



Commercializing a company's product to international markets through social media channels:

A case study of a product family called Kraft Armor

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Master's thesis in International Marketing

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ABSTRACT OF THE MASTER’S THESIS

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Title: Commercializing a company's product to international markets through social media channels: A case study of a product family called Kraft Armor
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Abstract: <p>In today's digitally oriented society, B2B marketing in social media has become essential for companies to connect with other businesses, establish a strong online presence, and promote their products in a way that aligns with contemporary values such as sustainability. Platforms such as LinkedIn, Instagram, and Facebook offer businesses the ability to build relationships and share valuable content and considering green values can add value to the products being marketed. Therefore, knowing how to effectively market and raise awareness of products on social media is essential. The thesis focuses on the commercialization abroad of Kraft Armor, a multi-layered solid board product designed to protect coils and other flat products in the metal industry. The goal is to increase sales to target countries by identifying how to leverage social media channels in the process of commercializing a product abroad. The aim is to position Kraft Armor as a more ecological alternative to plastic and metal protection regarding coil protectors, increasing awareness of the product, and making it more widely available with the help of social media.</p> <p>The focus of the thesis is on the commercialization of Finnish coil protection through social media channels abroad. The theory chapter aims to offer an explanatory framework for the thesis and facilitate the commercialization of the product with the</p>

support of social media. The theoretical section reviews communication, marketing, social media marketing and SEO, competitiveness, and uses them as a basis for the research methods. Benchmarking was used as the research method. The aim was to collect data from competing companies to understand why they are successful, their operations, growth, target countries and companies, branding, and green values. The data about the companies for the benchmarking was collected from Pa-Hu's and the competing companies' websites and social media channels.

The results show that social media channels like LinkedIn, Facebook, and Instagram are essential for creating a brand image and maintaining awareness of the company. These platforms give the company visibility and create a trustworthy and transparent image. However, companies must ensure that they provide accurate content. The companies emphasized the importance of green values, and this is a strength for the Finnish coil protection product since it has strong ecological credentials. The thesis concludes that the commercialization process is complex and requires several actions for success, and social media channels are essential for brand image creation and maintaining awareness of the company. The findings indicate that the use of renewable materials in the Kraft Armor product line can serve as a competitive advantage for Pa-Hu to expand globally and compete against industry rivals. Additionally, the study underscores the significance of social media marketing as a crucial factor in the commercialization process, providing valuable insights into effective product branding and promotion via social media channels.

Keywords: Product Commercialization, International Marketing, Sustainability, Social Media, SEO, Heavy Industry, Coil Protector, Solid Board

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1. Introduction

Business-to-business (B2B) marketing in social media is becoming increasingly important for companies looking to connect with other businesses and establish a strong online presence. This marketing style is important to be aware of in today's digitally oriented society. (Rodrigues, Takahashi & Prado, 2021.) Social media has become an essential tool for businesses to reach and engage with their target audience. Platforms such as LinkedIn, Instagram, and Facebook offer businesses the ability to connect with other businesses, build relationships, and share valuable content. Social media can be used to promote companies' products from a business perspective or to highlight companies in a brand image. It also matters how products are marketed on social media. Green values and reducing the carbon footprint are strongly embedded in contemporary values. When a product is promoted on social media, the sustainability of the product adds value to the product. It is therefore essential to know how to access the product a company wants to market or raise awareness of the product.

Plenty of heavy industrial products are processed in the metal industry. Most of these industrial products need some form of protection to prevent damage to the product itself. Protection solutions are mostly focused on plastic or metal. These materials have been found to be protective, but they are not necessarily the most ecological option. The effect could have been seen if these protective materials would be replaced with some ecological and especially durable material with a smaller carbon footprint. More nature-friendly options are being considered in many sectors. The subject of the thesis is to study how a Finnish company that manufactures corrugated cardboard and cardboard products can sell its products, especially protection for coils to the heavy metal industry abroad. It is time to upgrade non-ecological protection solutions to ecological alternatives, which are also easy to recycle and reprocess for reuse many times without losing the most important properties.

The topic of this thesis is to study how to commercialize an environmentally friendly multi-laminated solid board product to international markets with the help of social media channels. The multi-laminated solid board in question is called Kraft Armor and it is manufactured at Pa-Hu's factory in Kirkkonummi, Southern Finland. Kraft Armor is a multi-purpose kraft paper, but in the thesis, Kraft Armor is considered from the perspective of heavy industry, where the purpose of Kraft Armor is to protect coils. Kraft Armor is sold in Finland and has also been sold to some foreign countries. However, the purpose is to increase the sales volume to certain target countries. The question is how to proceed with the commercialization of the product abroad. First, the interests of the heavy industries in the target countries must be clarified and the most worthwhile ways to get the product exported to the appropriate countries must be considered. This thesis aims to investigate the potential of utilizing social media and the company's website as tools for expanding the market reach of a product to international audiences. The research will explore various strategies and approaches to leverage these digital platforms effectively, to achieve the desired marketing objectives. Benchmarking is used as a research method and the chosen method is used to study the websites of the researched company and competing companies, social media channels and the discoverability of the companies and their products.

B2B marketing on social media is receiving increasing attention from researchers and practitioners (Rodrigues, Takahashi & Prado, 2021). However, there are gaps in the literature on how to effectively commercialize environmentally friendly products used in heavy industry using social media channels. The topic is an important subject for research, as social media channels are now one of the most important marketing channels for various companies. It is important for businesses to be present on social media and to exploit its potential for marketing purposes, including B2B marketing targeting the product. Environmentally friendly products and their commercialization to international markets are important topics in modern society, where sustainability

requirements have increased. While previous studies have focused on B2B marketing in general or social media marketing to consumers, this thesis explores how social media can be effectively used to commercialize a product to international markets in heavy industry from a B2B perspective. Heavy industry covers many sectors, often interlinked with each other and with other industries, making it a very important economic sector in many countries. For heavy industry, the commercialization of products to international markets can contribute to economic growth and increase export earnings. In addition, heavy industry is often a major polluter, which means that developing and marketing environmentally friendly products internationally can contribute to sustainable development and environmental protection. It is therefore important to explore how environmentally friendly products targeted abroad can be effectively commercialized by heavy industry. However, the focus of the thesis is on the process of commercialization of the product for heavy industry, even though the product to be commercialized is a greener alternative. The study focuses on identifying the most promising target countries and explores strategies for using social media and the company's website to reach potential customers.

1.1 About Pa-Hu

Pa-Hu Ltd is a family business, with over 80 years' experience, operating in the packaging industry, which currently employs around 70 people in Veikkola, Kirkkonummi. Markus Raikamo founded Paperi-Huolto Oy in 1940 in Helsinki, Punavuori, from where the operations moved to Luttasaari in Helsinki. In the early days of the company, the business was focused solely on the wholesale of paper, but in 1952 Paperi-Huolto Oy bought its first production machine and started manufacturing packaging material. Paperi-Huolto continued to manufacture packaging materials in Luttasaari until 1970, when the company changed its name to Pa-Hu Oy and moved its production to Veikkola. (Raikamo, 2022.) Currently, Pa-Hu has 22,000 square meter premises in Veikkola, where it manufactures the packaging itself, which consumers buy

either in Finland or abroad. In 2012, Pa-Hu expanded its operations and invested in new machines, which made it possible to produce corrugated cardboard itself. (Pa-Hu, 2022.) In 2021, Pa-Hu's turnover was 16.6 million euros (Raikamo, 2022). Pa-Hu Oy offers its customers a wide range of different packaging solutions – there are standard products that anyone can order from Pa-Hu and then there is an option for customized products, which gives the customer the opportunity to design with Pa-Hu a package that meets the customer's needs. Pa-Hu's product range includes a wide selection of standard-sized packaging materials, customized transport and consumer packaging, sales and marketing solutions, and industrial protective materials; In industrial protective materials, Pa-Hu has developed a product family called Kraft Armor. In addition to products made of paper, solid board or corrugated cardboard, Pa-Hu's services include packaging design, material, and printing consulting, as well as logistics and packaging services. Pa-Hu serves all kinds of customers, regardless of company size and industry. (Pa-Hu, 2022.)

Pa-Hu's intention is to commercialize its Kraft Armor product line abroad, rather than the company itself. Pa-Hu gains awareness of the commercialization of the product family abroad. The initial plan is to take Kraft Armor to countries with more metal industry. These target countries are Sweden, Benelux and Northern Italy, which are now the company's interests. Pa-Hu has been intending to commercialize the product, but now it is time to implement the process. The challenge has been how to approach the target countries, so the purpose of the thesis is to explore how to approach foreign countries from the perspective of the product commercialization process using social media channels. Kraft Armor would replace plastic, hardboard, and steel, and provide added value from the point of view of sustainable development (Suominen, 2022). As an alternative, the product is a more modern choice for its environmental benefits alone.

One of the factors explaining the company's growth is the strong protective material produced in its own factory. For the needs of heavy industry, Pa-Hu has developed the Kraft Armor product family, which consists of solid boards laminated together in different ways. The multilayer material, made entirely of renewable materials, is available both as standard product and as a customized product to the customer's individual needs, in sheets or in rolls.

The purpose of Kraft Armor is to protect coils used in the metal industry. Currently, the coils are mainly protected with plastic covers. Fiber-rich solid board protection is green in value, and it burdens our environment less with its raw materials. Kraft Armor's recyclability is also more ecological compared to a plastic version. (Raikamo & Suominen, 2022.)

1.2 Structure of the study and research questions

The aim of the thesis is to study and understand how to commercialize a product abroad through social media channels. The target countries are known, but the cultural differences between the countries might affect how to approach them in the trade. However, the thesis focuses on the commercialization of the product in Sweden, Northern Italy, and Benelux. There are also cultural differences between Finland and the target countries in terms of work organization, so this must be considered when trying to negotiate in business.

The thesis first discusses what the product is and the company behind the product. After a description of the company and product information, the purpose is to write about the concepts and theory. The theory section describes marketing concepts that are strongly related to the topic of the thesis. These concepts relate to marketing and help to clarify how to approach the subject in general terms, and the review of the concepts also limits the use of research methods. After the objectives and the knowledge base, the research phase begins, in which the research problem is clarified

by means of various research methods. The methods used are followed by an analysis of the results and proposals for improvement.

Q1 How social media is used in B2B markets for marketing sustainable products?

Q2 How do international B2B companies use social media and industry-specific websites to market their sustainable products in international markets?

Q3 How can B2B companies ensure that their social media marketing messages are relevant and informative, while being attractive and engaging to the target audience?

1.3. Limitations

The geographical scope of the empirical study is mainly limited to Finland and Sweden, the countries where the benchmarked companies have their headquarters. The topic of the thesis focuses on how to commercially export the product beyond Finland's borders. The focus is on taking the product family of a Finnish corrugated board factory to international markets by using social media channels. The topic has been limited by selecting only a few companies to benchmark. The companies' websites, social media channels and search engine optimization have been studied. Boxon and Lamiflex were chosen as the companies to be benchmarked because they are competitors of Pa-Hu in the sector under this study, i.e., each of these companies manufactures coil protection products for heavy industry. The limitation of the topic allows for a clearer focus of the research and the results of the study. The study focuses on social media marketing at B2B level. Through this limitation, the companies chosen for this study are Pa-Hu and the competitor companies Boxon and Lamiflex.

1.4. Presenting Kraft Armor

Kraft Armor is a protection for steel coils. The product line has been in Pa-Hu's selection for a long time, but the current Kraft Armor board has been added with a moisture resistance feature with a barrier. Kraft Armor's greatest potential is found in the steel industry for coils, sheets, and flat products (automotive industry, home appliances, construction industry (roofing sheets, etc.)). (Suominen, 2022.) Steel is generally divided into different subcategories; When raw steel is made in a steel mill, it is processed for example into sheets, which are cold rolled (= a hardening process used to change the structure of metals, and which is often used to treat stainless steel). Coils used in heavy industry weigh a lot, ranging on average from thousands of kilograms to more than 10 000 kilograms. (Verhoeven, 2007.) At maximum a coil can weigh up to 30,000 kilograms, so it is very important that the coil cover is durable. Mechanical protection is used in coil packages. Hard plate, plastic and steel plate have been used as coil protectors. However, Pa-Hu noticed that a better solution is to replace the current heavy industry coil protectors with fiber material. In terms of sustainable development, the fiber material is a better and greener solution in terms of value, and its carbon footprint is smaller than any of the current materials used in coil covers mentioned above. The protection of the coils includes an end guard (head cannon) and a coil guard. Pa-Hu's Kraft Armor product family would enable almost complete protection for industrial coils, except for the plastic, steel, or other corner protection in general. (Suominen, 2022.) The thesis focuses on Kraft Armor from the perspective of a coil protector.

Civitta (2022) conducted a study for Kraft Armor to research how to enter the international markets within Europe with the Kraft-Armor product family. The research provided important information regarding potential target countries where Kraft Armor should be sold. The steel industry is one of the most accessible sectors in the world. Germany is the largest industrialized country and Italy comes second. First, Pa-Hu

would expand to Sweden and then to Benelux, after that to Northern Italy. Pa-Hu's main market area in the metal industry is 'Flat Products'. A few competitors have entered these countries with similar products, so the marketing strategy and differentiation of competitiveness should be highlighted. One competitor, Smurfit Kappa, also makes laminated solid board, but its machines cannot produce sheets as large as Pa-Hu's. Currently, Lamiflex is the biggest competitor – it makes products that replace plastic. (Civitta, 2022; Suominen, 2022.)

Kraft Armor is functional as a product. Pa-Hu has asked its customers who use Kraft Armor for their opinion about the product, and the customers' comments have been positive about the product. Kraft Armor is safer to handle than plastic, as it does not pollute dust and is also easier to handle, even though it has the same density and weight as plastic armor. The commercialization of Kraft Armor abroad would bring the added value of reducing the carbon footprint. The product's carbon footprint and environmental friendliness act as motivators for the customer to buy the product. (Suominen, 2022.)

A carbon footprint calculation has been prepared for Kraft Armor by Gaia (2020). The calculation examined the ease of recycling, minimization of price increases, carbon footprint, occupational safety, and pollution of the seas. The combined results of raw materials, production and recycling showed that Kraft Armor puts less burden on the environment and uses fewer natural resources compared to other coil protection solutions. The smallness of the carbon footprint is significant. However, 1000 kg of recycled Kraft Armor replaces 2600 kg of virgin pulp. The research shows that the solid board in question can be rotated up to 25 times without losing its features. Therefore, Kraft Armor is easy to recycle. If plastic would be recycled so all plastic recycling must be done through mechanical recycling so that it is energy efficient. (Gaia, 2020; Suominen, 2022.) Cardboard is one of the most widely recycled materials in the world.

In the EU, 86% of cardboard packaging is recycled, while 42% of plastic packaging is recycled. (Corbin, 2019; Rinki, 2021.)

Kraft Armor also has an advantage in managing prices. Plastic taxes are wanted at the state level to control and reduce the use of plastic. Kraft Armor is a renewable natural resource that is made by local Finnish production. However, the risk is that raw material prices are sensitive to changes (wars, COVID-19, other unexpected crises). The EU plastic tax will be paid by everyone, which will result in an increase in prices for plastic coil covers. (Suominen, 2022.) Each unrecycled ton of plastic costs 800 euros and the amount is divided equally among all countries in the EU (Fjäder et al., 2022). Kraft Armor would contribute to reducing the use of plastic and increasing recyclability, and this would also reduce the amount to be paid from the plastic tax (Suominen, 2022).

Effective recycling has a direct impact on the carbon footprint. Only renewable energy has been used to produce Kraft Armor at the factory. With these above-mentioned facts, when the customer switches to Kraft Armor, the customer reduces its own carbon footprint. Kraft Armor emits 69% less emissions compared to virgin polyethylene. The raw material production is also considered in the study (primary data, looking at raw material suppliers' emissions). Pa-Hu did not have primary data on the plastic product, but open data was used. After the raw material, production is measured and there has been renewable electricity. Transportation emissions of the finished product is the same for both (Plastic coil protector and Kraft Armor). Kraft Armor has a higher recycling rate in the recyclability of the product. Carbon dioxide emissions are 0.57 kg with Kraft Armor and 1.85 kg with plastic. (Gaia, 2020; Suominen, 2022.)

Not only will Kraft Armor have a more environmentally friendly impact, but the effects will also be felt in the working comfort of production line workers. In relation to

occupational safety, Pa-Hu received feedback from production workers that the hard disk creates plenty of dust and smells, and the blade corners do sometimes cut employees. No such problems occur when using Kraft Armor. Customers prefer the handling of Kraft Armor over plastic, and it is also easier to disassemble. The study also dealt with the environmental burden of the sea. Kraft Armor breaks down and settles much faster than plastic; therefore, Kraft Armor minimizes marine damage compared to plastic. (Gaia, 2020; Suominen, 2022.) Unfortunately, large amounts of industrial waste have been found on the beaches, 20% of the waste in question is industrial and waste from the professional side (Gaia, 2020).

As a product, Kraft Armor is ecological, protective, and effective. It meets the highest standards in the packaging of heavy industry products. The fiber-based material is made from renewable raw material. Kraft Armor can be delivered to the customer in rolls or in sheets. Sheets are used a lot for manual packaging. Manual packing is manageable and can increase capacity with people - machines have a standard output. (Suominen, 2022.)

1.5. Key concepts and definitions

In this section, some of the key concepts have been collected to give a better understanding of the thesis.

Product commercialization in B2B refers to the process of bringing a product to market and generating revenue from it. According to Klink and Athaide (2019), product commercialization in B2B includes identifying customer needs, creating a strategy to bring the product to market, and launching and marketing the product. Commercialization in B2B also includes building relationships with customers and providing after-sales support. The product may already be on sale in a particular country, but it can also be exported for sale abroad, where there are elements of

commercialization to consider. The success of product commercialization in B2B depends on a customer-centric approach that is aligned with business objectives and delivers value to the customer. (Bettencourt et al., 2002.)

Social media marketing in B2B companies focuses on using social media platforms to create and distribute content that generates leads, builds brand awareness, and strengthens customer relationships. According to Sigala (2018), social media marketing in B2B can improve communication with customers, increase brand awareness and support the development of customer relationships. The use of social media platforms such as LinkedIn and Facebook can also facilitate lead generation and networking (Ryals & Payne, 2016). However, the effectiveness of social media marketing in B2B marketing depends on a strategic approach that is aligned with business objectives and targets the right audience (McKinsey & Company, 2014).

Search Engine Optimization (SEO) is the process of optimizing the content and structure of a website to rank in search engine results pages (SERPs) for specific keywords. SEO is an important part of online marketing and can be used in B2B marketing to generate leads and increase visibility. According to Huang, Liang, and Wang (2013), B2B companies can use SEO to improve brand awareness, generate qualified leads and enhance customer relationships. SEO tactics used in B2B marketing can include keyword research, on-page optimization, link building, and content creation. However, SEO in B2B marketing requires a strategic approach that is aligned with business objectives and targets the right audience (Slater & Narver, 2000).

2. Communication and social media marketing between businesses

The following chapter represents the theoretical framework of the thesis. The purpose of the theory chapter is to provide an explanatory framework for the thesis. The theoretical framework enhances the research methods used. The theoretical framework is intended to support communication and social media marketing between businesses which is leaning to the topic of the thesis. Its use supports the specification and guidance of the research objectives. The process of product commercialization abroad is a larger wholeness that includes communication in various forms, marketing, knowledge of target countries and competitiveness. The theoretical section will review these concepts and use them as a basis for the choice of the research method.

The thesis aims to explore ways in which social media and communication can be used to enhance marketing, increase competitiveness, and support the commercialization of the product on international markets. By looking at these topics through a theoretical lens, the research aims to develop a deeper understanding of key concepts and their practical implications for businesses. At the root of the thesis is the recognition that communication and social media marketing are essential tools for businesses seeking to connect with other businesses and establish a strong online presence. The rapid proliferation of social media platforms has changed the way companies interact with their target audiences and created new opportunities and challenges for B2B marketing (Rodrigues, Takahashi & Prado, 2021). To navigate this landscape effectively, it is important to have a good understanding of the competitive environment and the different factors that influence marketing success. This thesis also examines the role of branding in B2B marketing and its potential impact on product commercialization abroad, with the aim of providing insights on how firms can successfully expand their operations in new markets. The thesis will delve into the specifics of social media marketing, including strategies for using different platforms such as LinkedIn, Facebook and Instagram, the importance of search engine optimization (SEO) and the relevance of company websites. By examining these topics through a theoretical lens and drawing

on existing research, the thesis aims to develop a deeper understanding of key concepts and their practical implications for businesses. Overall, the choice of topics reflects a commitment to exploring the most topical issues facing B2B marketing companies and developing practical insights and strategies that can help them succeed in the digital age.

2.1. Competitiveness of a company

Anticipating and clarifying demand means that companies' market environment and markets must be analyzed and monitored at regular intervals to know how to develop one's own business in the right and profitable direction. This also helps in understanding the customer's buying behavior and reacting to it. It is important to maintain the customer relationship carefully in order to keep the customer satisfied and to avoid conflict situations, such as a customer choosing to go to a competitor in the sector. Understanding the customer's needs and fulfilling their wishes helps maintain the product's desirability and sense of necessity. (Jabbarzadeh, Fahimnia & Sheu, 2017.) In the creation and maintenance of demand, a product or service is created that differentiates itself from competitors and appeals to the customer. Maintaining and managing customer relationships with the right and targeted communication and sales and marketing measures is crucial. Demand affects a company's competitiveness, and competitiveness is measured on a country-by-country basis, as cultural differences, GDP, whether the country is an industrialized or developing country, and economic goals can be considered. In terms of continuous learning, it is also important for the company to carry out benchmarking of competing companies. (Jabbarzadeh, Fahimnia & Sheu, 2017; Fagerberg, 1988.)

Although a company's drive to improve its competitiveness may be justified, it is important to recognize that this can also lead to several challenges (Fagerberg, 1988). The need to invest in new technologies and process upgrades can be costly and require

careful planning, but it is also important to recognize that the success rate of new investments is not always certain. It is essential to weigh up the real impact of investment on the competitiveness of the company and its long-term financial performance. (Hitt, Ireland, & Hoskisson, 2017.) In addition, maintaining a competitive advantage can be challenging as competitors struggle to match new innovations and improvements (Ries, 2011). A company continuously needs to monitor the market and its competitors to remain competitive. However, even if a company manages to maintain its competitive advantage, it is possible that improved competitiveness will also lead to overuse of resources, which can result in additional costs and a degraded customer experience. Maintaining and growing the customer base can also be a challenge, but the company must recognize that customer needs and expectations may change. A competitive business will strive to provide better value to its customers than its competitors, but it is important that the business keeps abreast of its customers' needs and continually develops its product and service offerings to meet those needs. As a company improves its competitiveness and seeks to better meet market needs, it may need to reform its business models. (Hitt, Ireland, & Hoskisson, 2017.)

