			

<p>Weinberg. (2011). Social spending: Managing the social media mix 126 Citations</p> <p>Source: http:// www.sciencedirect.com.ezproxy 2.utwente.nl/science/article/pii/ S0007681311000255? _rdoc=1&_fmt=high&_origin=g ateway&_docanchor=&md5=b8 429449ccfc9c30159a5f9aeaa92ff b</p>	<p>Dimensions to differentiate types of social media</p>	<p>Scopus Business Horizons</p>			
<p>Kaplan. (2011). Two hearts in three-quarter time: How to waltz the social media/ viral marketing dance 110 Citations</p> <p>Source: http:// www.sciencedirect.com.ezproxy 2.utwente.nl/science/article/pii/ S0007681311000152? _rdoc=1&_fmt=high&_origin=g ateway&_docanchor=&md5=b8 429449ccfc9c30159a5f9aeaa92ff b</p>	<p>5 points of caution for managers for launching their viral marketing campaign</p>	<p>Scopus Business Horizons</p>			
<p>Chen. (2011). The Role of Marketing in Social Media: How Online Consumer Reviews Evolve 109 Citations</p> <p>Source: http:// www.sciencedirect.com.ezproxy 2.utwente.nl/science/article/pii/ S1094996811000041? _rdoc=1&_fmt=high&_origin=g ateway&_docanchor=&md5=b8 429449ccfc9c30159a5f9aeaa92ff b</p>	<p>Relationship between Consumer posting behavior and marketing variables</p>	<p>Scopus Journal of Interactive Marketing</p>			

<p>Peters. (2013). Social media metrics - A framework and guidelines for managing social media</p> <p>103 Citations</p> <p>Source: http://www.sciencedirect.com.ezproxy2.utwente.nl/science/article/pii/S109499681300042X?_rdoc=1&_fmt=high&_origin=gateway&_docanchor=&md5=b8429449ccfc9c30159a5f9aeaa92ffb</p>	Guidelines for social media involvement	Scopus Journal of Interactive Marketing	✓		
<p>Spil. (2016). Enable, Engage and Evaluate: Introducing the 3e social media strategy canvas based on the european airline industry</p> <p>1 Citation</p> <p>Source: Blackboard</p>	Canvas for social media	Scopus Lecture Notes in Computer Science	✓		
<p>Holliman. (2014). Business to business digital content marketing: Marketers' perceptions of best practice</p> <p>11 Citations</p> <p>Source: https://e-space.mmu.ac.uk/579029/2/B2BContentMarketingJRIMREV11052014editsoffSUB.pdf</p>	Study of digital content marketing	Scopus Journal of Research in Interactive Marketing		✓	
<p>Keinanen. (2015). Antecedents of social media B2B use in industrial marketing context: Customers' view</p> <p>9 Citations Scopus 32 Citations Scholar</p> <p>Source: http://www.ttcenter.ir/ArticleFiles/ENARTICLE/3040.pdf</p>	Insights how managers can impact the social media marketing	Scopus Journal of Business and Industrial Marketing		✓	

<p>Habibi. (2015). E-marketing orientation and social media implementation in B2B marketing. 2 Citations Scopus 11 Citations Scholar Source: http://dro.deakin.edu.au/eserv/DU:30078500/haji-emarketingorientation-post-2015.pdf</p>	<p>Conceptual model for B2B social media marketing</p>	<p>Scopus European Business Review</p>		✓	
<p>Zimmermann. (2013). Business to business marketing management: A global perspective 0 Citations Source: No access</p>	<p>Concentration on globalization and purchasing</p>	<p>Scopus Business to Business Marketing Management</p>		✓	
<p>Mahrous. (2013). Social media marketing: Prospects for marketing theory and practice in the social web. 1 Citation Source: No access</p>		<p>Scopus E-Marketing in Developed and Developing Countries: Emerging Practices</p>		✓	
<p>Onishi. (2012). Marketing activity, blogging and sales 63 Citations Source: http://www.sciencedirect.com.ezproxy2.utwente.nl/science/article/pii/S0167811612000419?_rdoc=1&_fmt=high&_origin=gateway&_docanchor=&md5=b8429449ccfc9c30159a5f9aeea92ffb&ccp=y</p>	<p>Combination of old and new media sources</p>	<p>Scopus International Journal of Research Marketing</p>			✓