While the importance of analyzing and monitoring the market environment and customer behavior cannot be underestimated, it is also important to recognize that demand is not driven by these factors alone, as other external factors such as economic conditions and social trends can also play a significant role in shaping demand and need to be considered.

2.2. A company's marketing environment in B2B marketing

In the past, it was enough that products were available in abundance and cheaply, and the successful person was the one who owned the supply. Today, with globalization and digitization, the entire world has expanded into a competitive field for companies, where customers can choose the products and services they like. Competitors are

constantly improving their products, services, and marketing strategies, making it challenging for companies to differentiate and stand out in the market. Those who can see the overall picture of how sales and marketing, brand and service, and the company's values and vision are connected to each other will succeed in the world-wide competition. Above all, it is necessary to understand how the overall picture can be used to create the best customer experience and what kind of impact it has on business operations. (Gentile, Noci & Spiller, 2008; Lilien, Petersen & Wuyts, 2022.)

There are some differences between business-to-consumer (B2C) and business-to-business marketing, but also many similarities, because there is always a person behind the purchase decisions, in which case, for example, service and interaction between people are of great importance. (Gentile, Noci & Spiller, 2008.) Marketing tactics that may be effective in B2C marketing, such as emotional appeals or misleading advertising, may not be appropriate in B2B marketing. B2B customers are often more rational and analytical in their decision-making and expect honesty and transparency from companies. (Kotler, Kartajaya & Setiawan, 2010.) The current concept of B2B marketing was previously known as industrial marketing, because then the marketing style in question focused more on production processes. Today, the concept B2B marketing includes a broader entity and here the focus is on cooperation with the customer. In B2B trade, transactions take place between companies and organizations. In this case, for example, companies buy products and services that they use to produce their own products or services, which are then sold either to other companies or to consumers. In B2B marketing, marketing is also aimed at customer companies and organizations. This type of business is also characterized by the fact that there is no ready-made product or service, but rather they are created based on the customer's needs in cooperation with the customer's organization. In B2B marketing, buying is also often more complex and professional, where personal service and sales play an important role. The right product, service or solution is allocated to the customer, and the quality of customer relations is of great importance. In addition, in business-side

trade, demand can be drastically fluctuating, which makes it difficult to match production and supply to demand. (Lilien, Petersen & Wuyts, 2022.)

One of the biggest challenges in B2B marketing is the complexity of the marketing environment. The B2B marketing decision-making process involves multiple stakeholders and marketing messages, and tactics need to be tailored to the needs and preferences of each stakeholder. In addition, market conditions can change rapidly, making it difficult for companies to keep up and adapt their strategies accordingly. (Kotler, Kartajaya & Setiawan, 2010.) It is therefore important to consider the marketing environment of the company in the context of business-to-business marketing, as it directly affects the commercialization process abroad of the product and its success. Therefore, a company needs to understand its marketing environment and adapt its marketing strategy accordingly.

2.3 When commercializing a product abroad

Commercialization is a crucial step in taking a product to international markets, as it involves developing and implementing strategies to bring the product to market and generate revenue. According to Voola, Tambo and Ryan (2017), commercialization is an essential aspect of international marketing that involves identifying market needs, designing products to meet those needs, and effectively marketing and distributing them. While commercialization is an essential part of taking a product to international markets, it is also important to consider the potential negative consequences of the process, such as the emphasis on customer-centric approaches to B2B commercialization can lead to a focus on short-term benefits at the expense of long-term sustainability and ethical considerations. Companies need to find a balance between commercial success and responsible business practices. (Cohen, 2021.) In the case of Kraft Armor, it is precisely to bring an ecological product abroad for heavy industry.

By commercializing a product, a company can maximize its chances of success in international markets and create a sustainable business model. Furthermore, as Bettencourt, Lusch and Vargo (2002) state, commercialization in a B2B context requires a customer-centric approach with an emphasis on value creation and building long-term customer relationships. This approach is particularly critical in international markets where cultural differences may require greater attention to customer needs and preferences. Effective commercialization strategies are essential for companies seeking to succeed in international markets. (Bettencourt, Lusch & Vargo 2002.)

Taiminen and Karjaluo (2015) has found that social media marketing can enhance B2B relationships, build trust, and promote innovation. By leveraging social media platforms to engage with international customers, companies can effectively promote their products and create lasting relationships that support successful commercialization in global markets (Taiminen & Karjaluo, 2015). In this case the commercialization of a product involves preparing the product in such a way that it also adapts to foreign markets. The target country's preferences and habits towards the product must be considered, as well as how the company should approach the desired target country. The commercialization of a product is a broad process, and it also involves all aspects surrounding the product, such as certain norms and directives, marketing, language translation work and budgeting. (Esselink, 2000.)

To succeed in international markets, a company needs to know its markets and customers, define customer and product segments precisely and gain a competitive advantage. The continued viability of the product in distant markets must also be considered. Maintaining a stable financial position and overcoming barriers to entry, such as cultural differences and local competition, are crucial for B2B companies starting to commercialize abroad. (Sanchez, 1995.) The building blocks of competitive advantage are success factors. Both competitive advantage and success factors are decisions and choices about focus. Successful commercialization abroad requires the

company to have a clear understanding of its own international competitiveness. Competitiveness must be based on some special product or service feature that enables the company to provide the international customer base with the benefit needed to win the competition. Innovations, knowledge, and learning are critical factors that significantly influence the competitiveness of companies and regions, at a broader level. This view is especially strengthened by the fact that companies do not innovate alone and in isolation, but in interaction with their operating environment. (Abimbola, 2001; Sanchez, 1995.)

It is also necessary to consider that a brand is important for a commercialized product, as it helps to differentiate the product from competitors and create a unique identity for consumers. A strong brand can help build customer loyalty, trust, and positive associations with the product, which can lead to repeat purchases and ultimately increased sales. (Gupta & Kim, 2020; Keller, 1993.) Moreover, in B2B markets where relationships are crucial, a strong brand can facilitate relationship building and signal a company's reliability, quality, and expertise. (Kotler & Keller, 2016.) From the perspective of brand image, Kraft Armor is the product that Pa-Hu can use to grow its brand when commercializing abroad. The product is a protection solution for coil rolls, but Kraft Armor's important and competitive feature is its ecology and recyclability, which, for example, other coil protectors do not have as features. According to a marketing study by Civitta (2022), potential customers wish that if the logistical distance between the company offering the product and the customer is more than two or three hours, there would be no intermediaries. In this case, the customer company would be dealing directly with the company offering the product. Direct communication with the customer is seen as an important value (Civitta, 2022). The logistical aspect would also affect the brand image. The simplicity and ease of product availability builds a more appealing brand awareness (Keller, 2013).

2.3.1. B2B social media marketing with a brand perspective

Social media has become an essential part of our daily lives and has created new opportunities for communication and interaction. Social media has changed the way that consumers research products, make purchasing decisions, and interact with brands. Social media platforms provide consumers with a wealth of information that they can use to make informed decisions about products and services. (Voramontri & Klieb, 2019). While social media can be a powerful tool for brands to connect with their customers and understand their needs, it also has its downsides. The fast pace of social media means that brands need to be agile and able to adapt quickly to modernization and customer expectations. In addition, the algorithms of social media platforms can change rapidly, making it challenging for B2B companies to maintain visibility. Therefore, brands need to carefully consider the potential benefits and drawbacks of social media and develop a robust strategy to mitigate potential risks. (Kietzmann, Hermkens, McCarthy & Silvestre, 2011; Voramontri & Klieb, 2019.) Understanding the ways in which social media influences consumer behavior is essential for brands that want to stay competitive and succeed in today's digital landscape (Voramontri & Klieb, 2019). Brands that are responsive to customers on social media and use social media to gather insights into consumer behavior can create positive brand experiences and drive revenue growth (Kietzmann, Hermkens, McCarthy & Silvestre, 2011).

Social media has also had a significant impact on B2B interactions. According to a study by LinkedIn, 76% of B2B buyers use social media to research potential vendors, and 84% of CEOs and VPs use social media to make purchasing decisions. (LinkedIn, 2023.) While social media offers B2B brands new opportunities for engagement, it is important to note that not all social media platforms are suitable for all brands. In addition, the value of social media in B2B marketing is often difficult to measure as it does not necessarily lead directly to sales. B2B brands must also overcome the challenge of standing out in the social media landscape, where it can be difficult to capture the attention of the target audience. B2B brands need to approach social

media strategically and carefully consider which platforms to use and how to use them to achieve their business objectives, while adhering to ethical and responsible practices. (Cohen, 2021; Kietzmann, Hermkens, McCarthy & Silvestre, 2011; Rodrigues, Takahashi & Prado, 2021.)

Despite the challenges, B2B brands that embrace social media can reap significant rewards. Social media has a significant impact on B2B interactions and creates new opportunities and challenges for B2B brands. (Rodrigues, Takahashi & Prado, 2021.) Building a brand on social media in the context of the commercialization process can support a company's growth and success in the new market territories.

2.4. Communication in a B2B environment

In the competitive business world of today, effective communication is important not only for building customer relationships, but also for creating a strong and recognizable brand identity. According to Kuvaja and Malmelin (2008), communication plays a crucial role in shaping a company's brand image and identity, which can ultimately determine its success in the B2B market. Interactive communication is particularly important in the B2B market, as it allows companies to build and maintain relationships with their customers. Interactive communication involves a two-way dialogue with customers, listening to their needs and responding appropriately (Varey, 2002). While effective communication is certainly important for companies to build trust and understand customer needs, it does not always guarantee success in the B2B market. Companies may still face challenges, such as fierce competition and changing market trends, which cannot be met by effective communication alone. Moreover, while building intangible capital is important, its real impact on a company's performance is difficult to measure. Companies should also be wary of relying solely on communications to build relationships, as other factors such as product quality, pricing

and after-sales support can also play a crucial role in maintaining customer satisfaction and loyalty. (Balboni & Gabrielli, 2010.)

To be effective in the B2B market, companies need to manage, monitor, and plan their communication activities. This requires developing a communication strategy that is aligned with the company's objectives and values and ensuring that all employees understand the importance of effective communication. In recent years, companies have become increasingly aware of the importance of customer relationships for their business. (Christopher et al., 2016.)

Effective communication is essential in the B2B market as it enables companies to develop and maintain successful relationships with their customers and other stakeholders, build trust and create competitive advantage. Companies that invest in effective communication strategies and prioritize customer relationships are more likely to succeed in the B2B market (Christopher et al., 2016). Moreover, the B2B environment is often higher risk due to the larger number of contracts and deals involved, so effective communication is important to minimize any risks. In addition to communication in the B2B market, social media, company websites and search engine optimization are essential for companies to reach and engage potential customers, grow their brand, and differentiate themselves from their competitors. Social media allows businesses to share content and highlight their expertise, which helps build trust with potential customers (Kim & Ko, 2012). A company's website is a key marketing tool, acting as its digital business card and helping potential customers to find the company and its services (Li & Chen, 2018). Search engine optimization allows companies to improve the findability of their website, which further increases the number of potential customers and retention (Liu & Wang, 2017). Combined, these tools help companies build a strong set of communication channels and differentiate themselves from their competitors in the B2B market.

2.5. Marketing in social media, SEO, and the relevance of companies' homepages

Social media marketing can be explained as a combination of mass communication and marketing, where companies use social media platforms to promote their products and services and maintain customer relationships. Social media marketing aims to create an interactive environment where companies can communicate directly with their customers and receive feedback on their products and services. This interactivity builds customer relationships and creates positive emotions among customers, which often leads to increased sales. (Kim & Ko, 2012.) From a B2B perspective, social media marketing can be used as an effective tool to reach out to other businesses and engage with potential clients. By establishing a strong presence on social media, B2B companies can enhance their brand image and build credibility, as well as generate leads and boost sales. In addition, social media can be used to network and establish partnerships with other businesses, which can result in mutually beneficial collaborations. (Fong, 2018) While social media marketing can be a useful tool for B2B companies to showcase their expertise and products, it is important to approach it with caution. The constant flow of content on social media can make it challenging for businesses to stand out and capture the attention of their target audience. Negative feedback and criticism can spread quickly and damage a company's reputation. It is therefore important for B2B companies to carefully consider their social media strategy and ensure that it is aligned with their overall marketing objectives and brand image. (Gupta & Kim, 2020)

Social media marketing is an important part of B2B marketing strategies and Facebook, Instagram and LinkedIn are popular social media platforms used for this purpose (Kaplan & Haenlein, 2010). Facebook is one of the most used social media platforms and has a global audience of almost three billion active users (Datareportal, 2023). Facebook offers a wide range of marketing options, including ads, sponsored posts, events, and Facebook groups. Ads can be targeted based on specific demographics, user interests and behavior. Facebook advertising is particularly effective because it

allows businesses to reach their target audience with great precision. Instagram, a visual platform popular with younger adults, is another great option for B2B marketing. Companies can use ads, sponsored posts, and stories to market on Instagram, with targeting options based on users' location, interests, and behavior. LinkedIn, on the other hand, is aimed at professional networks and offers advertising, sponsored posts, events, and LinkedIn groups, especially for B2B marketing. LinkedIn targeting options are industry-specific and based on job titles, education levels or location. While social media marketing offers a wide range of options for B2B companies, it is important to note that it is not a solution for everyone. Companies need to carefully consider which platforms are best suited to their target audience and marketing objectives. For companies, regularly evaluating the success of their social media marketing efforts and adjusting their strategy accordingly is essential. Monitoring and measuring the effectiveness of social media marketing campaigns and making the necessary changes based on the results achieved is also relevant. (Evans, 2010; Smith & Zook, 2011.)

In addition to social media marketing, search engine optimization is a key part of a company's visibility, as good search engine optimization emphasizes the company's discoverability and thus serves as a marketing tool. Search Engine Optimization (SEO) is the process of improving the visibility of a website in search engine results (such as Google). SEO is a crucial factor for companies aiming to increase their visibility and reach in the online market. Effective SEO strategies can help businesses improve their search engine rankings and increase organic traffic to their websites. While search engine optimization can help businesses improve their online presence, it is important to note that search engine algorithms are constantly changing, and it can be challenging to stay ahead of the competition. In addition, search engine optimization can be time-consuming and expensive, especially for small businesses with limited resources. (Liu & Wang, 2017.) By improving search engine rankings, businesses can attract more traffic, generate more leads and sales, and increase a company's revenue (Al-Mukhtar, Hamad & Kareem, 2021). On the other hand, in search engine

optimization, it is also necessary to be careful when creating search terms, as the company needs to know which keywords the customer will use by default to search for what they want.

In addition, search engine optimization is essential for B2B companies as it can help them establish credibility and authority in their industry. By ranking higher in search results with relevant keywords and phrases, businesses can demonstrate their expertise and knowledge to potential customers, which can help build trust and establish long-term relationships. Furthermore, SEO can help B2B businesses gain a competitive advantage in their industry by increasing their visibility in search results and outperforming their competitors. SEO is a critical part of any B2B marketing strategy. It can help businesses improve their online presence, attract more traffic and sales, and establish credibility and authority in their industry. By staying up to date with the latest SEO techniques and strategies, businesses can gain a competitive advantage and succeed in the online marketplace. (Al-Mukhtar, Hamad & Kareem, 2021; Liu & Wang, 2017.)

Besides social media marketing and search engine optimization, a company's website is an essential part of marketing, as it gives the first impression of the company to the website visitors. A website is a company's digital business card and the first place where potential customers usually find out about the company online. A high quality and informative website help a company to stand out from its competitors and attracts customers to learn more about the company and the products or services it offers. The importance of a company's website in marketing is based on the multiple roles it plays. Firstly, the website is an important part of the company's brand and image. A well-designed and implemented website creates a professional and trustworthy image of the company and the products or services it offers. Building a brand image is important because it helps a company stand out from its competitors and attracts customers to their business. (Li & Chen, 2018; Kim & Karpova, 2017.)

While a website can be an effective tool for disseminating information about a company's products or services, it is important to note that a website alone does not guarantee marketing success. With a large number of websites online, competition for attention and visibility is fierce. It is therefore crucial that companies invest in search engine optimization to ensure that their website appears at the top of search engine results pages. A website can include a comprehensive presentation of the company, its history, products, or services, contact details and customer service. Quality content helps customers to better understand the products or services offered by the company and attracts them to buy them. It is also essential that a company's website provides an opportunity to communicate with customers, if the contact details cannot be found it may give a dubious impression of the company to the visitor. The website allows customers to contact the company easily and quickly. For example, the website may display contact details for potential customers to contact the company. This allows customers to ask questions or give feedback on products or services. Lastly, a company's website is an important part of digital marketing. The website can serve as an advertising channel for the company to reach new customers. (Li & Chen, 2018.)

2.5.1. LinkedIn marketing

LinkedIn is a professional networking site that offers businesses opportunities to connect with other companies, individuals, and organizations in the same or related industries. LinkedIn has several features that make it a useful tool for B2B marketing. One of LinkedIn's most important features is its ability to allow companies to reach a specific audience based on job title, industry, company size and location. This level of targeting is particularly useful in B2B marketing, as it allows companies to reach decision makers in specific industries (Lambert & Smith, 2020). Another advantage of LinkedIn is its ability to create a professional image for companies. By creating a LinkedIn page, companies can showcase their products and services, share company

news and updates, and build a network of followers that can help spread the word about the company. LinkedIn pages can include links to a company's website, blog, and other social media profiles, which can help improve search engine rankings (Akbar, Gull & Abid, 2020; Krauss, 2019.) Companies can also create their own LinkedIn groups to create thought leadership, provide value to followers, and drive traffic to the company's website (Krauss, 2019). While LinkedIn is a powerful platform for B2B marketing, it also has some potential drawbacks that companies should consider. Although LinkedIn can be a useful tool for making professional connections, it is important for companies to avoid overly aggressive marketing tactics, as it can be perceived as spam and can turn potential customers away (Krauss, 2019). Overall, while LinkedIn offers several benefits for B2B marketing, companies need to weigh up the potential benefits against the potential costs and challenges associated with the platform (Lambert & Smith, 2020).

In addition, LinkedIn provides companies with insight and insight into their audience and their engagement with company content. Through LinkedIn's Analytics feature, companies can track metrics such as the number of views, likes and shares of their posts, as well as demographic information about their followers. This information can be used to optimize content and engagement strategies and improve the effectiveness of B2B marketing. (Lambert & Smith, 2020.) In addition, LinkedIn is also an effective platform for content marketing, which is an important element of B2B marketing. By sharing high-quality content on LinkedIn, such as blog posts and case studies, companies can establish themselves as thought leaders in their industry, demonstrate their expertise, and build trust with potential customers or partners (Krauss, 2019). Although LinkedIn offers many benefits for B2B marketing, it is important to note that these benefits are not guaranteed and require a strategic and well-executed approach. Precise targeting can only be effective if companies have a clear understanding of their target audience and create content that appeals to them. The ability to create a professional image also depends on the quality of content and engagement with

followers, as a poorly managed LinkedIn page can damage a company's image. All in all, LinkedIn offers a wide range of benefits for B2B marketing, but companies need to approach this platform strategically and invest time and effort to reap the benefits it offers. (Akbar, Gull & Abid, 2020; Krauss, 2019.)

2.5.2. Facebook as a marketing channel for businesses

Facebook is the largest social networking platform in the world, with over 2.9 billion monthly active users (Statista, 2023). As such, it has become an important marketing channel for businesses looking to connect with their target audiences. While Facebook is often associated with B2C marketing, it can also be an effective channel for B2B marketing. (Macarthy, 2021; Treadway & Smith, 2012.)

One reason why Facebook can be effective for B2B marketing is its ability to target specific audiences based on demographic, geographic, and interest-based criteria. Facebook's robust targeting capabilities allow B2B marketers to reach decision-makers and professionals within specific industries or job roles, making it an ideal channel for lead generation. (Treadway & Smith, 2012.) In addition, Facebook offers a range of advertising formats, including video ads, carousel ads, and sponsored posts. B2B marketers can use these formats to showcase their products or services, build brand awareness, and engage with their target audience. Another benefit of Facebook for B2B marketing is its ability to support content marketing efforts. (Macarthy, 2021; Ray, 2013.) By sharing relevant and valuable content, B2B brands can position themselves as thought leaders and experts within their industry. Facebook's algorithm favors content that is engaging and relevant to its users, making it important for B2B brands to create high-quality content that resonates with their target audience. (Macarthy, 2021.)

Moreover, Facebook also offers a variety of features that allow B2B brands to engage with their followers and customers. However, there are also challenges associated with

using Facebook as a marketing channel. One challenge is the increasingly competitive nature of the platform. As more businesses invest in Facebook advertising, it can be more difficult for B2B brands to stand out and reach their target audience. Additionally, Facebook's algorithm is constantly changing, which can impact the reach and effectiveness of B2B marketing efforts. (Treadway & Smith, 2012.) Despite these challenges, Facebook remains a valuable marketing channel for B2B brands. Its targeting capabilities, advertising formats, and content marketing opportunities make it a versatile platform for reaching decision-makers and professionals in specific industries or job roles. (Macarthy, 2021; Ray, 2013.)

To be successful on Facebook, B2B brands need to develop a clear strategy that aligns with their overall marketing goals. This includes identifying their target audience, creating high-quality content, and using Facebook's features to engage with their followers and customers. It is also essential for B2B brands to stay up to date with changes to Facebook's algorithm and adjust their strategy accordingly. (Ray, 2013; Treadway & Smith, 2012.)

2.5.3. Instagram for B2B marketing

Instagram has become an effective marketing tool for B2B businesses due to its large user base and visually appealing platform. Instagram has over 500 million active users worldwide and can be marketed through organic reach, influencer marketing and paid advertising (Ruby, 2022). Maximizing organic reach requires businesses to use relevant hashtags, post consistently and engage with followers (Macarthy, 2021; Sánchez-Cobarro, Molina-Castillo & Alcazar-Caceres, 2021). Paid advertising on Instagram is another way to promote a brand, product, or service by displaying ads to specific audiences (Macarthy, 2021).

Instagram's advertising platform provides various targeting options that are relevant for B2B companies, such as demographics, interests, behaviors, and locations. Paid advertising on Instagram can help businesses to reach new prospects, generate leads, and increase brand recognition. Instagram marketing is essential for B2B companies as it provides a platform to engage with their target audience, build a community, and promote their products or services. Through Instagram, B2B companies can showcase their expertise, share valuable content, and establish themselves as thought leaders in their industry, ultimately leading to increased sales and revenue. (Phillips, 2017.) While Instagram can be a valuable tool for B2B marketing, it is important to note that it may not be the best fit for all businesses. Instagram's emphasis on visual content can make it challenging for businesses whose products or services are not as visually appealing. While paid advertising on Instagram can be less expensive than other forms of advertising, B2B companies still need to be strategic in their targeting and messaging to ensure they reach their desired audience and achieve their marketing objectives. As with any marketing channel, it is important for B2B companies to carefully consider their goals and resources before investing resources in Instagram marketing. (Macarthy, 2021; Phillips, 2017). However, Instagram has become a valuable tool for B2B businesses looking to increase brand awareness, reach new audiences and boost sales. Its large user base, visually appealing platform and cost-effectiveness make the platform an attractive option for companies looking to expand their marketing strategy. (Macarthy, 2021.)

2.5.4. Communication through websites

Investing in a company's website is a crucial aspect of digital marketing, as it serves as the primary source of information for potential customers. In today's digital age, B2B buyers are increasingly reliant on websites to obtain information about products and services, and a company's website is often the first point of contact between the business customer and the company. As such, a well-designed and informative website

can greatly enhance a company's credibility and brand image and serve as a powerful tool in attracting and retaining customers. A study by Shaltoni (2017) found that half of the organizations in the study use the internet as a one-way communication tool through static websites. Decision makers in industrial markets are enthusiastic about social media, particularly Facebook, and adoption of internet marketing had a positive correlation with perceived relational advantage, compliance, organizational innovativeness, and pressure from competitors and customers (Shaltoni, 2017). One of the key aspects of internet marketing for B2B is the use of websites to market products and services. This involves designing and optimizing a website for search engines and incorporating features such as e-commerce functionality, customer reviews and social media integration. (Barnes, 2019; Chaffey & Smith, 2017.)

The introduction of internet marketing in industrial markets can be challenging as companies may face cultural and linguistic barriers and limited access to digital technology and internet infrastructure (Bala & Verma, 2019). To avoid language barriers, it would be worthwhile for a company to have a website in English if there is demand outside the country where the company operates. By harnessing the power of digital technology and the Internet, B2B companies can improve their competitiveness and reach new customers in this dynamic and rapidly evolving market. (Chaffey & Smith, 2017.) The language of a company's website has a significant impact on the way customers and stakeholders perceive the company (Valkonen et al., 2017). Correct use of language, including clarity, comprehensibility, customer orientation and attractiveness, in addition to correct language, helps to create a professional and trustworthy image of the company. If the language on a company's website is too technical or complex, it can create an image of a company that is difficult to approach or that does not understand customers' needs and expectations. Conversely, if the language is customer-oriented and easy to understand, it can foster customer relationships and make the company more attractive. (Lyytikäinen & Kujala, 2017; Valkonen et al., 2017.)

While the attractiveness of a B2B company's website is essential, it is not the only factor to consider. In addition to design, usability is crucial for a website to be effective. A website that is difficult to navigate or understand can frustrate potential customers and lead to a loss of business. Therefore, it is important to prioritize functionality and user experience when designing a website. It is also necessary to ensure that website content is informative, accurate and updated, as it can affect the user's perception of the company's professionalism and trustworthiness. While design and aesthetics can play a role in attracting users to a website, ultimately the quality of the content and the usability of the site will determine whether a user stays with and engages with the company. (Raza & Qureshi, 2017; Tractinsky, Katz & Ikar, 2000.) In terms of website design, the use of color in marketing has a significant impact on the way consumers perceive a brand, product, or service. Colors evoke emotions and associations and are used by companies to deliver the messages they want to convey and create the desired brand image. The use of color influences customer perceptions, preferences, and decision-making. This in turn affects how customers perceive the brand, its products, and services. In addition, it has been studied that different colors evoke different emotions and associations. For example, red is often associated with passion, energy, youth, and courage, while blue is perceived as calm, safe, reliable, and serious. (Jain & Bagdare, 2017; Labrecque & Milne, 2012.) It has also been observed that the use of a single color alone does not create a brand image but requires the interaction of other visual elements such as logo, font, and images (Jain & Bagdare, 2017). However, consistent use of the same color in marketing communications and brand visual identity helps to create a recognizable and cohesive brand image (Jain & Bagdare, 2017).

For B2B companies, website usability is essential to creating a positive user experience that can lead to business success. Putting website usability first can help B2B companies create a competitive advantage and build strong relationships with their

customers. (Hsieh & Choong, 2018; Nielsen & Loranger, 2006.) In a B2B context, producing high quality, informative, relevant, and engaging content is essential for a company to establish its position and expertise in its field. Such content should be created with the target audience in mind and presented in a concise and easily understandable way. Grammatical and spelling mistakes can create a negative impression and should be avoided. In addition, the functionality of a website plays a significant role in attracting and retaining potential customers. A website offering useful features such as search bars and shortcuts can provide a positive user experience, increase engagement, and ultimately lead to new business opportunities. (Hsieh & Choong, 2018.)

2.6. A deeper look into SEO and its support to marketing

Search Engine Optimization has become an essential part of any successful digital marketing strategy for businesses. This is particularly true in the B2B sector, where lead generation and conversion rates are critical for sales growth. SEO is the process of optimizing a website to improve its visibility and ranking in search engine results pages (SERPs). By increasing website traffic, businesses can improve brand awareness, generate leads, and ultimately increase sales. (Barnes, 2019.)

It is essential to be aware that SEO is a highly competitive and constantly evolving industry. The primary goal of SEO is to improve a website's ranking on search engine result pages for targeted keywords and phrases. This is achieved through a combination of on-page optimization and off-page optimization techniques. On-page optimization involves making changes to the website's content and structure to make it more search engine friendly. (Fishkin & Høgenhaven, 2013.) This includes optimizing title tags, meta descriptions, header tags, and images. On-page optimization also involves ensuring that the website's content is high-quality, relevant, and easy to read and understand for both users and search engines. Off-page optimization, on the other

hand, involves building high-quality backlinks to the website from other reputable websites. This is important because search engines view backlinks as a vote of confidence in the website's content and authority. The more high-quality backlinks a website has, the more likely it is to rank higher on search engine result pages. (Zilincan, 2015.) In addition to attracting high-quality leads, SEO can also improve the credibility and authority of a business. By appearing at the top of search results, businesses are perceived as more trustworthy and credible in the eyes of potential customers. This can have a significant impact on the conversion rate of website visitors. With websites competing for the top positions in search engine results pages, it can be difficult and time-consuming to achieve and maintain a high ranking in search results. In addition, the algorithms used by search engines are constantly changing, which means that businesses need to adapt their SEO strategy accordingly. This can require a significant investment of time and resources. (Barnes, 2019; Zilincan, 2015.) By continuously optimizing website for SEO, B2B companies can stay relevant and competitive to continue attracting high quality traffic to their website. (Fishkin & Høgenhaven, 2013; Panchal, Shah & Kansara, 2021.)

When it comes to B2B companies, SEO can play a crucial role in driving traffic and generating leads. By conducting thorough keyword research and optimizing website content and structure, B2B companies can increase their visibility and ranking on search engine result pages, making it easier for potential customers to find them. Therefore, B2B companies should prioritize SEO as an important part of their digital marketing strategy to improve their online presence, increase brand awareness, generate leads, and ultimately drive sales growth. (Fishkin & Høgenhaven, 2013; Zilincan, 2015.)

Search engine optimization is a critical component of digital marketing that involves optimizing a website or web page to rank higher on search engine result pages for targeted keywords and phrases (Fishkin & Høgenhaven, 2013). Unlike paid advertising,

which can be expensive, SEO allows businesses to attract high-quality, targeted traffic to their website for free. By optimizing a website's content and structure to rank higher on search engine result pages, businesses can improve their online visibility and attract more potential customers to their website. (Panchal, Shah & Kansara, 2021.) In conclusion, SEO has become an essential component of marketing strategies in today's digital landscape. By improving a website's visibility and increasing its organic traffic, businesses can attract more potential customers, build brand awareness and credibility, gain a competitive advantage, and drive conversions and sales. As such, investing in SEO is an excellent way for businesses to achieve their marketing goals and grow their online presence. (Fishkin & Høgenhaven, 2013; (Zilincan, 2015.)

3. Methodology

This chapter presents the chosen methodology for the research in the thesis. The aim is to find out how a product can be commercialized to specific target countries. The meaning is to find out what competing firms in the target countries are doing and why they are succeeding in the market. The purpose is also to find out how competitors operate and whether Pa-Hu can take advantage of competitors' strategies. The previous chapter reviewed the theory that underpins the research. The empirical part of the study is structured with the aim of understanding what Kraft Armor is and the purpose of the product commercialization process abroad and what this process includes. Therefore, benchmarking was chosen as the research method. The chapter contains an introduction to the chosen research method, how and what data was collected and how the data was analyzed. The commercialization of a product through social media channels will be studied using the chosen research method, benchmarking, which will also focus on the analysis of the social media channels of the researched companies, brand image, published content of the companies and search engine optimization, as well as other aspects related to the commercialization process of the product.

Benchmarking is a valid research method for the subject of understanding what competing firms in target countries are doing and why they are succeeding in the market, as well as identifying how competitors operate and whether the research subject can take advantage of competitors' strategies. Benchmarking allows companies to identify best practices in the industry and develop a competitive advantage (Anand & Kodali, 2008). Other research methods were not chosen because they may not be suitable for the research objectives. For example, surveys or interviews may not be appropriate for identifying competitors' strategies, processes, and performance metrics. Additionally, case studies may not be suitable for comparing the research subject with its competitors. Benchmarking, on the other hand, is a comprehensive research method that enables researchers to obtain a holistic understanding of the

competitors' operations and performance (Anand & Kodali, 2008). Benchmarking is a comparative analysis method used to measure and evaluate the performance of an organization against the best practices of other similar organizations (Zairi, 1996).

3.1. Using benchmarking as a method

Every company should identify, recognize, and know its competitors. This is essential to the creation of a unique competitive advantage. Without an understanding of the competitors and their activities, it is difficult to build a winning strategy. Learning from experienced or successful competitors helps to refine the focus of the business and improve profitability. (Anand & Kodali, 2008; Ojasalo et al., 2014.) The benchmarking process follows a logical progression from research through interpretation to action. Benchmarking involves research, i.e., collecting data, understanding the data, and action, i.e., putting the understanding into practice (Ojasalo et al., 2014).

Benchmarking usually focuses on a key product or process of a competitor that is comparable to the organization's own product or process. Competitor benchmarking is most useful for large organizations, which tend to have more resources to support continuous improvement. Setting up a competitor organization as a benchmarking exemplar is challenging, as there is a reluctance to share information with a competitor and a disinclination to share best practice with a competitor. The risk is that instead of improving the target process, the benchmarking organization will start to exploit some unique feature of the benchmark that sets it apart from other organizations. (Anand & Kodali, 2008).

Originally, benchmarking refers to the concept of setting a general benchmark against which other measures are compared. Overall, benchmarking can mean almost any kind of comparative evaluation. Benchmarking is a method where, for example, a specific company is compared with another competing company in the same field. When

intending to use benchmarking as a research method, it is important to identify the object of the company which is being researched. When using the method, it is important to do a thorough groundwork to find out the development objectives of the company being compared. As a learning method, benchmarking is more consistent than an ordinary company comparison, because tools to help benchmarking can be used, for example, with a planned list of aspects to illustrate and ask about during a company visit. After benchmarking, the results can be analyzed and applied to the company's development goals. As a method, benchmarking can act as a motivator for a company by developing and improving its business. (Ojasalo et al., 2014.)

The research method is characterized by the fact that it is direct competitors that are subject to benchmarking. Benchmarking is an excellent research method when a company wants to learn from another successful company and improve its own performance. (Ojasalo et al., 2014.) Pa-Hu aims to take Kraft Armor into the international market, and it would be appropriate to find out what competing companies in the sector are doing to succeed. By observing and analyzing what a successful company is doing, there is less risk of failure for the company itself (Anand & Kodali, 2008). However, it is important to identify the traits one wants to learn from another company and what is the secret to success. Companies should monitor their competitors to keep abreast of the state of the market and what is on offer. (Anand & Kodali, 2008.)

Benchmarking therefore helps to identify the strengths, weaknesses, threats, and opportunities of the company. It provides a framework of reference from which it is easier to work on development, however, benchmarking does not always provide ready-made answers, but the results need to be applied and used according to the resources of the company. As a method, benchmarking is very diverse, so it is important to narrow down the topics. Benchmarking should therefore be carried out with very limited activities and focus on only one entity at a time. (Anand & Kodali,

2008; Ojasalo et al., 2014.) In the results section, will be analyzed competing companies that produce coil protection or similar protection in the heavy industry sector.

Benchmarking is both a learning and a development method that provides knowledge from different environments. Its use enables the application of what is learned in practice, which makes it a meaningful development method. The process of commercializing Kraft Armor abroad is still relatively new in practice, but the aim is to sell large quantities of the Kraft Armor product family to heavy industry companies that could benefit from this multi-laminated solid board product.

The competitive insight gained is finally put into practice in a determined way. The most effective actions are selected first. In turn, the definition of impact depends on the objectives, whether, for example, to develop organic visibility in an international perspective or to bring about rapid change.

The purpose is commercializing Finnish sustainable products to Sweden, the Benelux countries and Northern Italy, and benchmarking is the most useful and practical research method to use. Data is collected from each packaging company's website, social media channels and possibly third-party websites for benchmarking analysis. Benchmarking can be carried out on a broad scale or limited to a specific area. It is also not dependent on others, which allows as much time as needed to be devoted to the study (Anand & Kodali, 2008). Benchmarking provides an organization with long-term results of its activities and their development to support decision-making and allows it to compare its results with others, for example in terms of quality, commercialization, costs, productivity, and resources. The competing companies to be benchmarked are larger companies than Pa-Hu in terms of business and production, and these companies sell protection for coils used in heavy industry. The aim is to examine how the competing companies operate, how they enable their own success, what growth they have experienced in terms of business, which target countries and companies they

sell their protectors to, how they brand themselves and whether they have become greener in values. Once the benchmarking of competitor companies has been completed, it is time to go through the results.

The aim is to learn from the research methodology and to learn from competing companies. The main objective is to commercialize Kraft Armor in international markets, so the results will be used to develop a plan to commercialize the product in the target country. The results will provide the means to move the process forward.

3.1.2. Data collection

Data has been collected from the websites of Pa-Hu, Boxon and Lamiflex, as well as from the companies' social media channels. The data has been collected over a certain period of time, from late autumn 2022 to winter 2023. Therefore, all data collected is limited to this specific time period.

When collecting the data, several factors have been considered, such as the attractiveness of the company's website, as well as the ease of navigation and accessibility of the website, as these have an impact on the user experience (Chaffey & Smith, 2017). Such data was collected for analysis in order to answer the research questions posed in the thesis. The data collected will be used to inform the product commercializing project through social media platforms. The data collected is data that is accessible to the public by anyone. Search engine optimization has also been considered in the data collection, i.e., the search engine discoverability of the sites and of the companies' products has been considered in the study.

Data collection took place between late autumn and mid-winter and a total of around sixty social media posts were taken into account from each benchmarked company on each social media channel. The posting date of the publications is mainly based on this

specific time period, but for example, when benchmarking Lamiflex's Facebook account, it was necessary to rely on publications from a few years ago, as no more recent Facebook publishing material could be found. In addition to posts on companies' social media channels, the data was collected by considering the company's business descriptions at the top of their social media channel pages and other available information, such as how users can link directly from the company's website to their social media channels. Such linkability is part of the spectrum of good search engine optimization (Liu & Wang, 2017). The aim was to analyze the social media publications in as diverse a way as possible, not only selecting similar publications in the data collection, but also trying to get as colorful a spectrum of different publications as possible, e.g., published product launches, awards won, information releases (e.g., Avainlippu-merkki), company presentations and innovations implemented by companies. Diverse data collection allows for a more accurate and comprehensive analysis (Koivumäki, Ristola & Kesti, 2018).

In the thesis, benchmarking has been divided into thematic areas to clarify the research process and results. Thematic analysis is a common research method widely used in various disciplines such as marketing and communication (Krippendorff, 2018). This research method helps to identify recurring themes in the data and to understand their relevance to the research problem (Krippendorff, 2018). Analyzing the content of competitors' social media channels and websites and examining the discoverability of companies and products through search engines are themes that can be identified through thematic analysis. The benchmarking research method, which is relevant for competitor analysis, can be combined with thematic analysis to help identify key themes in the data (Thomas, 2006). Thematic analysis is a useful research method that helps to identify recurring themes in the data and to understand their relevance to the research problem. Combining benchmarking research methodology with thematic analysis helps companies to improve their business and remain competitive. (Thomas, 2006.) The thesis examines themes that belong to the thematic area of

commercialization of products abroad through social media channels. The thematic areas to be explored are social media channels and websites of the companies and the study of their content in terms of language and visuality, and another thematic area is search engine optimization, where the discoverability of companies and their products is studied.

One of the main thematic areas is the analysis of social media channels of competitors and the company under study. Information is collected from the companies' social media on the publishing patterns, the content of the publications and the number of likes on different publishing platforms, i.e., in this case the social media channel platforms to be studied are LinkedIn, Facebook and Instagram. In this thematic area, the text and image content of the publications will also be examined, as well as how attractively the posts are created, for example, in terms of color schemes and language. The color scheme will also be checked to see if companies actively use their brand colors to reflect their brand image. The aim of this thematic area is to help outline how it would be profitable for a company to take action to commercialize its product in international markets through social media channels. In addition to the social media channel platforms, a thematic area that goes hand in hand is the companies' websites as well as their layout and linguistic design. The thematic area of websites also examines the user-friendliness of the website, i.e., whether it is easy to navigate and find what users are looking for. This area also examines whether all relevant information can be found easily and what kind of presentation the site has on certain selected products. Another thematic area that has a strong link to marketing is search engine optimization. The thesis examines how companies, and their products and product-related keywords are ranked in search results and whether search results are directed to the pages of the companies studied. Keywords are defined as specific industry-related keywords that are entered into a search engine. After the words are entered into the search engine, the search results are examined to see what is found and whether they are relevant. Once these thematic areas have been explored in the

results section, the topics and possible suggestions for further development are discussed in the discussion and conclusion sections.

3.1.3. Reliability and validity of the methodology

Research and development, both scientific and development-oriented, is bound by common concepts of knowledge and principles of knowledge production. Development work emphasizes practical problem solving and the evaluation of the applicability of results. Reliability assessment focuses on the whole process of research or development and its coherence and systematic nature. Coherence refers to the logical unity of the basic structure of the phenomenon under study, the research material, the approach, the method of analysis, the presentation of the results and the drawing of conclusions. (Alasuutari, 2019.) Clear planning and implementation of data collection, documentation and analysis are crucial for successful development. It is important to define the purpose, relevant data, participants, and processing methods from the outset. Effective implementation of the results requires proper documentation. Once these elements have been defined, the choice of the appropriate research method becomes more practical.

In this case, benchmarking is a qualitative study. In qualitative research, reliability is assessed in the collection of data, the analysis of the data and the reporting of the research. The reliability criteria for qualitative research are truth value, applicability, permanence, and neutrality. (Bryman & Bell, 2015; Flick, 2008.) The reliability of the data is increased by the fact that the data is collected from the place where the phenomenon occurs, such as the websites of the benchmarked companies and their social media channels.

Benchmarking is not limited to a one-sided copying of practices, but at its best the process is a win-win for both parties. When using the method in the thesis, the process

is one-sided, so in this case only Pa-Hu benefits from the use of the research method. Benchmarking can enable completely new approaches to be developed. Benchmarking allows to study and compare the content published by the companies under analysis on their websites and social media platforms. The aim is to use the research method from an objective point of view, to make the results more equitable and comparable with the data collected.

3.2. Quality criteria

Quantitative and qualitative research are quite different, hence they cannot be judged by the same criteria. Quantitative and qualitative studies can be used as complementary methods (Cutcliffe & Mckenna, 2004). The focus of the thesis is on qualitative research, therefore the purpose of this section is to discuss the authenticity and reliability of the qualitative research conducted for the thesis. As with the reliability of data from other studies, the reliability of data from qualitative research collected through benchmarking should be evaluated (Eskola & Suoranta, 2022). The purpose of assessing the reliability of the data is to provide the reader with a framework for assessing the generalizability and credibility of the results and conclusions he or she reads. Qualitative research is often criticized for lacking objectivity (Eskola & Suoranta, 2022). Objectivity arises primarily from the recognition of the researcher's own subjective beliefs, attitudes, and judgements (Eskola & Suoranta, 2022). In a qualitative study, the reliability of the data mainly implies that the researcher has followed unambiguous rules of classification and interpretation when processing the data. The reliability of results is enhanced by the choice of the right research methods and their suitability for replication. (Roberts & Priest, 2006.)

The validity of the research developed in the thesis is essentially related to the commercialization of the product in international markets, and benchmarking was chosen as an appropriate research method for the topic under study. The

benchmarking targets were carefully selected to address the problem defined at the outset. Against this background, it can be concluded that the validity of the study is adequate. The competing companies to be included were chosen because they are not culturally very different from Pa-Hu, as Lamiflex and Boxon are both headquartered in Sweden. Both competitors produce coil protection for heavy industry alongside the rest of the packaging industry, so these companies were the most natural choice for benchmarking, as the other coil protection manufacturers are more geographically distant from Finland.

In qualitative research, comprehensive analysis means interpreting the whole data, not just parts of the data. This interpretation should be manageable and assessable so that readers can follow the researcher's chain of reasoning. In addition, the analysis itself should be reproducible so that others can replicate the study and obtain similar results. (Drost, 2011; Eskola & Suoranta, 2022.) The commercialization of Pa-Hu's Kraft Armor product line, which is the subject of the study, is studied by using benchmarking. If the study were to be repeated after some time, the results might be slightly different. The benchmarked companies may change their habits and new products or even come up with completely new marketing strategies in a certain period of time, which may affect the image of the company as a whole. The benchmarking of companies is intended for the present, as Pa-Hu would like to see Kraft Armor commercialized outside Finland in the near future. The focus of the study is strongly oriented towards the commercialization of the product abroad. From this point of view, the study can withstand a reliability check over an appropriate time horizon.

3.3. Chapter summary

This chapter has reviewed the methods used in this thesis to obtain information from competing companies, which are presented in the next chapter (4. Results). The research methodology was selected to answer the research questions posed at the

beginning of the thesis. The chapter has provided a detailed explanation of why this research methodology was chosen and how it could be used to obtain information about competing companies. Furthermore, the chapter has also discussed the quality criteria of the selected method, emphasizing the importance of ensuring that the method was valid and reliable.