<p>Xia. (2013). Effects of companies' responses to consumer criticism in social media. 17 Citations Source: https://pdfs.semanticscholar.org/be74/53f00ac367ab28c7aaa661756a2d2f55b2b4.pdf</p>	<p>Effects of companies' responses to consumer criticism in social media (communication change between manufacturers and retailers)</p>	<p>Scopus International Journal of Electronic Commerce</p>			✓
<p>Rooderkerk. (2016). No Comment?! The Drivers of Reactions to Online Posts in Professional Groups 1 Citation Source: http://www.sciencedirect.com.ezproxy2.utwente.nl/science/article/pii/S1094996815000663?_rdoc=1&_fmt=high&_origin=gateway&_docanchor=&md5=b8429449ccfc9c30159a5f9aeaa92ffb</p>	<p>Online discussion forums sponsored by firms to position themselves as thought-leaders, to gain more insight into customer base and generate sale leads</p>	<p>Scopus Journal of Interactive Marketing</p>			✓
<p>Potoszak.(2017).Creating our next-gen workforce 0 Citations Source: No access</p>	<p>Initiatives for manufacturers</p>	<p>Scopus Assembly</p>			✓
<p>Valsan. (2017). Social media sentiment polarity analysis: A novel approach to promote business performance and consumer decision-making 0 Citations Source: No access</p>	<p>Collection, monitoring and analysis of online generated user data</p>	<p>Scopus Advances in Intelligent Systems and Computing</p>			✓
<p>Risius. (2016). Is it worth it? Dismantling the process of social media related sales performance 0 Citations Source: No access</p>	<p>Companies can increase their sales volume through greater relationship investment</p>	<p>Scopus 24th European Conference on Information Systems</p>			✓

<p>Corthesy. (2012). Best performing brands on social media: Content analysis of top manufacturers facebook brand pages</p> <p>0 Citations</p> <p>Source:</p> <p>No access</p>	<p>Comparison of manufacturers on social media</p>	<p>Scopus</p> <p>IADIS</p>			
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Appendix C. Interview guide

The following interview guide is prepared with the use of the structure offered by Denscombe (2010). The interview guide should develop a broad code of practice for the conducted interviews (Denscombe, 2010).

1. Introduction to the topic

Dear X, thank you very much for taking some time in order to answer my questions. The interview questions deal with the topic of social media marketing, as already described in your invitation. In order to be able to create a complete social media marketing concept for the investigated business, I would like to collect important insights into the topic out of your special perspective. The interview will be conducted with open questions. Feel free to always add additional information even if it is not directly answering the questions, but maybe adding additional input to the topic as a whole.

2. List of questions divided for each topic

Topic 1: Engage

- 1.1 What should from your point of view be the main *goals* of the business with regard to social media marketing?
- 1.2 What *channels* would you describe as the best-fitting ones? Please shortly explain your choice.
- 1.3 Whom would you detect as the main *target audience* of the business?
- 1.4 What kind of *content* should be illustrated on the social media channels during which time periods?
- 1.5 To what extent should *conversations* with customer be enabled, leading to what special goal?
- 1.6 What would you describe as the main *relationships* which should result with the help of the social media commitment?

Topic 2: Enable

- 2.1 Are there certain *partners* which should be included into that development process?
- 2.2 With regard to *capacity*, how many employees will be dealing with that introduction of the social media marketing concepts as well as with its maintenance?
- 2.3 What kind of *resources* (financial funds, education, advertising) will be/should be offered for the functioning of the concept?

2.4 To what extent is the concept which will be introduced *limited* by rules, guidelines and restrictions in that special case?

Topic 3: Evaluate

3.1 What possibilities are there to measure the *return on investment*?

3.2 What *metrics* should be checked here (reach, likes)? Please explicate your choices directly connected to the channel for which that kind of metric is appropriate.

3.3 Can you shortly explain what possible *tools* (software) should be used for the evaluation of the social media marketing model?

3.4 To what extent will the business be able to *listen* to the customers within that model?

Topic 4: Additional information

4.1 Have you got any *additional information* that should be taken into account while developing a social media model for the business?

3. Suggested prompts

/

4. Final words

Thank you very much for your time for conducting the interview. Your insights will be very helpful while developing a well-functioning model for the business.

Appendix D: Application of the Enable & Engage stages of the social media canvas

Due to fact that the research is concentrating on the enablement of a social media strategy for the investigated business, the enable and engage stages should be still not completely left out of the analysis, because the stages are interrelating. Appendix D therefore shortly sums up the enable and engage stage for the manufacturing company.

4.3.7 Partners

Regarding the possible partners which can enhance the creation of the social media strategy, almost all the interview partners substitute the position that the business needs to engage a social media *agency* or an social media *expert* aiming at the receiving of inevitable social media leads and for instance in order to organize a training session for the employees which will develop and upload the final content, pictures, videos etc. Hereby, many interviewees have the opinion that a graphical designer and a professional content producer are needed in order to develop adequate content for the chosen channels (Cf. Confidential Appendix).

Next to the involvement of social media experts, the interview partners also possess the opinion that the business should work together with the *parent company*, which is already engaging in social media activities. The recommendation hereby is to make use of the experience and expertise of the parent company in the area of social media. Hence, the business could utilize already existing contacts and ties to expertise (Cf. Confidential Appendix).

Moreover, the interview partners recommended to use the prevailing relationships with *customers*, so that for instance both can achieve benefits of the particular range of influence of the other partner by making links in postings or by referring to corporate projects achievements. Hereby, the recommendation is to request if the chosen customers are interested in a partnership on social media with the presentation of corporate achievements, as well as further goals for the future cooperation (Cf. Confidential Appendix).