4. Results

This chapter summarizes the results of the thesis. It discusses the findings of the benchmarking process. The chapter is structured into several sub-categories to provide a clearer outline of the results.

4.1 Which objects are benchmarked

This chapter reviews the information collected through the research method. The results chapter provides a structured review of the information gathered from competitors and Pa-Hu's website and social media channels. The research method is used to compare the companies' own websites and their social media channels. The findings are structured in sub-sections and tables are also provided at the end of the results section to help outline the behavior of companies on social media channels.

4.2. The competitors

Benchmarking makes it easier to see and accept the changes that need to be made, by comparing one's own performance with others and getting a clear rationale for change. Thus, benchmarking also creates a kind of security, because it allows the reasons why a change needs to be made and in what direction it needs to be made to be seen at the same time. In addition, benchmarking helps to identify what has already been tried and tested and to develop new or alternative ways of working alongside previous ones. (Ojasalo et al., 2014.) The aim is to benchmark Pa-Hu and two heavy industry companies that manufacture protectors in Sweden for the heavy industry market. The coil protectors are similar to those of Kraft Armor. The competitor companies to be benchmarked are Boxon and Lamiflex.

Boxon is a packaging company founded in 1932 and headquartered in Helsingborg, Sweden. Boxon is an international company with operations in Europe and Asia. The company's packaging concepts are mainly focused on industrial, commercial and logistics companies. Boxon focuses on innovation in its packaging and on using smart packaging concepts to reduce its carbon footprint. (Boxon, 2023.) Reducing the carbon footprint is a trend in many companies and is being encouraged due to the current global climate. Boxon has a total of 260 employees and a turnover of SEK 1.3 billion (~ EUR 113,5 million) in 2021 (Boxon, 2023). The company is larger than Pa-Hu, but due to its international nature, it is worth benchmarking. Boxon is therefore a packaging company, and the purpose is to benchmark specifically Boxon's similar protection solution for coils in heavy industry.

Lamiflex is a packaging company with a focus on the industrial side. The company specializes in export packaging solutions, mainly for the metal, aluminum, and cable industries. Lamiflex was founded in 1992 and is headquartered in Nyköping, Sweden, but the company operates internationally from Europe to Asia and America. (Lamiflex, 2023.) The CEO of Lamiflex, Adrian Robert (2023) says: "We provide the market with complete solutions including services for recycling or reuse of products or product systems." Lamiflex's mission is to be as cost-effective as possible for its alternative customers and the company's estimates include minimizing the consumption of natural resources. (Lamiflex, 2023.)

Pa-Hu, Boxon and Lamiflex are united not only by the packaging sector but also by their green values. Each of these companies focuses on sustainability. It is essential to find out how Pa-Hu should differentiate itself from its competitors, as green values are also a fundamental pillar of the competitors.

4.2.1. Benchmarking the competitors' social media communication and discoverability

The benchmarking of competitors takes into account the discoverability of the company. Digital marketing also includes search engine optimization, which aims to improve the visibility of a company (Liu & Wang, 2017). The importance of the search field is considerable and a person who has opened a web browser will start a search by typing in the search field they are looking for. It is important to get a dedicated visibility boost using Google's search function. (Forsgård & Frey 2010; Ojala & Pöyry 2012.) Discoverability refers to how easy it is to find a company through search engine optimization and whether the search results also include not only the company's website but also, for example, the company's social media channels (Liu & Wang, 2017). The intention is also to investigate whether and how the international character of the company is highlighted.

The competitors, Boxon and Lamiflex, are benchmarked at the beginning. In addition to the competitors, data about Pa-Hu will be benchmarked and documented to make the comparison clearer. The same data is collected for Pa-Hu as for the competitors and the aim is to collect the data from as objective a perspective as possible in order to make the comparison realistic and to get the most out of the comparison. The challenge for the comparison will be that Pa-Hu is currently updating its website. Therefore, the old version of the website will be selected to retrieve the relevant data. Information from each packaging company's website, social media channels and possibly third-party websites will be collected for benchmarking purposes. By third-party sites, is meant that if there are articles or other information on any of these companies, these can be used, as third-party publications are advertising for the companies to raise their visibility.

First, information is collected from each company's own website and the paragraphs are grouped by company. About Pa-Hu is written first, followed by Boxon and then

Lamiflex. After the findings on the companies' websites, separate sections have been written for the companies' social media channels. Lastly, it will be examined what the search engine returns when certain defined search terms related to the companies under study are entered into the search engine. At the end of this section, the findings are compared, summarized, and analyzed. The companies' data has been retrieved and benchmarked from late autumn 2022 to winter 2023 from the most recent publications at that time.

4.2.2. The webpages of the companies

A company's website is like a business card for the company. A website gives the viewer an idea of what the company does and serves as a marketing tool. Marketing-minded thinking is now more customer-oriented and focuses on the customer and maintaining the customer relationship (Karjaluoto, 2010). When analyzing a website, as with other platforms (e.g. a company's social media platform), several factors are taken into account, such as how the website is designed, its visual layout, language and the overall clarity of the website and whether it communicates everything that is important to the consumer, whether the website promises something specific and how, the orthography, the stylistic devices (if used), for whom the website is intended and what kind of image the website evokes.

4.2.3. Pa-Hu's webpage

At first glance, Pa-Hu's website (pa-hu.fi) seems visual. A structured layout of a website gives the viewer a clear impression (Barnes, 2019), which is conveyed to the viewer by the website of Pa-Hu. The slogan in a large font reads 'Pa-Hu pakkaa kaiken' which means that Pa-Hu packs different products with different features in its fiber-based packaging solutions. On the website, there are several large images and colors are used in a restrained way. The color palette on the website is dominated by natural forest

green, which reminds the viewer of harmonious nature. Labrecque and Milne (2012) suggest that green can signal health and environmentally friendly practices, which can be appealing to consumers who value these attributes. The website is in Finnish, with a clear layout and correctly written language. When a text is grammatically correct and has an easily readable structure, it makes it more convenient for the reader to read the text (Raza & Qureshi, 2017). The language of the website is Finnish and no other language options are currently available. Therefore, not offering other language options on a website can limit a company's ability to attract and retain customers from different linguistic backgrounds, as well as hinder their international growth and competitiveness (Li & Li, 2020). Small headings appear in the top bar of the page, which can be clicked on by the visitor. The headings are concise, and the site is easy to navigate. Headings are important on a website because they give structure and hierarchy to the content, making it easier for visitors to read and navigate through the website (Nielsen, 1997). Studies have shown that headings and subheadings significantly improve users' ability to understand and remember information on a webpage (Nielsen, 1997). Behind the headings there is information about Pa-Hu as a company, Pa-Hu's product range, services, cases, current news and contact details. The website is user-friendly and clear, and this platform could work on an international level due to its user-friendliness. It is important to ensure that users can easily find what they need when browsing a website (Zilincan, 2015) and this is implemented on Pa-Hu's website.

The website's slogan, 'Pa-Hu pakkaa kaiken.', suggests that the company offers each of its customers a packaging solution that they desire. The website therefore tells the visitor from the outset that it is a packaging company and, as the consumer browses the site further, it tells the consumer that Pa-Hu's packaging solutions focus on corrugated board and paperboard products. In addition to Pa-Hu's customized products, the company states on its website that standard packaging is available 'quickly' and 'easily'. The clarity and informative nature of a website gives the consumer

the impression that the buying process is smooth, which makes the company more attractive (Nielsen, 2020). Customers can create an account on the Pa-Hu website and order standard products from the range. If a custom-made box or packaging solution with a special mechanism and special colors is required, the customer is directed to contact the company's staff directly for assistance. The website is transparent and trustworthy, which creates a pleasant image for the user. Website design can influence perceived trustworthiness by creating a positive user experience and improving website usability (Sillence, Briggs, Harris & Fishwick, 2007). A visually appealing website with clear navigation, a consistent layout and easy-to-read content can promote user trust on the website and the company operating the website (Sillence, Briggs, Harris & Fishwick, 2007).

The text boxes, on the homepage of Pa-Hu, are brief and descriptive. If the user wants to find out more about what is being said, he or she can click on the text box and the site will redirect to the topic area clicked on. Each topic area provides more details on the subject, for example, when talking about personalized services, the topic is further opened by explaining what the service involves. The narrative in the opening texts is smooth and follows the services of the company itself, as the website aims to convince the potential customer because to choose the company in the first place. The website uses a low-threshold approach to entice the customer to contact Pa-Hu by filling in a form, sending an email or calling the telephone number provided. Keeping contact details and contact forms clearly displayed on the company's website is important, as it has a positive impact on user trust and engagement with the company (Walsh et al., 2009; Bouchet, Kim, & Lee, 2016). Users' experience of the reliability and ease of use of a website significantly influences their behavior on the website and even their purchasing behavior (Walsh et al., 2009; Bouchet, Kim, & Lee, 2016). The phone number displayed in the contact details section does not include an area code, which makes calling more complicated for international visitors, as they have to look up the area code of the country by themselves. It is generally recognized that the provision of

complete and accurate contact information, such as a telephone number with an area code, is important for the usability and accessibility of a website, especially for international visitors (Nielsen, 2013).

The website has a news section where news related to the company can be found. The news relates, for example, to internal nominations, products and the certificates awarded to Pa-Hu (such as Avainlippu-merkki (at least 50% of the product is made or produced in Finland (suomalainentyö.fi, 2023))), the company's growth and the Safety Box, which is exported outside Finland. The Safety Box is a Pa-Hu innovation that protects the health of vaccinators in vaccination campaigns by organizations such as UNICEF, various UN agencies and the Ministries of Health in several countries (Suominen, 2023). The news may be interesting and attention-grabbing beyond Finland's borders. However, the news is written only in Finnish. When one wants to look for information about Kraft Armor, either consciously or unconsciously, the product family does not easily catch the eye of the viewer. However, Kraft Armor has its own website, which is not mentioned on Pa-Hu's website. There is one mention of Kraft Armor on Pa-Hu's website. This mention can be found under the standard product column of the online shop, so the user of the website can find this reference by opening the material sheet tab on the website. After clicking, three products appear under the subheading, one of which is called Kraft Armor. Such difficulty in finding the product family may cause questions in the mind of a person who is aware of the product. Studies have shown that users are more likely to abandon a website if they cannot find the information they need quickly and easily (Koohang & Paliszkievicz,2008). Poor search functionality and inefficient content organization can lead to reduced user satisfaction and increased time to complete tasks, resulting in lost sales and revenue for businesses (Koohang & Paliszkievicz,2008). The website of Pa-Hu is currently undergoing changes, so the limited availability of information about Kraft Armor on the website may be due to this. Pa-Hu intends to place more emphasis on

Kraft Armor in the future (Suominen, 2023). However, the Kraft Armor range is mainly intended for the heavy industry sector, where sales volumes are also higher.

Overall, Pa-Hu's website is attractive and written in easy-to-understand language, by which is meant that the language is written in a natural way without any spelling mistakes. The images are carefully chosen and relate either to nature or to Pa-Hu itself. According to Liu and Liang (2017) website design elements such as readability and visual appeal have a significant impact on user satisfaction and trust. The visual elements alone remind the consumer of the green values. Pa-Hu's logo and theme colors are dark green. Dark green is a color often associated with nature and environmental friendliness (Knez & Thorsson, 2008). The text is understandable, descriptive, and concise. If a visitor to the site has questions or other topics they would like to discuss, they can easily find the means of contact on the site. The site is easy to navigate and a shortcut to the company's social media channels can be found at the bottom of the site. From an international perspective, the site could be enhanced with an English translation. Studies have highlighted the need for language options on a website for international visitors, such as Shaltoni (2017), who found that language barriers significantly affect users' perception and trust in a website.

4.2.4. Boxon's webpage

Boxon has its own website in eight different languages. The language can be selected at the bottom of the site. Once the language is selected, the domain header of the Boxon website changes based on the language. This will make it easier for visitors to the site - for example, if users want to browse the site in Norwegian, they will go directly to Boxon.no. The extensive language selection includes Scandinavian languages, English, German, and Chinese. If a wide range of languages is available on a company's website, it inevitably gives the visitor the feeling that the company is international (Koohang & Paliszkiwicz, 2008). In this thesis, the English language version of the website

(boxon.com) will be analyzed. English is the lingua franca and the most widely used language in international trade relations (Nickerson, 2015).

The homepage contains images of different sizes and a lot of text, which are composed in a harmonious way, giving the site a visual appearance. While different sized images and an appropriate amount of text can add to the aesthetic appeal of a website, it is important to note that the optimal balance between visual and textual content can depend on several factors, including the type of website and the preferences of the target audience (Tuch et al, 2012). A study by Tuch et al (2012) found that users found websites with a balance of visual appeal and usability to be more appealing and trustworthy. The main color of the website is Boxon's signature color, red. Often the color red on websites is associated with strength, passion, energy, and importance (Sinha & Labroo, 2007). The front page also shows some shades of brown, which is the color of the various corrugated and cardboard packaging. The color palette of the website varies between red, brown, and orange. The text is generally correctly worded on the website. Correctly written text content on a website gives a more trustworthy image of the company (Tuch et al, 2012). The company's website talks about their green values and why Boxon subscribes to them, and that their products are a greener choice. Even one of the site's subheads is headed 'sustainability'. Other headings include customer cases, services, products, information about the company and there is also a heading called service. Behind the service heading are Boxon's machine maintenance services for the equipment the company sells. The website also includes a search tool that can be used as a shortcut to search for a specific keyword. A search tool allows visitors to find the content they are looking for quickly and easily, increasing visitor satisfaction and reducing frustration (Chamberlain, 2022). At the end of each tab on the company's website, a contact form is provided for visitors to the site. Easily accessible contact information lowers the visitor's threshold for contacting the company (Chamberlain, 2022). At the end of the contact form, the user has to fill in a captcha. Captcha helps to avoid spam. In Captcha, the computer tries to distinguish a

human from a computer (Rainisto, 2017). In addition to the contact form, at the very end of the webpage, there is also the option to call and send an email to the company. The phone numbers and email addresses are different for each language version of Boxon's website, which can be a positive thing. Taking more nationalities into account will also increase customer satisfaction, as customers will be able to use the visited website in their own language (Walsh et al., 2009; Bouchet, Kim, & Lee, 2016).

Boxon's front page emphasizes their solution-oriented approach to their customers' unique needs. "Solutions for your unique needs", a sentence in white letters adorns the packaging image. This sentence is probably Boxon's slogan. Boxon's homepage also features a video presentation of the company that captivates the viewer. On its website, Boxon appeals to the visitor to follow in the footsteps of more than 10 000 customers, i.e., to become a customer for Boxon. The homepage is designed to be selling from the user's point of view. The front page shows what Boxon offers its customers, such as packaging solutions, machines and equipment, labels and traceability and other similar services. Boxon offers ancillary services alongside its packaging service. The front page also features a news section, which includes news about the company's innovations, donations from UNICEF and news about the phasing out of PVC tape, which has resulted in a greener range of tapes. The front page is rather rich and informative, with a column on Boxon Tech, which focuses mainly on the automotive industry. Boxon's homepage has several information bars. Information bars helps visitors navigate to the place they want to go on a website (Chamberlain, 2022). On the other hand, the abundance of information on the home page of the website can mislead the user. If there is too much information on the front page of a company's website, it can confuse the user's message about the company and give a more confusing picture of the company's image (Sweller, 1988). This is because human working memory is limited and overloading it can impair its functioning, which can lead to difficulties in processing information (Sweller, 1988).

On the website, there are additional headings under the main headings. The structure of the website is similar to an e-commerce site, with different paths to navigate. The structure of an e-commerce site usually includes several key elements, such as a homepage, category pages, product pages, shopping cart and checkout process (Kim & Lennon, 2011). However, the site is logical and clear and overall, the site is particularly informative, because of its good and categorized structure. According to Kim and Lennon (2011), a categorized website helps the user to perceive the site and to navigate more smoothly. Under the product section heading on the website, there is a packaging section, and under this, information is provided on the versatility of packaging and FSC labelling. FSC label aims to promote sustainable development in the use of the world's forest resources (Forest Stewardship Council, 2023). On their website, Boxon seems to strongly advocate sustainability and a solution-oriented approach. This phenomenon is also strongly reflected on the website of Pa-Hu.

Boxon has embarked on the development of VCI products. A metallic piece is packaged in a protected space with a VCI treatment on one side of the packaging material. In the protected package, the coating prevents corrosion through a chemical reaction. (Suominen, 2023.) VCI products can be found on Boxon's website, and they call their VCI treated products BoxCor products. Both plastic and paper VCI products are available. Paper VCI products compete with Pa-Hu's Kraft Armor. Boxon manufactures laminated cardboard boxes in Sweden (Suominen, 2023). The standard product range includes only one form of VCI paper available to order from the e-commerce site. However, the website states that the product can be ordered in sheets of different sizes and that this paper is made from natural ingredients. There is a contact form below the product in case a visitor to the site wants to enquire about the product. An easily accessible contact form helps users to get in touch with the company with a low threshold (Koochang & Paliszkievicz, 2008).

Boxon's website is comprehensive, varied, and visual, as the site is clearly structured

and uses subtle colors. A versatile website with a balance of color schemes, visuals and text creates a pleasing image for the user of the company's website (Tuch et al, 2012). However, there is a lot of information on the site and several tabs. The user can navigate the site quite logically, because of the subheadings and the search field. If a company's website is informative, the company should make sure that the information is divided into different sections of the site, for example into tabs, to allow the user to navigate logically through the site using subheadings, as well as a search box makes it easier to find information quickly (Chamberlain, 2022). In the website it is possible to create a user ID, such as in Pa-Hu's website, to order standard products from the range. Boxon's product range is extensive, according to the headings, but when the product tab is opened, a description of the product appears on the screen, but the user does not see the product itself. This creates a challenge for the consumer to understand what products Boxon has to offer or whether the user should query for more products if they are available.

4.2.5. Lamiflex's webpage

Lamiflex's website can be found at lamiflex.com. The company's website has a visual look, with a color palette ranging from white to black, and Lamiflex's signature color, yellow, dominating the site. Yellow has been used in the design of the site. Yellow can be used to draw attention to specific elements, such as calls to action or important information, as it is highly visible and contrasts well with other colors (Bellis, 2020). Images of various sizes are scattered around the site, showing machines, packaging, and a large map of the company's various locations around the world. The layout of the site is reminiscent of an industrial company selling its services to other industrial companies. A closer look at the textual content of the website confirms, at least from the large headlines, that Lamiflex's services are targeted at the industrial side. The visual aspect of the website and the textual content support each other. On a website, it is essential that images reinforce the meaning of the written text or that the visual

and textual content complement one another (Kim & Lennon, 2011). The company's home page contains a fair amount of information, but the texts are clearly divided into their own sections. The sections are divided into different subject areas, giving a general overview of the services Lamiflex offers. The text is salesy, correctly written, and professional. A sales-oriented, well-written and professional tone on a website can have a positive impact on customer confidence, satisfaction, and purchase intentions (Koohang and Paliszkievicz, 2008). A deeper look at the website of Lamiflex shows more strongly that Lamiflex' products competes with Pa-Hu's Kraft Armor product line.

The website shows that in addition to packaging and products for protection, the company sells customization services and packaging machinery. On Lamiflex's website, the company emphasizes that they have a solution for even the most challenging projects, and they also highlight the high degree of protection offered by their materials. In a departure from the Pa-Hu and Boxon websites, Lamiflex does not immediately emphasize green values or sustainability on their homepage, but their focus remains firmly on solutions for heavy industry. When scrolling down the homepage, there is a column headed 'Environmental Policy', under which Lamiflex emphasizes that they believe efficient solutions are good for the environment and good for business. The background image of the Environmental Policy column is a yellow sunflower field, which matches Lamiflex's color palette.

The site has a large variety of selection options in the columns. At the top, in addition to the menu, there is a search tool that makes navigating the website easier and faster, as the company has several different subheadings that the user can explore. Lamiflex does not offer a contact form as smoothly as Pa-Hu or Boxon, but the contact section can be accessed by clicking on the header at the bottom or top of the page. If a customer wishes to contact Lamiflex, they must first choose one of the seven countries where the company has offices to contact. The company has made the address, e-mail, and telephone numbers accessible to the customer. The telephone numbers are

preceded by area codes and the emails are followed by country-specific address extensions. Alternatively, a form can be filled in, which can be found under contact details. The form includes a Captcha to avoid unnecessary scam contacts.

The Lamiflex site is clear, and the English language version of the site emphasizes the ease of use from an international perspective. The 'about us' section of the site includes an introduction to the company and a picture of the company's CEO, Adrian Robert, next to the introduction text. Also noticeable is the fact that the CEO's contact details are displayed. The visibility of the CEO's details gives the visitor to the site the impression that the company trusts its customers. Below the CEO are other people from different departments who can also be contacted by phone, e-mail, or fax. The Lamiflex' website gives a transparent image, as it is easy to find the relevant information about the company and the possibility to choose a specific person to contact. The transparency of a company's website refers to the extent to which the company provides its customers with open and honest information about its practices, products, and services (Nielsen, 2015). Cases are reported on the website and news about the company can be found on the website, which increases the transparency of the site. The website clearly shows the company's contact details and product range, as well as the locations of the different offices around the world. Due to the comprehensive nature of Lamiflex's website, the analysis focuses more on the product category alone, as Lamiflex competes with Pa-Hu more based on its products.

Lamiflex does not have its own online shop where customers can order products. If the customer finds a product on the website, they can contact Lamiflex's customer service, and under each product there is a company contact number to get in touch with. Allowing customers to buy products directly from a website can improve the user experience and increase conversion rates by providing convenience and ease of use. On the other hand, however, there are cases where it may be useful for a website to require customers to contact the company before making a purchase (Tsekouras and

Kourouthanassis, 2017). For example, in cases where products require customization or consultation before purchase, or where a business operates in a niche market with a limited customer base (Koochang & Paliszkievicz,2008; Tsekouras and Kourouthanassis, 2017). The quantities and sizes of the products are not specified, but Lamiflex tailors the products to its customers. The product range includes several options for industrial coil protection. Lamiflex's coil protectors are mainly plastic, and polypropylene based. The product range also included a coil protector made of laminated paper with VCI protection.

A company's website is clear and pleasing for the eye when the site is logically structured and easy to navigate for the visitor (Kim & Lennon, 2011). According to the criteria of Kim and Lennon (2011), Lamiflex's website meet these criteria, as there is easy to navigate and a visual appearance. The text is professional, and the pictures show that the company serves customers on the industrial side. Lamiflex's website have quality textual content, and the site is visually designed and uses the company's logo color, yellow, to emphasize the company's brand image. A professional website is one that reflects the values, brand identity and expertise of the company or organization it represents (Lee & Kozar, 2012). A website needs to be visually appealing, easy to use and provide visitors with relevant and useful content (Lee & Kozar, 2012). Contact details are clearly available on the website, also under the products, in case the customer is interested in buying Lamiflex' products. Lamiflex mainly makes plastic covers for the products and the inner covers of the products consist of a film-coated hardboard (Suominen, 2023).

4.3. The social media channels

This section explores the social media channels of Pa-Hu, Boxon and Lamiflex. It is important for a company to be able to respond to customer needs, to express itself credibly and to interact with customers when they want it. This shows that the role of

the consumer has risen with the interactivity of social media (Kurvinen & Sipilä, 2014). For a company, corporate image and brand awareness are important in a highly competitive customer market. When seeking information about a company, the target audience of the company most often checks the company's reputation and social media channels. (Ojala & Pöysti, 2012.) From a company's point of view, it is important that information about the company is easy to find, therefore the company needs to choose the appropriate social media channels to reach its potential target audience. A company's presence on social media channels is particularly necessary when it is a consumer-facing company. The popularity of social media channels for B2B companies has also grown among businesses. New and potential customers are likely to gather information about a company through social media. (Komulainen 2018; Ojala & Pöysti 2012.) Companies' LinkedIn, Facebook and Instagram pages are analyzed if they have such pages. The aim is to look at social media channels with a view to finding out what kind of content the company is publishing, what is the publication rate and what kind of information about the company can be found in the introduction section. By analyzing these platforms, it is also useful to see if the content is published differently on the various channels or if companies have published the same content on different social media channels. Another objective is to find out what kind of brand image the company has created for itself.

4.3.1. Pa-Hu's social media

Pa-Hu can be found on different social media channels such as LinkedIn, Facebook, and Instagram. The company's social media channels can also be accessed via Pa-Hu's website.

4.3.1.1. LinkedIn

Pa-Hu has 760 followers on LinkedIn. The company's profile picture is Pa-Hu's logo and the background image in the top column is an image showing Pa-Hu's various customer products in Pa-Hu's different packaging with various designs. The company's LinkedIn profile provides a short and concise description of the company. The description makes it clear that Pa-Hu is a packaging company and highlights that the company is the world's best multi-specialist in fiber-based packaging. The description explains that the company tailors the products to its customers and provides a complete service from the beginning of the process to the end, maintaining a relationship with the customer. The description also states that Pa-Hu has its own factory in Veikkola, Finland.

On Pa-Hu's LinkedIn account, the posting rate is on average one post per week, and the posts have received an average of a few dozen likes, some comments and further shares. Looking at the number of likes, comments and shares on a competitor's social media posts can provide valuable insight into the effectiveness of a competitor's social media strategy (Lee, Kim & Lee, 2014). These metrics can help identify what type of content resonates best with the audience, the level of engagement and interaction with the audience, and the reach of the content. By analyzing these metrics, a company can gain competitive insights and improve its social media strategy. (Lee, Kim & Lee, 2014.) A study by Krasnova et al (2013) highlighted the importance of social influence in driving engagement on social media platforms and how the number of likes, comments and shares can influence the behavior of other users. The posts in Pa-Hu's LinkedIn cover topics such as company news, products, Kraft Armor news, innovations, and certificate concessions. Each post has a picture related to the topic. The textual content of the posts is lively and introduces the topic, and some posts include a rhetorical question for the reader, which makes the reader think and perhaps realize essential points to consider when it comes to packaging. Rhetorical questions can arouse interest and encourage the audience to reflect on a particular topic or perspective (Martínez, Jiménez & Sanz-Blas, 2020). For example, a study by Martínez,

Jiménez & Sanz-Blas (2020) examined how the use of questions in Twitter posts influenced audience engagement. The results showed that the use of questions increased audience interaction and engagement with publications (Martínez, Jiménez & Sanz-Blas, 2020). Such example questions on Pa-Hu's LinkedIn include "Do you know why you should choose an FSC-certified product?" or a question in a job advertisement "Are you an energetic person who understands the logic of sales and knows how to make a profit in a sustainable and ethical way?". These questions strongly refer to sustainability and green values. This underlines the importance for a company to be present in the field of sustainable development.

On the LinkedIn account, the posts are written mainly in Finnish and a small part in English. One of the main drawbacks of using multiple languages in social media is the potential confusion for followers, who may not understand all the languages used (Liu, 2017). The posts in English are related to Kraft Armor, which is being promoted to international markets. The introductory text of the company is written in English. Pa-Hu's LinkedIn has a well-maintained appearance, and the written language is professional, by which is meant that the language is correctly written and factual, because the content is about the products themselves, their characteristics, the company, and the low carbon footprint the products have on the environment. Fact-based content is one that provides accurate, reliable, and relevant information about a company, its products or services and its industry (Flanagin & Metzger, 2013). The accuracy of factual content is crucial to building trust with website visitors and maintaining a positive reputation (Flanagin & Metzger, 2013). A study by Kim et al. (2019) highlighted the importance of factual accuracy in building credibility and trust among online users. The posts on Pa-Hu's LinkedIn are engaging, informative and expert. They emphasize the relevance of the company's activities, with justification.

The image below is a screenshot of a post published by Pa-Hu on LinkedIn. The post shows the multi-laminated solid board protector, Kraft Armor, in different forms. The

post has a catch phrase right at the beginning that explains what it is all about. Reading the text further, the reader will notice that the text justifies why Kraft Armor should be chosen and that using this product family can reduce a significant amount of carbon emissions. The post also invites the reader to contact Hans Suominen if interested in learning more about Kraft Armor. Suominen's name is tagged in the post, so clicking on his name will take the reader to his profile, from where is possible to send to Suominen a message. Suominen is the sales director of Pa-Hu and operates the Kraft Armor product line as the responsible person (Suominen, 2023). There are slightly more than 20 reactions to the publication.

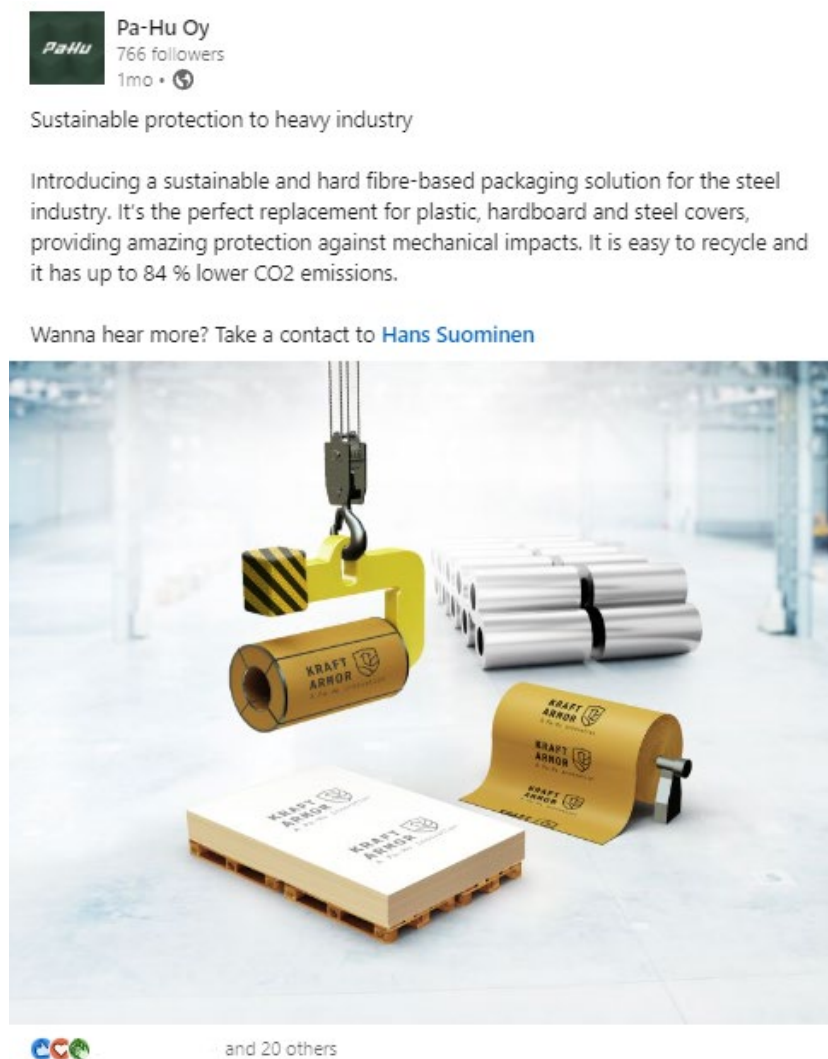


Figure 1: A screen capture from Pa-Hu's LinkedIn

4.3.1.2. Facebook

The vast majority of Finns use Facebook, so it is likely that from a company's perspective the majority of its target audience is there (Isokangas & Vassinen, 2010). Facebook specializes in targeted advertising. However, the starting point is that the company's pages must be interesting in their content. (Komulainen, 2012.)

Pa-Hu's Facebook page has 725 likes and 778 followers. The Facebook pages have the same profile and cover images as LinkedIn, so the company is easily recognizable on different platforms, even from the images. Using the same images as profile pictures on different platforms gives the company more recognition and keeping the logo the same is more memorable for the brand image (Kietzmann et al., 2011). Pa-Hu's Facebook site has a lighter update rate than LinkedIn. On average, about twenty people respond to posts with likes. Some posts have been shared. The publications are mainly written in Finnish, with some publications also written in English. The publications written in English are about Kraft Armor.

Pa-Hu's Facebook posts are similar to what Pa-Hu has posted on LinkedIn. Facebook posts are diverse in content and each post has a picture added. The content of the posts is about sustainability, news about Pa-Hu, innovations from Pa-Hu and news about Pa-Hu's customers. The text content of the publications is lengthy, but interestingly written, even a bit narrative. A study by Kim and Ko (2012) found that quality content, including engaging stories and narratives, can have a positive impact on user engagement and attitudes towards a brand on social media. Cha et al. (2010) found in their study that shorter and more focused posts tend to have higher reshare rates, indicating that brevity and clarity are important in social media content. Overall, while well-written and engaging content can be a positive factor in a company's social media strategy, it is important to consider context and audience, and to balance the length and quality of content to maximize its impact (Cha et al., 2010).

All in all, Pa-Hu's Facebook page seem professional, and the content is written in an interesting way. Producing engaging and interesting content on social media can lead to better engagement and interaction with audience (Cha et al., 2010). A study conducted by Asif, Iqbal and Hassan (2018) showed that usefulness and informativeness of content are important factors in producing engaging content. Creating engaging and interesting content requires visually appealing images, informative and useful content, emotive elements, and storytelling (Asif, Iqbal and Hassan, 2018). The images used on Pa-Hu's Facebook are high resolution, which means that the pixel count of the images is not low, so the human eye can see even the smallest details. The images also reflect the packaging sector, including images of Pa-Hu's factory or different types of packages, and Pa-Hu's signature dark green color theme appears in many of the images. The content of the posts is relevant, and the posts justify the subject matter thoroughly explained. The Facebook page also contains the company's contact details and a link which leads to Pa-Hu's website.

The picture below was captured from Pa-Hu's Facebook page. It shows corrugated cardboard boxes in use, with Pa-Hu's logos printed in black and information about the box. The screenshot shows that Pa-Hu has shared a customer's post on its Facebook page. Pa-Hu's post speaks positively about the customer and the customer has promoted Pa-Hu through the image shared. A positive testimonial from a customer can help a company stand out from its competitors and increase the credibility and reputation of the company (Nielsen, 2015). This can lead to increased customer satisfaction and loyalty, which in turn increases the possibility of repeat purchases by the customer (Nielsen, 2015).



Figure 2: A screen capture from Pa-Hu's Facebook

4.3.1.3. Instagram

Pa-Hu's Instagram account has 216 followers. Pa-Hu's profile picture on Instagram is the Pa-Hu logo, with the logo text written in Pa-Hu's dark green signature color and a white background. On Pa-Hu's profile pictures on other social media accounts, the logo text is white, and the background color is dark green. The posts on Instagram are different from those on Pa-Hu's LinkedIn and Facebook. Instagram, Facebook, and

LinkedIn have different audiences and user behavior, which affects what kind of content works well on each platform (Kim & Ko, 2012). For example, Instagram is a more visually oriented platform that relies heavily on high-quality images and videos, while Facebook and LinkedIn place more emphasis on written content and text-based updates. The differences between posts on these social media channels are due to the unique characteristics of each platform and the preferences of their audiences. (Kim & Ko, 2012.) The posts seem to be relevant from Pa-Hu's brand perspective and are in line with the company's sector in terms of content. However, the Instagram posts are more atmospheric, using colorful images and relevant, but also light and easily readable text. By atmosphere is meant that the posts are more about everyday news and ordinary news related to Pa-Hu, such as about an office dog in the company. In the office dog post, followers are asked if they have an office dog in their company. The publications are mostly written in Finnish, except for the Kraft Armor post which is written in English. On the Instagram page, the posting rate averages a few posts per month. In Instagram, as in Pa-Hu's other media, the images are of high quality, i.e., professional, and accurate in resolution. The quality of a company's Instagram presence can be determined by several factors, such as visual appeal, authenticity, engagement and the strategic use of hashtags and user-generated content (Asif, Iqbal & Hassan, 2018). The content shared on Pa-Hu's Instagram follows the theme of the packaging industry, especially Pa-Hu's products, and their news. The images feature Pa-Hu's signature dark green color, cardboard packaging, and personnel in various everyday situations, such as portraits taken at trade fairs and from the company's premises. The hashtags are used in several images. If hashtags have been used in posts, they are the same in each image. The hashtags used are packaging-related words in Finnish and some in English, such as packaging, packagingdesign and custompackaging, have been used as keywords. Each post has garnered a few dozen likes, indicating engagement from followers.

The content of the posts on Pa-Hu's Instagram also covers eco-friendliness, Kraft Armor, Roosa Nauha -campaign (Roosa Nauha (Pink Ribbon) is a fundraiser for the Finnish Cancer Foundation to raise funds for Finnish cancer research (Huvila, 2009)) and events Pa-Hu has been involved in. The textual content of the posts is written creatively but professionally. Using creative and expert text content in social media posts is a valuable strategy for increasing engagement and creating a positive brand image among followers (Cha et al., 2010). Text lengths are shorter on Instagram than on other Pa-Hu social media platforms. The posts contain keywords, or hashtags, that are used as search tools on Instagram. By using different Instagram posting features, a company is more likely to get more engagement with their posts (Kim & Ko, 2012).

The company's posts on Instagram describe Pa-Hu succinctly with the support of keywords. The description explains that it is a corrugated cardboard factory that manufactures its own FSC-certified fiber-based material. The description shows the innovative nature of the company and its contact details, and a link to its website is included at the end of the description. The Instagram site appears colorful and engaging. The use of colors in the visual communication of brands shows that certain color combinations can increase brand recognition (Labrecque & Milne, 2012). The average number of likes is in the order of a few dozen and comments appear in almost all posts. The text of the posts is engaging, thus lowering the threshold for the reader to leave a comment, as it can be easy to identify with the post and keywords can be used to discover those interested in the topic.

4.3.2. Pa-Hu's social media channels from an international perspective

The content on Pa-Hu's social media channels is of high quality and the publications are the kind that could be attractive on an international level after being translated. A large part of the publications is targeted at the Finnish market due to the language. In the modern networked world, it is important for international companies to integrate

social media platforms into their global marketing strategy (Komulainen, 2012). However, this requires expertise in gaining visibility on social media in each international market (Komulainen, 2012). Kraft Armor does not have its own social media channels, but the product family has its own website in English. In terms of discoverability, customers would be more likely to find Kraft Armor on social media and follow news related to Kraft Armor. A study by Zhang and Daugherty (2011) found that social media platforms can increase the likelihood that users will discover new products and services. The importance of social media in driving engagement and brand awareness among customers has been highlighted. Social media can improve product discoverability and increase customer engagement, making it an essential tool for companies to promote their products and services. (Zhang & Daugherty, 2011.) Pa-Hu's social media posts are varied and professional. Diverse and professional publications give readers more credibility and confidence that they can trust the company's expertise (Cha et al., 2010). The publications are clearly structured and have overall integrity. The illustrations in the publications are varied but follow the packaging theme strongly. From an international perspective, it is clear to the user that the publications are easily accessible. The accessibility of publications has a positive impact on the quality, user satisfaction and loyalty of an online platform (Huh & Kim, 2017).

4.4. Boxon's social media channels

At the bottom of Boxon's website, social media channels are advertised where visitors can find Boxon. Quick links lead to LinkedIn, Facebook, and YouTube. Boxon also has an Instagram channel, which was quickly found by Googling, but not directly through their website. Quick links to social media channels can help customers easily find a company's social media channels and thus increase the company's social media following rates (Alalwan, Rana, Dwivedi & Algharabat, 2017). In addition, quick links from a company's website can show that the company is active and present on social

media, which can increase customer trust and engagement with the company (Alalwan, Rana, Dwivedi & Algharabat, 2017).

4.4.1. LinkedIn

Boxon has more than one LinkedIn page. On the company's website, clicking on the LinkedIn icon takes the user to the company's international LinkedIn page, where the publishing language is English, which is relevant from an international perspective. In the right corner of the LinkedIn site, suggestions of other similar packaging companies popped up. Among the suggestions is Boxon's Finnish-language LinkedIn site. However, in this case, only Boxon's international site will be analyzed. Boxon has 3268 followers on LinkedIn. The company's profile picture is a red X on a white background. The letter X is taken from Boxon's logo text. The Boxon logo has been selected as the top image in the background of the LinkedIn page. This image is also on a white background, so the profile picture and the cover image look like one image because of the white backgrounds. The company description section is lengthy, but it covers only the essential points. A varied and interesting text can capture the reader's interest (Asif, Iqbal & Hassan, 2018). The description explains that Boxon is an innovative company and tailors its products to the customer. Boxon appeals to the importance of green values and seeks long-term customer loyalty. The description also shows that Boxon has offices in the Scandinavian countries, Europe, and Asia. The company says that it currently has a total of 260 employees and a turnover of EUR 120 million. The company is transparent about itself, which gives the reader a trustworthy impression.

Transparency refers to the extent to which a company shares information about its operations, performance, and policies openly with stakeholders (Kim & Park, 2013). An open company is perceived as trustworthy, credible, and accountable, which can lead to many benefits, such as improved reputation, customer loyalty, employee satisfaction and financial performance. A company's website can be a primary source of information for interested parties, and several features can signal openness. For

example, a clear and detailed description of the company's mission, values and strategy, disclosure of financial information, and information about the company's governance structure and decision-making processes are all indicators of transparency (Kim & Park, 2013; Nielsen 2015). In the description section, Boxon explains its mission: "We are an innovative Business Partner who will turn the packaging concept into a strategic value creator."

Boxon publishes posts about twice a week on LinkedIn. The average number of likes per post is between 40 and 60. Most of the posts have not attracted comments but have been shared a few times. Each post has used a visual effect, such as a picture or video. Most of the posts include a short video showing, among different packaging options for the products, for example with different illustrations, or demonstration videos of already existing more creative packaging solutions Boxon offers to its customers. Some of the videos are created from multiple images, where the image changes quickly. Rapidly changing images in a video can be distracting for concentration if the aim is also to be able to read text at the same time (Mayer & Morino, 2003). One of the drawbacks of video with rapidly changing images is that it can cause cognitive overload and make it difficult for viewers to process and retain information (Mayer & Morino, 2003). As a technique, this is effective in attracting attention, but on the other hand the video takes the viewer's eyes away from the textual content. On the other hand, moving images, such as videos, have been shown to be more effective in capturing attention than static images or text (Liu, Frankwick & Roberts, 2018). The average length of text sections in publications is 3-5 sentences. The textual content is correctly written. The text also uses the first-person plural form, i.e., Boxon addresses the reader. The publications include information about Boxon's packaging solutions, about a tape that has a lower environmental impact, about a label design program on their website and other Boxon-related news, such as their innovation, Eco-fill, a packaging filling material made from surplus cardboard.

Overall, the LinkedIn page is functional, and the content of the publications is varied. The Boxon logo also appears in many of the posts. Repeated exposure to a particular visual element can enhance brand memorability (Sanchez, 1995). The publications are targeted at companies, but mainly feature packaging aimed at consumers. Recent publications do not show products that are direct competitors of Kraft Armor product family.



Figure 3: A screen capture from Boxon's LinkedIn

The image above is a sample publication taken from Boxon's LinkedIn page. The Boxon publication announces that the company has received the Top Company Year Award

2023 and shows two people posing in front of a TV screen with the Boxon logo. The individuals are possibly employees for Boxon. When a company uses images of its staff in its posts, it gives the viewer the impression that the company cares about its staff (Towers Watson, 2012). Showing pictures of employees and expressing gratitude for their work can increase employee engagement and help build a positive company culture. When a company highlights its employees and emphasizes their importance, it can strengthen the bond between employees and the company and foster a sense of shared identity. (Towers Watson, 2012.) The publication also uses hashtags and links to direct the reader to find out more about the topic. As many as 125 people have responded to the publication, which has also attracted comments and has been shared.

4.4.2. Facebook

Boxon's Facebook page and other social media platforms can be accessed by clicking on the bottom of Boxon's website. When clicking on the Facebook logo on Boxon.com, the user is redirected to Boxon's international Facebook page, where the content is produced in English. The Facebook page has 426 likes and 471 followers. The profile and cover images are the same as on Boxon's LinkedIn, i.e., the profile image is a red X of the Boxon logo, and the cover image is the Boxon logo on a white background. In the company description section, the company is introduced in one sentence: "Boxon is a packaging company that develops and offers intelligent total solutions in three different.". The sentence is succinct and concisely explains that Boxon is a packaging company. However, the sentence stops short. If a business descriptive text ends a sentence in the middle, it can create uncertainty and confuse the reader, which can negatively affect the brand image of the company and the business in general (Chen & Xie, 2008). The description section shows the location of Boxon's head office, the website address, a telephone number with a Swedish area code and opening hours.

Many of the posts on Boxon's Facebook are the same as on LinkedIn. On Facebook, the average frequency of posts is one to two posts per week. Each update includes a photo or a video. Most of the posts are written in English, but there is also a post in Swedish about recruitment for Boxon's office in Sweden. The video postings are the same as the ones on LinkedIn. With fast-paced videos, the viewer doesn't have time to engage with the content in depth (Mayer & Morino, 2003). However, the video releases are supported by captions. Most of the videos use a variable photoslide technique. Boxon's Facebook page also features a few more thoroughly produced, viewer-friendly videos. For example, one video publication features the company's innovation, Eco-fill, made from packaging waste. The video in this publication shows, in a video format, how the packaging material has been used, with the help of text. An educational publication is more memorable and instructive for the viewer (Mayer & Morino, 2003).