4.3.8 Capacity

Regarding the capacity which should be available for the social media activities, the interview partners have different opinions.

One group of interviewees thinks that new capacity needs to be created for a well-functioning social media strategy, leading to the creation of a new position within the marketing department, which is completely in charge of the organization of the social media activities. Still, that responsible needs a well-functioning cooperation of the other business employees which should frequently provide interesting topic out of the different departments. The other interviewees have got the opinion that no new position within the marketing department needs to be created, solely some capacity needs to be newly created by separating the tasks on the marketing department differently (Cf. Confidential Appendix).

During the interviews, both experts indicated that it is always a good idea to start small in the beginning, leading to the involvement in only few channels, with a possible extension afterwards (Cf. Confidential Appendix), which is also the recommendation which is made at that point. Starting with only a few channels and only a few target groups will lead to the fact that no new position needs to be created. The content and graphical creation can be adopted by the partners of the parent company.

4.3.9 Resources

Regarding the allocation of resources, the interview partners have divergent opinions. While some of the interviewees think that no additional resources should be invested, due to the fact that there is no clarity if the social media engagement will result in a business benefit, most of the interview partners still think that some financial resources need to be released for the social media engagement (Cf. Confidential Appendix).

The resulting recommendation is to include financial resources for the social media projects from the beginning. Even if no direct financial assets are necessary at the beginning, financial resources are needed for employee trainings, content creation or for the creation of graphical content. Furthermore, some interviewees stated that investment needs to be made in advertisements, and also for the internal promotion of the social media strategy within the business in order to receive a rethinking within the traditional business (Cf. Confidential Appendix).

4.3.10 Policies

During the open interviews, some interviewees mentioned the importance of certain policies which can restrict the social media usage. Hereby, almost every interview partner referred to the concerns of parent company rules, governmental rules like the data security aspect but also restrictions which can be referred to the business secret. Furthermore, the corporate visions of the business, as well as the general business goals need to be matching with the social media strategy (Cf. Confidential Appendix). In order to ensure the compliance to the policies mentioned above, strict guidelines for the social media implementation need to be determined and communicated for every employee which is participating on social media.

4.3.11 ROI

With regard to the return on investment, the interview partners mostly agreed that the focus of the measurement should not be the sales increases, as the conversions are questionable. Therefore, most of the interviewees mentioned that it does not always have to be directly monetary returns, but instead one should concentrate on brand awareness, which can be a possible return here (Cf. Confidential Appendix). The measurement of likes, views or further reactions is useful here. The first step of ROI measurement should be a check how many people were reached with a certain posting.

4.3.12 Monitoring

As reference points for monitoring, the most interview partners referred to likes and followers (Cf. Confidential Appendix). Hereby, a monthly comparison can be made in order to check if the business is able to generate more followers and more likes than at the starting point. Besides, there is the possibility to compare postings with different topics in order to check, which topics seem to be more interesting for the followers in comparison to others.

Here, an expert illustrated that at the beginning of such an implementation, the measurement of the reach of the postings is enough as a first step. At a later point, if the business will in future decide to use divers channels at the same time, an automatic tool will be needed which measures, and directly analyzed the reach of the postings (Cf. Confidential Appendix).

4.3.13 Tools

All of the interview partners agreed on the fact that no complex tools need to be implemented at the beginning of the social media strategy. Therefore, the interview partners introduced the possible usage of Google Analytics (Cf. Confidential Appendix). Besides, several measurements can be made via the Net Promoter Score poll or a comparable customer questionnaire, with questions relating to the social media engagement of the business.

4.3.14 Listening

With regard to the listening building block, the interview partner illustrated that the business should be able to check whether the customers are interested in special product groups. Besides, the comments functions and the engagement in blogs can enhance the R&D process because customers could disclose suggestions there (Cf. Confidential Appendix). Still, that the usage in social media cannot replace further communication channels like the telephone emails etc., so that social media channels should be operating as a first-contact-point and should not directly be seen as a tool to for listening g to the customers.

4.3.15 Additional recommendations

Besides, the main recommendation which can be added at that point is to use the already existing channels of the parent company where it makes sense and therefore to benefit from the already made experiences. The investigated business is part of one cooperation, which is engaging in different sectors and already possesses the usage of social media as a communication channel. The parent company is substitute on all the relevant social media platforms which are discussed in section 4.3.2.. Besides, that usage of an already existing profile facilitates the introduction, because the profiles already have followers in several areas. By for instance using hashtags with the business name or the product brand, all the followers directly receive information which is solely dealing with the investigated business, and not with a different company of the parent company umbrella. Hereby, the recommendation is to use the Facebook, Youtube and Instagram accounts of the parent company, but to implement an own account on LinkedIn. The reason behind an own LinkedIn account creation is to be able to receive direct access to professionals. Often, the professionals are directly searching for the business name due to its maturity in the area of manufacturing, resulting with no found results if they do not directly insert the parent company name.

Besides, LinkedIn is often used to rate the employer and the circumstances for the businesses, which is not generable if the investigated business would only operate under its parent company.