The publications are related to Boxon news, such as eco-friendly packaging solutions, tips on how the company can incorporate sustainability into its operations, partnerships with customers and different packaging solutions. The text content is knowledgeable and engages the reader with questions such as "Would you like to know more about Eco-fill?". Interactive posts encourage the reader to learn more about the topic (Alalwan, Rana, Dwivedi & Algharabat, 2017). Interactive posts can increase engagement and interaction with users, which can improve brand reputation and lead to better results (Alalwan, Rana, Dwivedi & Algharabat, 2017). After the question, the interested reader is invited to contact Boxon: "Go to our website or contact one of our account managers.". From an international perspective, the publications are successful in justifying what is said and encouraging people to contact the company. The publications have between 10 and 30 likes and few of the publications have attracted comments.

4.4.3. Instagram

Boxon's Instagram account can be found at [boxon.group](https://www.instagram.com/boxon.group). The account has 387 followers and Boxon is followed by 61 users. On Instagram, Boxon's profile picture is the same X on a white background that is found on Boxon's other social media channels. Boxon has a link in the description section directly to the company's international website. The description is written in English, as are the posts, so the Instagram account is aimed at international users. The company's photo caption states: "With our intelligent, innovative packaging concept, our customers can deliver profitable customer value." The caption is succinct, but it tells the reader that this is a packaging company with an innovative approach to packaging. The description does not say what kind of packaging the company produces, but a browse through the pictures on Instagram reveals that the packaging is made of either cardboard or paperboard.

The posts on Instagram are the same as on Boxon's other social media channels. Instagram has a different nature compared to LinkedIn and Facebook. On Instagram, users spend their time with a more leisurely mindset, therefore it should be considered when creating content (Sánchez-Cobarro, Molina-Castillo & Alcazar-Caceres, 2021). More content has been published on Instagram than on Boxon's Facebook account. The publication rate of posts averages between two and three posts per week. Compared to other Boxon social media channels, fewer videos have been published in Instagram. The average number of likes on posts is in the range of fifty.

The content of the publications is largely like the content on the company's other social media channels. The publications feature Boxon's packaging, innovation, green values, sponsorships, and job vacancies. Most of the posts are written in English, although some of them also include Finnish and Swedish. The use of multiple languages on a single social media platform can be confusing for an international visitor who may not understand other languages than English (Liu, 2017). The text sections of the

publications are a few sentences long. The texts speak to the reader in the form of second-person singular: "Did you know that you can make your own labels on our website?". An interactive style of writing attracts the reader's attention by making the reader think in a direct manner (Rabiner, 2015).

On the Instagram account, the text seems to be correct and appropriate for the social media platform, as the content is not excessively formal as on Boxon's LinkedIn. The visual content is quite pleasing to the viewer's eye, but for example, in all posts the images are not of very high quality. Wu and Chen (2017) studied how the quality of images affects Instagram users' interest in brands and products. They found that high-quality images increase brand attractiveness and improve user engagement with the brand (Wu & Chen, 2017). In one publication, it is reported that a particular Boxon packaging is the winner of the Worldstar in 2023, a significant achievement and Boxon describes in the text that it has won the title of the best packaging in the world in the competition. The publication includes a picture of the product in question, but the image is blurry. Poor quality images can reduce a company's credibility and professionalism, as they can give the impression that the company does not invest enough in marketing or does not care about the quality of the images (Wu & Chen, 2017).

4.4.5. Boxon's social media channels from an international perspective

Boxon's LinkedIn page works well from an international perspective and the company's international LinkedIn page can be accessed directly from Boxon's website. Boxon's LinkedIn page gives a comprehensive introduction to the company, but it is only towards the end of the text that it becomes clear that the company is also serving internationally. The introductory text is inviting and tells the reader what they need to know and where Boxon's offices are located. Sharing content of a company in a wide range is beneficial to customer confidence in terms of transparency (Nielsen, 2015).

Most of the publications are written in English, but some are in Swedish. Often when information is shared in another language than in English, it is not aimed at international users (Liu, 2017). The publications are informative, and many of them include a link that allows the user to easily navigate to the site that Boxon is trying to direct the user to. When a company adds a link to social media posts that lead to the company's website, it can increase visitor engagement with the company's website and increase the company's social media follower rate, which in turn can increase the company's visibility and brand awareness (Li et al, 2017). In addition, sharing links on social media can help a company to drive more traffic to its website and thus increase customer flow (Ledford, 2015). At the end of one of the posts on Boxon's innovative product Eco-Fill, there are links to all of Boxon's sites in different languages. The company's Facebook page contains the same posts, i.e., the main language is English, with some posts written in Swedish. The Facebook site is internationally consumer-friendly, excluding publications in Swedish. Postings on the company's Instagram account are similar to other Boxon's social media channels, but Instagram has more Swedish language postings. The company's social media channels are broadly consumer-friendly at an international level, as the publications are written in plain language, but with a professional approach to the packaging sector. At international level, a company's social media channels are generally considered consumer-friendly when they use simple and clear language (Godes & Mayzlin, 2009; Hays & Sneath, 2013). Openness, authenticity, and honesty are also important factors in building trust and creating a positive image of the company in the eyes of consumers (Safko & Brake, 2009). Overall, a customer-friendly presence on social media helps businesses engage with a wider audience and build stronger relationships with their customers (Alalwan, Rana, Dwivedi & Algharabat, 2017).

4.5. Lamiflex's social media channels

Lamiflex does not have shortcuts on their website to social media channels where they have a profile. Hence, if a consumer is interested in Lamiflex's social media channels, they will have to find them themselves, for example by using a search engine. Lamiflex does not have an Instagram account at all. The company has a fairly active LinkedIn profile and a Facebook account that has remained inactive. Therefore, no deeper analysis can be done on Facebook. When benchmarking a company on social media, it is important to consider all channels relevant to the research that the company has used in the past, even if they are no longer in use (Safko & Brake, 2009). This is because old channels may still be relevant to the company's brand and may affect the company's reputation (Safko & Brake, 2009). The most relevant of Lamiflex's social media channels to benchmark is LinkedIn, as it is the most active of the company's social media channels. The Facebook channel was also included in the benchmarking, although the last posts were years ago published, and Instagram could not be included in the study as the company does not have an Instagram account.

4.5.1. LinkedIn

Lamiflex has 765 followers on LinkedIn. The content on the company profile is written in English. The profile picture of Lamiflex is their logo text in yellow and black. The company has put a yellow background image of reel on a yellow background and on top of this image is the text 'Lamiflex MultiWrapper'. Lamiflex has written in the introduction section that its headquarters are in Nyköping, Sweden. The introduction section also summarizes the company's global leadership in the export of transport packaging for the metal, aluminum, cable, gas, and oil industries. The description also explains that in order to achieve the optimal packaging solution, Lamiflex's production line includes materials, services and machinery.

Lamiflex publishes on average one to two posts per month. The number of likes ranges between 40 and 50 and about half of the posts have attracted a few comments. Almost every post has been shared. The company's latest Christmas greetings post was written in a playful way, but still in line with the company's values, such as quality packaging while keeping a clean packaging footprint. The post emphasizes that good packaging is essential, and the message is that Lamiflex packs with care, but so can consumers pack perfect Christmas gift packages. Otherwise, around everyday life, Lamiflex's posts are largely aimed at industrial companies. A visual effect has been used in each post. At Lamiflex, the visual effect is mainly images, but some posts also include videos. The images are mainly related to the heavy industry side, such as coil rolls covered by Lamiflex protectors or Lamiflex's machines. In some posts, Lamiflex invites people to visit the exhibition in their stand. The text in these publications is professionally written and descriptive. There are several factors that contribute to a company's social media publications looking professional, such as using high-quality images and videos, providing accurate and valuable information to the audience, maintaining a consistent brand identity and tone of voice across all channels, engaging with the audience in a professional manner and adhering to ethical standards of communication (O'Malley & Tynan, 2015). Lamiflex's LinkedIn is implemented in a professional manner, given what O'Malley and Tynan (2015) have written about the company's professional presence on social media. Lamiflex has published posts on its platform that align with the heavy industry sector, and the color palette features Lamiflex's signature color yellow, which is associated with the company's brand color. The content describes customer cases and solutions through what has happened, i.e., cases. The text sections of the publications are of roughly the same length, just under ten sentences.

The screenshot below shows the Christmas wishes post in question. From this post, it can be seen that holiday greetings can be creative by combining the products offered by the company with a specific type of image. The picture of the post also shows protected coil rolls and some of them are wrapped in different colored papers in the

spirit of Christmas. The screenshot also shows LinkedIn users' reactions, and the post has been shared two times.



Figure 4: A screen capture from Lamiflex's LinkedIn

Lamiflex's LinkedIn profile with its content seems to be of high quality, as the posts are relevant to the company's industry, audience, and overall brand. It is important that companies tailor their content to the social media platforms they use, as each platform has its own unique features and user base, if a company has invested in its content, it creates credibility for customers (Singh & Sonnenburg, 2012). Every publication is written in English, which is an advantage from an international perspective (Liu, 2017).

The images in the posts feature black and yellow, which keeps Lamiflex's publications consistent. The posts follow the Lamiflex's color scheme. Most of the posts show coils protected by Lamiflex's covers. Lamiflex uses hashtags as keywords in its posts, which increases the discoverability of posts on LinkedIn if a user searches for content on LinkedIn using these keywords. The keywords used are packaging-related words, and the keywords are also related to the topic of the post. The keywords used in the Lamiflex's Christmas greetings post are wrapping, packaging and happyholidays. The keywords succinctly describe the message of the post. Postings on Lamiflex's LinkedIn profile seem to emphasize that Kraft Armor has a competitor. However, to Kraft Armor's advantage, Lamiflex's coil protectors are made of plastic (Suominen, 2023).

4.5.2. Facebook

Lamiflex can be found on Facebook as Lamiflex group. The company's Facebook page has 99 followers. Lamiflex's profile picture is the same on Facebook as on LinkedIn and the cover photo shows stacked reels packed in transparent plastic sleeves. In the introduction section of Lamiflex there is one unfinished sentence: "The Lamiflex Group is a world leading supplier of transport packaging solutions mainly in the steel,". The description indicates that Lamiflex supplies export packaging solutions. When leaving a sentence unfinished, might make the reader to speculate if something else of substance was intended (Chen & Xie, 2008). However, the descriptive section provides one-click access to Lamiflex's English-language version of its website, i.e., its international website. However, in the description section, Lamiflex has listed its location as Woodlands, Texas. The area code is used to direct calls to the United States. According to the Lamiflex website, their headquarters are in Nyköping, Sweden (lamiflex.com, 2023). Based on the information on the Facebook page, one could assume that the Lamiflex account is directed to the United States. Looking at the content of the posts, the most recent post has been published in Swedish. The overall appearance of the Facebook page gives the visitor the impression that the site has not

been completed, as there can be found unfinished sentences, and the location of the head office does not match the information provided on Lamiflex's website. The appearance and user interface of social media channels have a significant impact on user behavior and engagement with a company's brand (Sonnenburg & Pinsonneault, 2013). If the layout of a social media account is unclear or incomplete, it can lead to user dissatisfaction (Sonnenburg & Pinsonneault, 2013).

The site last published a post in June 2019, so it is probably no longer active. In the past, the Facebook publishing rate has been around once a month, with posts averaging less than ten likes and some posts receiving comments and shares. The text sections of the posts are very short and use Lamiflex's signature colors of yellow and black for the visual elements, giving the site a sense of integrity. Many of the posts feature protected coils. The content of the most recent posts focuses on Sweden. In one post, a search is on for a technical product manager for machinery, and in another, there is a post welcoming an employee. Other posts welcome readers to visit Lamiflex's stand at a tradeshow. Older posts have more product introductions: "Coil wrapped in Lamistretch Armour with a Pushwrapper from Lamiflex. Perfectly sealed coil for any long-distance shipment.". In that post, there is a picture of the plastic coil protector described, wrapped around the coil.

Lamiflex is an industry-focused company and Facebook is more of a consumer-focused channel, which logically makes LinkedIn a better marketing channel for Lamiflex. On LinkedIn, consumer behavior is more work focused (Claybaugh & Haseman, 2015).

4.5.3. Lamiflex's social media channels from an international perspective

The main language of Lamiflex's social media is English. The publications are clear and targeted to every customer or interested party who needs Lamiflex's industrial side services. The latest postings to the Lamiflex Facebook site were published in English a

few years ago. The site has not been active recently. However, the company's LinkedIn account is well maintained, and posts are targeted at people who are interested in the industrial side. The introduction section of Lamiflex clearly states that the company operates on an international level. Updates are fact-based in relation to the industry and include customer stories or cases. Publishing customer stories is a useful way for companies to showcase real experiences and build trust with their audience (Zhang & Daugherty, 2011). According to Zhang and Daugherty (2011), customer stories are perceived as more authentic and trustworthy than advertising content created by companies. In addition, customer stories can provide social proof and influence purchasing decisions by showing how a product or service has helped others (Zhang & Daugherty, 2011). The updates are also well structured and include links. Links make it easier and quicker for users to be directed to the page they are looking for (Ledford, 2015). The links lead to Lamiflex's partners, product pages or Lamiflex's employees who can be contacted for business purposes, for instance. Well-structured publications mean that the text is presented in a proper way, using paragraph breaks, and using language that is correctly and professionally presented.

4.6. Summary of benchmarked companies' social media channels and an outline of the companies' posting rates

By comparing figures on posting rates and the number of posts and likes, it is possible to assess how actively a company communicates with its customers on social media and the level of engagement with their content. This, in turn, can give an indication of the impact of a company's social media on its customers and, by extension, its brand. Often, the more frequently and consistently posts are published, the more engaged followers of the company's website will be with the company. In addition, analyzing the content of posts can help identify customer preferences and needs, which can guide a company's product development and marketing efforts. (Krippendorff, 2018; Neuendorf, 2016.)

The social media channels of the benchmarked companies are summarized in the table below. The table shows the companies and the social media channels used by the companies under each company. The figures have been extracted during the spring of 2023. The follower numbers are exact, but the other number estimates are approximate estimations that have been observed during the benchmarking process through the companies' social media channels.

	Followers	Updates per month	Reactions (likes) in updates	Comments in updates
Pa-Hu				
Facebook	725	1	20	some
LinkedIn	760	4	20-30	some
Instagram	216	2-3	20-30	many
Boxon				
Facebook	471	6	15-30	few
LinkedIn	3268	8	40-60	many
Instagram	387	8-12	50	few
Lamiflex				
Facebook	99	- (in the past 1)	less than 10	some
LinkedIn	765	1-2	40-50	some

Figure 5: Summary of benchmarked companies' social media channels

Each of the benchmarked companies updates their LinkedIn more often than their other social media channels. Each company also has more followers on their LinkedIn channels than on Facebook or Instagram. By observing the table, it can also be seen that LinkedIn posts have received the most reactions (such as likes). The benchmarked companies focus their activities on B2B transactions and as a social media phenomenon, it can be seen, that LinkedIn is the more popular channel for each of the benchmarked companies, where companies post more often. LinkedIn is used more

from a work perspective and time spent on Facebook tends to be associated more with leisure time (Simerpreet, 2017).

	Percentage of followers who reacted to posts	Total amount of reactions on posts per month
Pa-Hu		
Facebook	~3 %	20
LinkedIn	~3-4 %	100
Instagram	~9-14 %	63
Boxon		
Facebook	~3-6 %	135
LinkedIn	~1-2 %	400
Instagram	~13 %	500
Lamiflex		
Facebook	Under 10 %	under 10
LinkedIn	~5-7 %	68

Figure 6: Social media engagement rate

In the table above, the percentages and totals for each company have been calculated for the different social media channels. In the first column, the percentage of the site's followers who respond to posts is calculated. In the second column, the total number of reactions (likes) per month is calculated. The total number of likes is obtained by multiplying the rough average number of likes by the number of posts published during the month.

Pa-Hu and Boxon have Instagram accounts. Generally, Instagram accounts have engaged more people than Facebook and LinkedIn. On average, more than one in ten of the followers of Pa-Hu's and Boxon's Instagram accounts have responded to the company's posts. On other social media channels, follower engagement is lower. Around 3% of Pa-Hu's Facebook and 3-4% of LinkedIn followers, relative to followers, respond to posts. At Boxon, the figure is around 1-2% for LinkedIn and 3-6% for

Facebook. On Lamiflex's LinkedIn account, around 5-7% of followers have responded to posts. With this analysis, it is observed that Instagram followers are more engaged with the account of the follower. Instagram is an image-driven app, so even the app user consciously pays attention to the visual aspect of the post first (Ruby, 2022).

4.7. Marketing in social media

On a general scale, Facebook is more for leisure and LinkedIn for business (Simerpreet, 2017). For B2B marketers, however, these are both people-centric social media channels with the opportunity to reach potential customers (Simerpreet, 2017). When benchmarking companies' social media channels, it was inevitable that companies used similar content for Facebook and LinkedIn marketing. Instagram posts were more different, with mostly shorter descriptive texts and a less professional style of posting than on other social media channels.

LinkedIn and Facebook are both user-centric platforms, but they are used for different reasons (personal vs. professional) and therefore, for example, the use of job titles and employers in targeting is more versatile on LinkedIn than on Facebook. As a result, B2B marketing on Facebook can be a little more challenging than on LinkedIn, even though it is technically possible. When it comes to technology, Facebook is outperforming LinkedIn at the moment (Simerpreet, 2017). Part of this success is based on Facebook's size and the tons of data behind the site on first clicks, interests, and consumer behavior. There can be as little as 10,000 data points about a single consumer, depending on the consumer's Facebook history and activity on the platform. LinkedIn has been actively developing its own platform. In late 2018 and early 2019, targeting options included similarity targeting using machine learning and interest targeting. This development is a step towards a better competitive position for Facebook B2B marketing. (Simerpreet, 2017.)

According to the latest data collected from Facebook, Facebook has around 2.41 billion active users, while data collected from LinkedIn shows 303 million active users (Gajić, 2022; Statista, 2023). Instagram has a user base of just over 500 million (Ruby, 2022). However, the number of users on the social media platforms do not directly correlate based on the number of likes or reactions. While Facebook has the most active users of the three social media platforms in question, LinkedIn posts had at least as many likes, if not more, than Facebook. This is also influenced by how a company leverages the features of the social media platform and reaches out to potential customers or interested parties.

The findings showed that the number of likes on the posts behind companies' Facebook accounts was not as high as on LinkedIn. This could also be due to the fact that the benchmarked companies are B2B focused companies, so followers are more work oriented on LinkedIn. However, LinkedIn postings were similar to Facebook postings. Although, Lamiflex had moved its social advertising entirely to LinkedIn. If the company operates in the B2B sector and the goal is to reach other company representatives, LinkedIn is a better choice, as LinkedIn as a channel is professionally oriented (Simerpreet, 2017). Facebook is a more cost-effective way to reach customers, and it is a more consumer-based channel (Simerpreet, 2017).

As a general principle, Instagram is used on phones or tablets with an app, but there is also a web version that can be used on a computer. Instagram has long been a channel used mainly by B2C companies. B2B companies can also benefit from Instagram, for example by strengthening their corporate and employer brands and increasing their brand awareness. The rules for using Instagram are similar to those for other marketing activities, such as defining the purpose, objective and resources for using the channel. The use of Instagram is a strategic choice that is taken into account when defining a content strategy. However, Instagram is a more image-centric app and has a younger average age demographic than Facebook and LinkedIn. (Ha, 2015.) The findings showed

that the companies benchmarked on Instagram posted content in a more informal way and conveyed a more relaxed atmosphere. Companies often post more informal content on Instagram because the platform is designed to share visual stories and create a sense of community (Hutter, 2013). The more informal approach and visuals help businesses create a more personal and approachable brand that can better resonate with their audience (Hutter, 2013).

4.7.1. Discoverability and third parties

The findability of a company is measured by a Google search. This means how well the search engine optimization is done and whether the company is at the top of the search results in the paid positions (Zilincan, 2015). At this point, the search terms include company name, hardboard, cardboard, protective paper, multi-laminated board, and recyclable heavy industrial protector. Third party refers to content published by third parties about the benchmarked companies. The search has been carried out using the company name in a Google search and taking into account the search results that appear on the first page of the search engine results. A high number of search results can mean that a company's website is well optimized for search engines and that people are interested in its content (Zilincan, 2015).

The search engine used is Google's search engine tool, as it is the most used search engine in the world. Google's search engine is used by as much as 80% of the population using search engines (Forsey, 2022). Google recognizes that searches are made in a certain country, so the search engine results are also geared to appeal to people living in the country (Zilincan, 2015). In this case, the words entered into the search engine are executed from Finland.

The first thing to google is Pa-Hu. According to the search engine, 362 000 000 results were found. The number of search results can affect the search engine optimization

(SEO) of a website (McDonald, 2021). In particular, a higher number of search results for a particular keyword can mean more competition and potentially less traffic for a website trying to rank for that term. However, the actual impact on search engine optimization may also vary depending on other factors. (McDonald, 2021.) Pa-Hu's website comes second in the search immediately after a paid advertising site. The paid spot is an ad on droppe.com, which is related to the marketing of workwear and is a reseller of packaging material. The next four search results are customer data pages about Pa-Hu, which provides basic information about Pa-Hu, including turnover and profits, the year it was founded and the number of employees. Pa-Hu's Facebook page can also be found on the first page of the search engine results. The search engine found the correct Pa-Hu website and Facebook page. There were no third-party results on the first search engine results page that would add value to Pa-Hu.

When entering Boxon's name into a search engine, the search engine returns 665 000 results. Boxon has a paid advertising space, which is the first to be found. A paid search result is an advertisement that appears on search engine results pages and is labelled as an advertisement or sponsored (Ledford, 2015). Paid search results matter because they allow businesses to have higher visibility in search results and thus drive more traffic to their website, which can increase brand awareness (McDonald, 2021). The second result is similar to the advertising result on Boxon's website. The websites that come up in the search results have .fi endings, so when searching, it is noticed that the Finnish language results come up first. In the case of Pa-Hu, the search engine results were in Finnish. On the first results page, there are also a few customer data pages where the key figures for Boxon from different years can be found. At the bottom of the first page of search engine results, there is also a link to Boxon's international website. The search results also included toolpack.net, a site that resells tool kits for Boxon trailers, but this site has nothing to do with the Boxon packaging company.

Googling the company name Lamiflex brings up around 50 000 results. The paid advertising space has Lamiflex's own website. The search results also include retailers (pistesarjat.fi and lappuautomaatio.fi) who sell Lamiflex's products. The company's Facebook page also appears on the first page of the search engine. Lamiflex Couplings' website also came up in the search results. The company mentioned above is different from the Lamiflex packaging company.

None of the companies benchmarked came to the first page of search engine results from third parties using the commercial aspect of the company. The search results are broadly weighted towards the companies' homepages and Facebook channels. Customer information pages also rose to the top of the search results.

Each of the benchmarked companies was easy to find using a search engine by entering the company name in the search box. A consumer who is aware of the companies in question can easily navigate to the company's website via the search engine, as search engine optimization has been done carefully and the names of each company are quite unique and are not found in a dictionary, so the search results are more targeted (McDonald, 2021; Ledford, 2015). In the case of a potential customer who is not familiar with the companies, but has knowledge of the product, he or she would enter the product and perhaps also the product's characteristics into the search engine. The idea is to see whether, for a given set of keywords, the companies being benchmarked appear at the top of the search results in Google's search engine. The search terms used are coil protector, coil protection, hardboard, and cardboard. Not all these search terms are directly related to coil protectors, but customers may also find coil protection materials by googling basic terms that refer to corrugated board or, for example, a benchmarked company's product and their products.

The keywords are quite common, so the search engine results are broad and not all the content that comes out of the search engine is therefore relevant. However, the search

engine did come up with a fairly accurate list of similar products to the ones intended to be found. In the search engine, the target country is Finland, although the search terms are in English. In most cases, the top positions in search results are taken by large companies that have carried out thorough search engine optimization (Ledford, 2015). By googling coil protector, relevant links came to the top of the search results. At the top is the website of corporate a giant company, Amazon, with a link redirecting to coil protectors, as Amazon is one of the largest online retailers in the world and has its own search engine (Wilson & Lal, 2014). However, the search revealed that the top search results were dominated by end-protectors for coils. None of the benchmarked companies made it to the top of the search. Similar search results were also found for the search term coil protector, with neither Pa-Hu, Boxon nor Lamiflex reaching the top of the search results. However, the search term Coil protector produced more similar results than Kraft Armor, i.e., coil protectors that protect the rounded side of the coil. In the search terms referring to coil protectors, no search results were found for ecological coil protectors, i.e., recyclable coil protectors. The search experiment provided further confirmation that Kraft Armor's green values give it an edge when it is important for the target company to consider protection over environmental considerations.

The search terms hardboard and cardboard bring up different results in the search results. For hardboard, Wikipedia came first, followed by Amazon and other companies selling the product. One Finnish group, Metsä Group, also made it to the top of the search results. For cardboard, Wikipedia and Google's corrugated VR glasses came out on top. Also, Amazon and Pa-Hu were the top search results. Pa-Hu's link about cardboard, leads to Pa-Hu's innovation Elastic Cardboard, which is designed to protect packaging, but this cardboard flexes like plastic. A company's product can rank first in search engines for a variety of reasons, including strong SEO practices, high-quality and relevant content, positive user reviews, and high sales and engagement metrics (Jansen & Mullen, 2008). Search engines tend to provide users with the most relevant and

useful results, so businesses that consistently provide valuable content and satisfy user intent are likely to rank higher in search results (Sullivan, 2008). In addition, factors such as the use of relevant keywords, backlinks from reputable websites, and the presence of social media can also contribute to higher search rankings (Ledford, 2015; Sullivan, 2008).

If the product or product family names of the benchmarked companies are used as search terms, relevant search results will rise to the top and links will be redirected to the product in interest. When product names are unique, it means that irrelevant links will not appear at the top of the search results (McDonald, 2021; Ledford, 2015). The Kraft Armor search brought Pa-Hu's Kraft Armor products to the top, as well as Kraft Armor's own website.

Search engine optimization improves and increases the amount and quality of organic traffic to a website by improving the search engine visibility of the site. SEO is the process of getting a website to rank as high as possible in search results for keywords and search phrases that describe a product or service. The search engine visibility of a website is influenced by various factors, such as the technical implementation of the site, the content of the site and the external elements of the site. Search engine optimization is a worthwhile investment as organic traffic is free, making it the most cost-effective way to drive traffic to a targeted website. Moreover, most of the measures taken in search engine optimization also have a positive impact on the usability of the website. (Ledford, 2015.)

4.8. Chapter summary

The method used, benchmarking, served as a means of obtaining information from company websites and social media channels. The chapter also discussed analyzed the data obtained from the research methodology. The results of the data collected are

discussed in the next section 5. Discussion. The next section also discusses the outcomes of the methodology used.

The benchmarking revealed issues that Pa-Hu would benefit from considering. Pa-Hu's website is easy to navigate but lacks an English version of the website, which makes it less businesslike than competitors' websites in the international perspective. English is considered the lingua franca of business, and many potential customers or partners in other countries may want or require information in English (Nickerson, 2015). Without an English version, a company may appear less interested in dealing with international customers (Sadowska & Pons-Sanz, 2015). This can ultimately lead to the company losing potential business or partnerships to competitors with more comprehensive websites that serve a global audience (Sadowska & Pons-Sanz, 2015). A suggestion would be that Pa-Hu should market the Kraft Armor product family on its website to increase its visibility. Marketing a product as the company's own while making the manufacturer visible to customers can help build trust with the customers and enhance the perceived quality of the product (Bergkvist & Zhou, 2016). Social media channels for Kraft Armor should be created, prioritizing LinkedIn for business orientation and Facebook for discoverability. Advertising on social media would increase the visibility and brand image of the product family. Using different social media channels can help to reach consumers outside of Finland. Pa-Hu's recognition in Finland can help to commercialize the product abroad. By using social media channels, the discoverability of the product family would increase. Search engine optimization is important from a commercial perspective, as top-ranked companies gain more visibility and therefore more customers (Chaffey & Ellis-Chadwick, 2019). This gives a competitive advantage to companies that rank high in search results (Chaffey & Ellis-Chadwick, 2019).

5. Discussion

This chapter discusses the results of the research methodology used in the thesis. The data collected and analyzed in the previous chapter are compared with the theories discussed in the theoretical section. The comparison culminates in results that can potentially be used for Pa-Hu's marketing strategy or for further research in the future, but the main idea behind the results is to answer the research questions posed in the thesis.

- How social media is used in B2B markets for marketing sustainable products?
- How do international B2B companies use social media and industry-specific websites to market their sustainable products in international markets?
- How can B2B companies ensure that their social media marketing messages are relevant and informative, while being attractive and engaging to the target audience?

The results are an interaction of theory and methodology. The theoretical framework focuses on the concepts of social media marketing and related concepts of marketing, and the items studied in the methodological part are based on the theoretical framework. The results of the research and theory in the methodological part of the thesis are mutually derived from each other. The outcome themes are divided according to the breakdown of the research methodology. The discussion section will separately discuss the company's website and social media channels, as well as possible ideas for further development.

The discussion section analyses the data obtained from the research methodology used. The previous chapter provided the data base for Pa-Hu and the competing companies, and this chapter analyses the data obtained and later discusses what further action, if needed, needs to be implemented. Section 5.1. answers each research question. Section 5.1. is divided into three headed sections. The first section answers

the first research question based on the theoretical framework. The second and third questions are answered on the basis of the research findings. Section 5.2. highlights the discussion of Kraft Armor itself and the findings that would support the process of commercializing the product abroad.

5.1. Insights and findings from research results

B2B companies using social media for product marketing

When B2B companies decide to market their products through social media channels, there are several factors that should be considered for successful product marketing, such as possible product features that can be highlighted in marketing to differentiate from competitors. B2B companies are increasingly using social media to market their sustainable products in international markets (Rodrigues, Takahashi & Prado, 2021). Social media channels such as LinkedIn, Facebook and Instagram are often used as a marketing tool for customers and to increase brand and product awareness (Luo, Andrews & Fang, 2014). One key advantage of using social media for B2B marketing of sustainable products is the opportunity to reach a wider audience. Social media platforms have numerous users worldwide, and this provides companies with the opportunity to reach potential customers across the globe. (Rodrigues, Takahashi & Prado, 2021.) Considering the process of commercializing a product abroad, it is important that the company spreads its product publications to the right target group. By taking advantage of the targeting capabilities of social media platforms, such as keywords, companies can ensure that their marketing messages are delivered to the right audience. (McKinsey & Company, 2014.)

When comparing the social media behavior of B2B companies, it is important to look at the effectiveness of different social media channels in reaching the audience. Different social media platforms have their own strengths that companies can leverage to

achieve their marketing objectives. However, it is important for companies to consider the specific characteristics of each social media channel and tailor their approach accordingly. (Kaplan & Haenlein, 2010.) For example, LinkedIn is better suited for professional networking and business-related content, while Facebook and Instagram focus more on leisure and visual content (Simerpreet, 2017). In terms of content, it is important for B2B companies to publish high-quality content that is relevant to their industry and activities. Using prompts and interactivity in posts can increase audience engagement with the post. Posts that invite readers to explore the topic in more detail on the company's website can effectively encourage readers to take further action. (Alalwan, Rana, Dwivedi & Algharabat, 2017.) If a link is added to the post that directs the user to the right place, the post will entice the user to click on the link. Interactive content that encourages the consumer to do something about the post, such as sharing or commenting on the post, increases the visibility of the post publisher. (Li et al, 2017.) The frequency of posts published on social media channels can also affect the level of audience engagement (Wang, Yu & Wei, 2017). Companies that post more frequently on social media channels tend to receive more likes and other interaction signals than companies that post less frequently (Wang, Yu & Wei, 2017). However, the quality of content and the relationship with the target audience also play a role in the success of social media marketing efforts.

However, the specific strengths and weaknesses of different social media platforms may vary depending on the nature of the company and its target audience. B2B companies are advised to consider using multiple social media channels to reach their target audience (Luo, Andrews & Fang, 2014). Each social media channel has different target audiences and Facebook is the most popular of these social media channels.

When considering marketing communication from an international perspective, it should be noted that language can be a barrier for international users. Therefore, providing English-language content on social media can make it easier for international

users to understand and follow a website. (Alalwan, Rana, Dwivedi & Algharabat, 2017.) In addition to language, color has a significant impact on customer perceptions and decision-making in marketing, including in B2B markets and especially on social media channels. Companies can leverage the different emotions and connotations of different colors to create the desired brand image. The use of consistent and coherent colors in marketing communication and brand visual identity helps to create a recognizable and coherent brand image, which can be important when attempting to commercialize a product abroad through social media. (Jain & Bagdare, 2017; Labrecque & Milne, 2012.)

It is also essential to consider search engine optimization as it has a significant impact on social media marketing when the goal is to commercialize a B2B company's product abroad. When using social media to market abroad, a B2B company should also consider the impact of search engines on its marketing strategy. (Slater & Narver, 2000.) For example, if a company's LinkedIn profile does not mention a specific keyword, such as "sustainable packaging", the company's profile will not appear when a potential customer searches for products using this keyword. This can reduce the company's visibility among potential customers and reduce the chance of selling the product. Search engine optimization also affects the visibility of a company's website. (Al-Mukhtar, Hamad & Kareem, 2021.) If a company's website has quick links to the company's social media platforms, a person visiting the website is likely to go on to explore the company's social media channels to get a broader picture of the company (Nielsen, 2015). Investing in social media textually as well as visually is important because well-maintained publications and company social media pages create a more trustworthy image of the company for potential customers. User interest can be maintained by publishing visually appealing and interactive posts. It is essential for B2B companies to consider that links and keywords in their posts can facilitate and encourage customers to learn more about the product or to buy it. (Tuch et al, 2012.)

By considering the strengths of each platform, publishing content regularly and making posts interactive, B2B companies can improve engagement with their target audience and increase brand awareness (Luo, Andrews & Fang, 2014). To increase brand and product awareness and drive sales of a B2B company's sustainable products, in addition to posting on social media, it is important to consider how and what kind of content is posted there, and by being aware of the benefits of search engine optimization, helps to increase the visibility of product marketing.

Using a B2B company's online platform to help commercialize a product abroad

The theoretical part broadly supports the research findings. The findings of the benchmarking showed that there are several factors to be considered when a B2B company intends to market its products through online platforms. Each of the companies examined has its strengths, and it can be concluded that by combining and applying the marketing techniques of each company, a richer picture of product marketing can be obtained. In terms of marketing on social media channels, it highlighted that using engaging content is essential to engage the target audience. In publications, effective tools can include links to the B2B company's product page or character tags that can be used as search tools. The benchmarking also explored color composition as a thematic area, with each company actively using their own distinctive colors to emphasize their brand identity. The results showed the importance of using English when posting on social media channels from an international perspective. Search engine optimization, on the other hand, is an effective way to increase the discoverability of a company or its products, and SEO is essential if a company wants to increase its visibility.

Pa-Hu's website is comprehensive and clear, making it easy for consumers to navigate and find what they want with just a few clicks. However, competitors have search boxes on their websites, which makes it easier and faster to navigate their websites.

According to Chamberlain (2022), search boxes on the company's website make navigation easier and faster. If a search box is available, it would be worthwhile to add keywords to the products on the website to make it easier to find the right product or subject (Forsey, 2022). Pa-Hu's website is well-maintained, and the products are fairly easy to find. However, on Pa-Hu's site, the user has to click through boxes and follow the correct path to find the product. On the site, however, the products are logically categorized. If the consumer has more specific needs, they are encouraged to contact the company for further assistance. The competing companies have also categorized their products under appropriate headings. On the website of Pa-Hu, the categorization of the different products has worked with the help of subheadings, for example, if a visitor on the website wants to find standard corrugated boxes, the visitor has to know if it is a double corrugated box or a more traditional corrugated box that is desired. The user can click on the double corrugated header to see only double corrugated boxes, in which case there are no extra products in the box list, making it easier to compare and find the right product. The strength of the site is therefore the logical product category within the website, which makes it easy to navigate between products and different sections. On the other hand, Pa-Hu should consider introducing a search tool on its website, if only to enable visitors to quickly find information about Kraft Armor. Easily findable information and a transparent appearance will create a more reliable image of the company and make it easier to approach (Forsey, 2022).

When it comes to commercializing a product abroad, there are several factors to consider facilitating the process, such as social media visibility, search engine optimization, website layout and the layout of all published content. Each of these listed above are essential in the product commercialization process, as the results of the study showed that a strong presence and mastering of digital platforms is essential for successful internationalization. Social media offers an effective way to share product information, build a brand and interact with potential customers around the world.

Benchmarking revealed that one shortcoming of Boxon's website was that while browsing the company's website, it was noticed that there is a lot of information about the products, but when the user is interested in a particular product, the website does not redirect to the product, but leaves a blank space. If the website has flaws, such as it does not work logically, it can leave the consumer dissatisfied because not getting what was expected (Szwed, 2022). The consumer must then find out for themselves by calling the company's telephone number or sending a written message asking if the product is available. Grievances on a website can be cumbersome for both the customer and the company, as the mere fact that the information was not immediately available prolongs the process (Forsey, 2022). On the other hand, Boxon encourages consumers with a low threshold to submit a contact request. A well-maintained website ensures that it functions optimally and provides users with a pleasant experience.

In terms of the social media channels and content published by the companies compared, the content ended up being surprisingly similar, especially on LinkedIn. This phenomenon may be due to the fact that each of the companies is a packaging company and focuses mainly on B2B sales only. When comparing social media marketing of companies in the same industry, the marketing themes may appear similar in terms of content (Armstrong, Kotler & Parment, 2020). Companies place different emphasis on competitive marketing tools according to the expectations of their target customer group (Armstrong, Kotler & Parment, 2020). Competition in the market is fierce, and it is therefore critical for a company to emphasize the uniqueness of its product. Each company is most active on their LinkedIn pages and publishes the most content on that platform. The companies' LinkedIn postings, like their postings on other social media channels, were weighted towards the company's activities. Boxon's and Lamiflex' posts have more content about their products, while Pa-Hu posts more about company news and achievements. By sharing company news, the person

following the site will have a more trustworthy impression of the company when the company talks about its activities (Meng & Berger, 2018). Boxon and Lamiflex also talked about their news, but these competing companies put more emphasis on their products in their publications. In Pa-Hu's publications, the product reports or presentations were related to Kraft Armor. If the product is more advertised or shared on different social media channels, people's awareness of the product increases (Limbu, 2018). Advertising and sharing products on social media can increase people's awareness of the product and influence their perceptions and purchase intentions (Limbu, 2018).

Targeting B2B marketing content to the right audience

When the commercialization process abroad takes into account not only the companies' websites and social media channels, but also search engine optimization and the composition of the companies' websites and social media publications, the process becomes more comprehensive, as all of the above together support the commercialization process. From an international perspective, it is also important to ensure that information about the company is also available in English and that the company takes the international audience into account in its publications if it intends to target the market abroad. The importance of maintaining the digital platforms used by a company cannot be underestimated. Well-maintained digital platforms, such as the website and the social media channels used by the company, provide a better user experience for the visitor, and build trust in the company's brand. This is particularly important in answering the normative question of the relevance, informativeness, attractiveness and engagement of social media marketing messages with the intended audience.

When discussing social media marketing for B2B companies, relevance and informativeness are key factors. It is of paramount importance that a company's

marketing messages provide real value to its target audience and meet their needs. The research findings show that the reliability and trustworthiness of content is key to the content published on social media channels and websites. Spelling errors should be minimized, and text should be consistent and easy to understand. The visual appearance should also be attractive and appealing to the user. One way to ensure that marketing messages are relevant and informative is to consider the language and culture of the target audience (Paliwoda & Slater, 2013). If a B2B company is trying to reach an international audience, it is important to provide information in English and to consider the international market in publications. This can mean providing language versions on the website and social media channels and taking culturally sensitive aspects into account in the content. This will increase the international attractiveness of the company and improve the engagement of the target audience. Lamiflex and Boxon have published social media content mainly in English. Both benchmarked competitor companies also have English versions of their websites, which gives competitors a better competitive advantage. It is therefore proposed that Pa-Hu should also translate its website into English. Social media channels may not necessarily need to be translated into English if Pa-Hu intends to target its other products exclusively at the Finnish market. However, Pa-Hu should prepare a plan for Kraft Armor that takes linguistic issues into account to make the product range more attractive on the international market. It is therefore proposed to consider that an English version of the online platforms would be useful for Kraft Armor's commercialization process abroad.

The results showed the importance of search engine optimization, as other companies came out on top on the search results when using certain defined keywords, which is out of the visibility of the other companies. Search engine marketing aims to increase the visibility of an organization in search engine results, such as Google. To improve this visibility, an organization has two different options, therefore, it can either buy keyword advertising or improve its search engine rankings. The organization can improve its online visibility by either purchasing keyword advertising or optimizing its

search result ranking through search engine optimization. (Forsey, 2022.) The purpose of search engine marketing is to be visible to potential customers when they search for products or services in the organization's industry. Therefore, precise targeting is important in search engine marketing (Forsey, 2022). Easy product findability is essential in a product's commercialization process. By using the right keywords, an interested person is much more likely to find the right company that can help them with their needs (Forsey, 2022).

In addition to search engine optimization, the substance of the company's content is important, as the company needs to be trustworthy for the visitor to have confidence in the company. For companies' social media channels and homepages, language correctness, color composition, logicity of the pages (e.g., whether the pages are published in multiple languages or if the texts/content is coherent) have been considered. The grammar and the naturalness of the written text and, from a visual point of view, the image and color composition create a certain kind of experience for the user, i.e., if the text content and visuals are appealing to the user, they will have a more credible impression of the company. (Raza & Qureshi, 2017.) Pa-Hu, as Boxon and Lamiflex, has used their own logo colors as visual effects on their websites and social media channels. By using certain colors repeatedly, recognition of the company is increased (Labrecque & Milne, 2012). Identifiability based on colors, products, or logo, contributes to the brand image of the company (Labrecque & Milne, 2012). The results showed that Pa-Hu and its competitors emphasize themselves by professionally investing both in the quality of the content published and by using certain visual effects through the color chart and products. The results highlighted the fact that interactive content engages the reader more by making the reader feel involved. The competing companies benchmarked in the thesis advertise their products openly on their websites. Boxon's VCI products can be found on their website with a few clicks and Lamiflex's range of winding protectors can be found openly on their website. On Pa-Hu's website, Kraft Armor was quite challenging to find, and no further information was

provided. To increase awareness of a product, the product should be displayed as much as possible, but unobtrusively, to create the most credible image of the product in the minds of potential customers (Li & Chen, 2018). According to the research findings, it would be important that information on a given product could be easily found online to make it possible to commercialize the product abroad. Facebook, LinkedIn, and Instagram can reach a wider audience, and well-executed search engine optimization helps to increase the discoverability of the product, so companies should consider this as a whole.

5.2. Kraft Armor more strongly highlighted

The previous discussion section discussed the results of the study in more general terms and answered the research questions. This discussion section will rather look from Kraft Armor's perspective at what would be worthwhile to do to promote the product on social media channels from a commercialization perspective abroad.

Kraft Armor is a unique product and a pioneer in its category, if only because it is created from renewable materials. The product is versatile in its use and has the potential for further processing to meet the needs of the customer company (Suominen, 2023). The current challenge is to export Kraft Armor to international markets. The existence of Kraft Armor website facilitates the commercializing process. However, it should be noted that promoting the product on social media channels is convenient and more or less free of charge (Paliwoda & Xie, 2015). If Pa-Hu does not want to highlight Kraft Armor only on Pa-Hu's social media channels, creating dedicated social media channels for Kraft Armor could be worthwhile. Creating social media channels for a company's specific product can be profitable in terms of reaching and engaging target audiences, increasing brand awareness and driving sales (Kim & Ko, 2012). The Kraft Armor product family is a large part of Pa-Hu as well as employing hard-working Pa-Hu's own factory machinery (Suominen, 2023). Since Kraft Armor is

such a large part of Pa-Hu, it would be worthwhile to invest in marketing for Kraft Armor on an international level in social media channels.

When making decisions such as purchasing or participation, people follow a range of social media (Isohookana, 2011). For this reason, marketers should expand their social media strategy across multiple media. The marketer needs to understand both the practices within social media and the interrelationships and connections between them (Evans 2010). From an international perspective, it would be profitable and, productive for a brand to have its own social media channels (Paliwoda & Xie, 2015). Based on the research results, creating LinkedIn, Facebook and Instagram pages for the Kraft Armor product line would be worthwhile. If maintaining all of these social media channels is excessively resource-intensive, LinkedIn is the social media channel to prioritize for work orientation and Facebook is the social media channel to prioritize for discoverability.

Kraft Armor's visibility on Pa-Hu's website is weak, but information about the product family can be found through Pa-Hu's social media channels. Once a comprehensive base for Kraft Armor is established and equally accessible to everyone through the website and social media channels, marketing the product family will be easier. Often, when a product is promoted, and the product seems interesting, an interested person will go to a search engine to find out more about the product (Schubert, 2016). If information cannot be found transparently or easily about the product, a person's confidence in the product may take a hit, causing them to act more cautiously (Stephen, 2016).

Another suggestion for advertising Kraft Armor is that, once Kraft Armor's web-based pages are active, Pa-Hu would advertise the product family for a certain period on its social media channels. In this way, Kraft Armor would already be in the awareness of those who follow Pa-Hu's media. People who follow Pa-Hu on social media are likely to

be interested in the packaging sector. Pa-Hu already has a customer base, therefore bringing Kraft Armor to the attention of existing customers will increase the popularity and brand image of the product. Pa-Hu's market is mostly concentrated in Finland, therefore marketing Kraft Armor on Pa-Hu's social media channels would also attract the attention of Finnish speaking people. The main objective is to introduce the Kraft Armor product family to international markets. But when advertising the product family in the domestic market, even though the publications are in English, followers who understand Finnish can, in the best case, also tell their international trade partners about the product family. In the best scenario, Finnish viewers of a publication may spread the word about a company's social media publications to their international network. If a person likes a specific published advertisement or the product marketed, there is a higher chance that he or she wants to share it with others (Kim & Ko, 2012; Nielsen, 2015). Research published by Nielsen (2015) found that more than 80% of consumers around the world trust recommendations and reviews online and that recommendations influence purchasing decisions.

However, the main purpose is to answer the question of how to get the product family outside Finland's borders with the help of social media marketing. The websites and social media channels of Boxon and Lamiflex, both competitors, are largely accessible to an international audience. However, on the competitor's websites, the companies do not promote a particular product above others, which is what Pa-Hu would intend to do with Kraft Armor in terms of its commercialization strategy. Marketing Kraft Armor would be worthwhile to start promoting its uniqueness first, which are its green values. There is also proven data on Kraft Armor that it is more pleasant to handle than other sled guards made with plastic derivatives (Civitta, 2022). By citing the researched facts and justifying why to choose Kraft Armor, a credible image of the product family is created. If there is scientific research evidence of the product's characteristics and benefits, it is worth using this evidence in marketing. If a product has innovative or

unique features, these should be highlighted to attract customers for the differentiation (Aaker & Joachimsthaler, 2000).

5.3. Chapter summary

This chapter discussed the results of the research methodology used in the thesis and what measures Pa-Hu could benefit from in the light of the results. The chapter also considered the theoretical section on which the thesis and the research methodology used are based. The chapter discussed the issues that should be considered in the commercialization process.

The results showed the importance of each social media channel as a platform when a B2B company intends to use them for marketing. On social media channels, it is essential to share content that is relevant to the business, to keep posts contextual and engaging, to monitor the brand image of the company, including through color composition, to make it more memorable. Interactive posts are also essential to consider, as they are more likely to capture the user's attention. It is also relevant to look beyond social media channels to the website and to consider search engine optimization to increase visibility. The visual appeal of a website makes it more attractive to the visitor. The results showed that well-executed SEO facilitates a company more visibility and makes it or its products easier to find. Paid advertising space can also be appropriate if a company does not want to come second in search results, even if it is searched for. The website should be clear and user-friendly, so that visitors can find what they are looking for as easily as possible.

The next chapter, 6. Conclusion, discusses the results of the thesis and provides a summary of the thesis. The section also discusses the progress of the thesis and further action, if they will be implemented.

6. Conclusion

The purpose of the thesis was to study how a product can be commercialized abroad through social media channels. In this case the product to be commercialized is Kraft Armor. The aim was to answer the question of how Kraft Armor could be exported beyond Finland's borders with the help of social media marketing. The thesis presented the topic and the problem to be solved. This thesis also discussed the theory of the concepts of social media marketing. The theoretical discussion was followed by the empirical part where the topic was studied using the chosen research method, benchmarking. Following the empirical phase, the findings of the research methodology were deliberated. The results revealed the issues that Pa-Hu should consider when commercializing abroad its multi-laminated solid board product family. An interesting point that was noticed from the B2B companies' social media posts or websites was that each of the B2B companies emphasized the importance of green values. Green values and environmental issues have been very much in the spotlight recently. This is also reflected in the activities of the benchmarked companies. Fortunately, Kraft Armor's ecological credentials are a strength for Pa-Hu.

6.1. Outcomes

The primary objective of the research conducted in the thesis was to research the process of commercializing the Kraft Armor product line with the help of social media. Kraft Armor benefited from the fact that it is made from renewable materials, i.e., multi-laminated solid board. Competitors' coil protectors were not made from renewable materials, although the competing companies were also trying to promote green values. The research methodology applied in the study involved benchmarking and analyzing strategies implemented by competitor companies, to derive insights that can inform the commercialization process abroad of a company's product line. The study provides a comprehensive overview of the different factors involved in the

commercialization process and offers valuable insights that can be used by Pa-Hu as it embarks on its international expansion journey.

The study is significant as it offers an empirical basis for a B2B company's efforts to expand its operations internationally. In a globalized world, it is increasingly important for companies to establish a global presence in order to stay competitive (Jabbarzadeh, Fahimnia & Sheu, 2017). The study provides valuable insights that can help Pa-Hu to develop effective strategies that are tailored to the unique needs and challenges of international markets.

In addition, the research also highlights the importance of social media marketing in the commercialization process. With the increasing prevalence of social media, B2B companies must leverage social media platforms to promote their products and build their brand on a global level (Ferine, Gadzali, Ausat, Marleni & Sari, 2023). The study shows how social media can be used to effectively market and brand a B2B company's products and offers valuable insights that can help B2B companies to develop successful social media marketing campaigns.

Overall, the findings of this thesis have important implications for B2B companies seeking to expand their operations internationally. By providing valuable insights into the process of commercialization abroad and highlighting the importance of social media marketing, this study contributes to the growing body of knowledge on international business strategy and marketing.

6.2. Practical implications for commercializing a product abroad

In the context of the commercialization of a product abroad, the study provided valuable insights and information that can help companies to achieve their goals and objectives. One of the benefits of conducting such research is that it can help the

company identify opportunities for growth and expansion in new markets. For example, by comparing competing companies and analyzing different commercialization strategies, a company can gain a better understanding of the opportunities and challenges in different markets and the potential demand for its products in markets focused on heavy industry. The information gained from this research can then be used to develop effective marketing strategies and establish a successful international presence.

In addition, the resulting research can help a company to better understand its international customers and their needs and preferences, at least through a behavioral model that can be tracked on social media. By analyzing the social media behavior and market trends of competitor companies, a company can identify opportunities to tailor its marketing efforts to better meet the needs and expectations of its target audience. Identifying opportunities can lead to increased customer satisfaction, loyalty, and sales (Kim & Ko, 2012).

The criticality and benefits of the research conducted in the thesis are significant, as it can provide a competitive advantage for the company in the international market. The knowledge gained from the research can inform the company's decision-making processes and contribute to its success in achieving its goals. Through careful planning and implementation of commercialization strategies, the company can effectively compete with other players in the market and expand its customer base. Overall, the research conducted in the thesis provides valuable insights and information that can help a B2B company achieve its goal of commercializing its specified product abroad and succeed in a competitive market.

6.3. Limitations

The research conducted in the thesis also has limitations. Firstly, the study focused only on the commercialization of the Kraft Armor product line abroad, which means that the research findings may not be applicable to other products or industries. However, the research was conducted for Pa-Hu, and the purpose of the study was to obtain information on how to profitably commercialize this product family.

Secondly, the research was conducted during a limited period of time, which may not provide a complete picture of the markets and their trends (Eskola & Suoranta, 2022). Competitor companies or Pa-Hu itself may in a certain period alter their business operations, and changes within the company could impact various aspects, such as marketing strategies or product offerings. Additionally, the study focused only on a limited number of competitors, which may not necessarily represent all of the competitive threats that the company faces. However, the thesis attempted to select two suitable companies that could be benchmarked. These companies are well-known among heavy industry companies (Suominen, 2023).

The research conducted in this study, although informative and insightful, was limited in terms of the extent to which it delved into cultural differences and regulatory constraints that may have an impact on the commercialization process of the company. While the study briefly touched on the topic of cultural differences, it did not provide an in-depth analysis of the potential impact of such differences on the commercialization strategies of the company. Moreover, regulatory constraints that vary from country to country and may affect the company's ability to enter new markets were not thoroughly explored. It is important to note that while these limitations may exist, they do not necessarily undermine the validity and relevance of the study's findings, but rather highlight the need for further research and analysis in these areas to gain a more comprehensive understanding of the complexities involved in the commercialization of the company. Cultural differences were only briefly

discussed, but in social media marketing in the heavy industry sector, it was noted that cultural differences in marketing channels are not significant, and the social media platforms used are the same as those used in Finland.

It is important to note that these limitations do not invalidate the research results and perspectives, but rather highlight areas where further research and analysis may be needed to fully understand the market and develop effective commercialization strategies. Overall, the thesis provided answers to the research questions, and based on the results obtained, further progress is possible.

6.4. Future research

The topic of the thesis, which dealt with the commercialization of a product, is a current and important topic in the globalized economy of today. Pa-Hu finds it necessary to take the Kraft Armor product line beyond Finland's borders. This research will allow to gain in-depth knowledge on how to promote the product in social media and sell it in international markets, as well as on which aspects to approach foreign countries. Such knowledge is valuable for a company seeking to expand its business internationally and needs information on how to adapt its product to different cultures and markets. However, Pa-Hu's target countries do not differ greatly in terms of culture when looking at the topic through social media channels in marketing.

It is possible that more research is needed in this area, especially as commercialization abroad is an ongoing process and companies are constantly looking for new ways to expand their business into international markets. However, the thesis was able to explore the defined topic and answer the research questions. The research conducted provided important information regarding Kraft Armor's commercialization process. Some possible topics for further research could be a more in-depth study of specific markets, a comparison of different commercialization strategies or an investigation of

the impact of different business cultures on the commercialization process abroad. However, the need for further research will depend on Pa-Hu's future plans to commercialize the products abroad or on the company itself.

The thesis has helped to develop an understanding of the challenges and opportunities of product commercialization abroad, and its results may help the company to design and implement more effective commercialization strategies. The thesis was therefore relevant and provided useful insights into the research topic.

The thesis deals with a topical and important subject, which is particularly relevant in the global business environment. Commercialization abroad remains one of the most important ways to grow a business and reach new markets (Sanchez, 1995), and the research helped to deepen the understanding of this process. In addition, the study provides valuable insights into how companies can put the commercialization process into practice by using digital platforms. Such knowledge can help a company to develop better strategies and approaches to commercialization abroad, which can contribute to its success in the global market. Finally, the study was also relevant because it was based on a comprehensive literature review and empirical data. Such an approach helps to strengthen the reliability and validity of the study, making it a credible and useful source for future research.

7. Summary in Swedish – Svensk sammanfattning

Kommersialisering av ett företags produkt på internationella marknader genom sociala medier:

En fallstudie av produktfamiljen Kraft Armor

Inledning

I dagens digitalt orienterade samhälle har B2B-marknadsföring i sociala medier blivit avgörande för att företag ska kunna få kontakt med andra företag, etablera en stark närvaro på nätet och marknadsföra sina produkter på ett sätt som är förenligt med moderna värderingar som hållbarhet (Rodrigues, Takahashi & Prado, 2021). Den här avhandlingen fokuserar på kommersialiseringen utomlands av Kraft Armor, en flerskiktad kartongprodukt som är utformad för att skydda spolar inom metallindustrin. Målet är att öka försäljningsvolymen till målländerna genom att identifiera deras intressen och fastställa de bästa exportstrategierna. Målet är att positionera Kraft Armor som ett mer ekologiskt alternativ till plast- och metallskydd, vilket ökar produktmedvetenheten och gör produkten mer allmänt tillgänglig. Avhandlingens fokus ligger främst på kommersialiseringprocessen utomlands, med tonvikt på utnyttjande av sociala mediekanaler.

Syfte och forskningsfrågor

Pa-Hu är ett familjeföretag inom förpackningsindustrin med över 80 års erfarenhet. Pa-Hu har 70 anställda i Veikkola, Kyrkslätt och hade en omsättning på 16,6 miljoner euro år 2021. Produktsortimentet omfattar standardiserade och skräddarsydda förpackningslösningar, tjänster som förpackningsdesign, material- och tryckrådgivning samt logistik. Pa-Hus syfte är att kommersialisera sin produkt kallad Kraft Armor. Produkten ersätter plast, hårdpapp och stål, samt ger mervärde i form av hållbar utveckling. Kraft Armor riktar sig till metallindustrin och är bland annat avsedd att

skydda stora spolar. Pa-Hus lösning är mer kostnadseffektiv, miljövänlig och återvinningsbar. Företagets tillväxt tillskrivs utvecklingen av Kraft Armor, som är helt tillverkad av återvinningsbara material och finns både som standardprodukt och skräddarsydd produkt. (Raikamo, 2023; Suominen, 2023.)

Syftet med avhandlingen är att utreda lanseringen av Kraft Armor utomlands, närmare bestämt i Sverige, Norditalien och Benelux-länderna. Frågan är hur man ska gå vidare med kommersialiseringsprojektet av produkten med betoning på sociala medier. Med utgångspunkt i syftet finns det tre forskningsfrågor som denna avhandling syftar till att svara på:

Q1 Hur används sociala medier på B2B-marknader för att marknadsföra hållbara produkter?

Q2 Hur använder internationella B2B-företag sociala medier och branschspecifika webbplatser för att marknadsföra sina hållbara produkter på internationella marknader?

Q3 Hur kan B2B-företag se till att deras marknadsföringsmeddelanden i sociala medier är relevanta och informativa, samtidigt som de är attraktiva och engagerande för målgruppen?

Metod och resultat

Metoden som användes i avhandlingen är benchmarking. Benchmarking är både en inlärnings- och utvecklingsmetod som ger kunskap från olika miljöer och gör det möjligt att tillämpa det man lärt sig i praktiken. Benchmarking är den mest användbara och praktiska forskningsmetoden när man kommersialiserar en produkt som Kraft Armor utomlands. Den konkurrensmässiga insikten som erhålls omsätts slutligen i praktiken på ett bestämt sätt, och de mest effektiva åtgärderna väljs först. Benchmarking ger en organisation långsiktiga resultat av sin verksamhet och dess utveckling som stöd för beslutsfattandet och gör det möjligt att jämföra resultaten med andra när det gäller

kvalitet, kommersialisering utomlands, kostnader, produktivitet och resurser. Målet är att samla in data från konkurrerande företag som hjälper till att förstå varför de är framgångsrika. Benchmarking kan utföras i stor skala eller begränsas till ett specifikt område och är inte beroende av andra, vilket gör att man kan ägna så mycket tid som behövs åt studien. (Anand & Kodali, 2008; Ojasalo et al. 2014.)

Förutom Pa-Hu jämfördes i avhandlingen två konkurrerande företags webbplatser och kanaler för sociala medier. De konkurrerande företagen i fråga är Boxon och Lamiflex. Benchmarking av webbplatserna visade att de konkurrerande företagens webbplatser riktar sig till internationella användare, bland annat för att webbsidorna är skrivna på engelska. Pa-Hus webbplats finns för tillfället endast på finska.

Pa-Hus webbplats (pa-hu.fi) är en användarvänlig och visuellt tilltalande plattform som fokuserar på företagets fiberbaserade förpackningslösningar. Webbplatsen har en tydlig layout och kortfattade rubriker som ger information om Pa-Hu som företag, dess produkter, tjänster, nyheter och kontaktuppgifter. Webbplatsen är transparent och trovärdig, med en låg tröskel för att locka kunderna att kontakta Pa-Hu. Även om webbplatsen endast är på finska och saknar en engelsk översättning skulle den efter ett översättningsarbete kunna fungera på en internationell nivå tack vare sin användarvänlighet.

Boxons webbplats, som finns på åtta olika språk, har en visuell design och enkel navigering. På webbplatsen betonas de gröna värdena och det lösningsorienterade tillvägagångssättet, där man erbjuder förpackningslösningar, maskiner och utrustning, etiketter och spårbarhet samt andra tjänster. På webbplatsen finns också en nyhetssektion och en videopresentation av företaget. Boxons produktsortiment är omfattande, men användaren kan inte se själva produkten när produktfliken öppnas, vilket skapar en utmaning för konsumenten att förstå vilka produkter Boxon har att erbjuda. Företaget har utvecklat VCI-produkter som kallas BoxCor.

Lamiflex webbplats har en visuell industriell-baserad design med en gul färgpalett och spridda bilder av maskiner och förpackningar. Deras tjänster är försäljningsinriktade och inriktade på den industriella sidan, med tonvikt på att skraddarsy förpackningsmaskiner och skyddsprodukter. Webbplatsen erbjuder ett sökverktyg för enkel navigering och kontaktinformation finns tillgänglig, men kunderna måste välja ett av sju länder att kontakta. Lamiflex har ingen webbshop, men kunderna kan kontakta kundtjänsten för produktfrågor.

Pa-Hu har en aktiv närvaro på LinkedIn, Facebook och Instagram. Företaget använder LinkedIn för professionellt innehåll, Facebook för mångsidigt innehåll och Instagram för publiceringar av ögonblicksbilder. Inläggen på alla tre plattformarna betonar företagets hållbara och etiska värderingar. Pa-Hus LinkedIn har 760 följare, Facebook har 725 gillare och 778 följare, medan Instagram har 216 följare. Varje plattform har en liknande publiceringsfrekvens, med i genomsnitt ett inlägg per vecka. Språket som används är huvudsakligen finska, med en del engelska på LinkedIn och Facebook.

Boxon har LinkedIn- och Facebooksidor som är tillgängliga från webbplatsen. Boxons LinkedIn-profil är på engelska och har 3268 följare, och Facebooksidan har 426 gillare och 471 följare. Boxon publicerar inlägg på LinkedIn två gånger i veckan och på Facebook en till två gånger i veckan. Inläggen innehåller vanligtvis ett foto eller en video och visar företagets förpackningslösningar och innovationer. Textinnehållet är kort och i videorna används en variabel fotoslide-teknik. Boxons LinkedIn- och Facebook-sidor är funktionella och bidrar till att betona varumärkets minnesvärdighet. Boxons Instagram har 387 följare, och där publiceras bilder av förpackningar och jobbbannonser har lagts till på företagets Facebooksida.

Lamiflex är ett transportförpackningsföretag baserat i Nyköping, Sverige. Deras LinkedInkonto har 765 följare och innehållet är på engelska. De publicerar ett till två

inlägg per månad, och de riktar sig huvudsakligen till industriföretag. Nästan alla inlägg har delats. Facebooksidan har 99 följare och har inte uppdaterats sedan juni 2019, och tidigare inlägg har i genomsnitt haft mindre än tio gillningar. Sidans övergripande utseende är inte slipat och innehållet är inte konsekvent när det gäller språk.

Syftet med studien var att jämföra flera företags sociala medieaktiviteter och deras webbplatser och analysera deras prestationer på olika sociala mediekanalet, inklusive LinkedIn, Facebook och Instagram. Företagen fokuserade på transaktioner mellan företag (B2B). Studien visade att LinkedIn var den mest populära kanalen för vart och ett av de benchmarkingföretag som deltog i studien. Där publicerade företagen oftare inlägg och hade fler följare än på Facebook eller Instagram. LinkedIn-inläggen fick också flest reaktioner (gillningar).

Diskussion

I detta kapitel jämförs de uppgifter som samlades in i föregående kapitel med teorin för att svara på forskningsfrågorna. Forskningsresultaten och teorin härleds från varandra. Resultaten tyder på att Pa-Hus webbplats är lättnavigerad men saknar en sökruta. Konkurrenternas webbplatser har sökrutor som gör det lättare och snabbare att navigera (Chamberlain, 2022). Pa-Hus webbplats kategoriserar produkterna logiskt och är väl underhållen, vilket gör det lätt för konsumenterna att hitta vad de söker. Konkurrenterna har dock kategoriserat sina produkter under lämpliga rubriker och har mer detaljerad produktinformation. Ur Kraft Armors synvinkel skulle det löna sig för Pa-Hu att marknadsföra denna produktfamilj på sin webbplats så att den blir lättare att hitta. På konkurrenternas webbplatser finns produkter som tydligt annonseras. Företagens kanaler på sociala medier var likartade, särskilt på LinkedIn. Innehållet handlade främst om förpackningar.

Kraft Armor, en produkt baserad på återvinnbara material, är mångsidig och kan bearbetas ytterligare för att uppfylla kundernas behov. Dess internationella synlighet är

dock för närvarande svag, och på dess webbplats bör moderbolaget Pa-Hu åtminstone kortfattat nämnas. Det föreslås att man skapar särskilda sociala mediekanaler för Kraft Armor och prioriterar LinkedIn för arbetsorientering och Facebook för upptäckbarhet. När produkten väl är etablerad skulle reklam för produktfamiljen i sociala medier bidra till att Pa-Hus befintliga kunder får kännedom om den, vilket skulle öka dess popularitet och varumärkesimage. Det föreslås också att det inte räcker med att enbart göra finländarna medvetna om Kraft Armor, utan att det skulle löna sig att använda olika sociala mediekanaler, även sådana som till stor del är konsumentbaserade. Detta skulle bidra till att få ut produktfamiljen utanför Finlands gränser. Eftersom Pa-Hu är ett välkänt varumärke inom den finska förpackningsindustrin kan dess erkännande i Finland underlätta kommersialiseringen utomlands. Genom att använda sociala mediekanaler skulle man öka upptäckbarheten av produktfamiljen och öka chanserna att den lyfts fram på internationella marknader.

Avslutning

Syftet med avhandlingen var att undersöka hur Pa-Hu kunde exportera sin produktlinje Kraft Armor för skydd av rullar utanför Finlands gränser med hjälp av sociala medier. I studien användes benchmarking som forskningsmetod för att analysera strategier som konkurrenterna tillämpar och erbjuda Pa-Hu värdefulla insikter inför sin internationella expansionsresa. Resultaten visade att Kraft Armor-produktlinjen, som är tillverkad av återvinnbara material, är en styrka som kan hjälpa Pa-Hu att etablera en global närvaro och konkurrera med andra aktörer på marknaden. Studien belyste också vikten av marknadsföring via sociala medier i kommersialiseringprocessen utomlands och gav värdefulla insikter om hur sociala medier kan användas för att effektivt marknadsföra och märka ett företags produkter. Studien hade dock begränsningar, bland annat att den endast fokuserade på kommersialiseringen av Kraft Armors produktsortiment utomlands, att den genomfördes under en begränsad tidsperiod och att den inte fördjupade sig i kulturella skillnader och regelverk. På det hela taget ger den forskning

som utförts i avhandlingen värdefulla insikter och information som kan hjälpa Pa-Hu att nå sitt mål.

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