



JÖNKÖPING UNIVERSITY
International Business School

Social media in B2B Marketing

The case of Söderberg & Haak AB in
Agriculture and construction equipment industry

MASTER THESIS
THESIS WITHIN: *Business Administration*
NUMBER OF CREDITS: 15
PROGRAMME OF STUDY: *International
Marketing*
AUTHOR: *Khaled Al-Majali*
JÖNKÖPING May 2017

Acknowledgment

I would like to dedicate this study to the memory of my grandmother Hilda and my uncle Mohamad who passed away last year, and to the memory of my grandfather and namesake Khaled who has been the source of my inspiration in each day of my life.

I would like to express my gratitude to my supervisor Christofer Laurell for his helpful supervision, constructive suggestions, advice and comments.

I would also like to thank my family and friends for their encouragement and support throughout the period of my project work.

Last but not least, I would like to express my gratitude to Söderberg & Haak AB for their cooperation. They welcomed me and were very helpful, and they gave me the opportunity to complete this study.

Master Thesis in Business Administration

Title: Social media in B2B Marketing: The case of Söderberg & Haak AB in Agriculture and construction equipment industry

Authors: Khaled Al-Majali

Supervisor: Christofer Laurell

Date: 2017-05-22

Key terms: Social media, B2B companies, Social media in B2B, B2B marketing, Agriculture and construction equipment

Abstract

Problem: Social media is an important tool these days and especially for business when it comes to companies communicating and reaching their customers. The study was made for the B2B sector and specifically for the agriculture and construction equipments industry since the use of social media in this field is not yet fully exploited and this was the stimulus for this study.

Purpose: The basis of this study is to examine the use of social media in marketing strategies of the business-to-business (B2B) sector, as well as determining the strategies used to market agriculture and construction equipments through using social media, and the suitable platform used for this purpose; and these were the research questions.

Method: Söderberg & Haak AB was chosen as a sample case to conduct the study, abductive approach, several face-to-face and telephone interviews were held to collect information needed to answer the research questions. Content analysis for Facebook fan pages of the company were also made to gain further insight to the application of social media in their marketing strategies.

Conclusion: The findings illustrated that the company followed a certain strategy for using social media in their marketing activities; yet social media in the B2B sector still

needs to be enhanced and more organized. And it appeared that in the agricultural and construction equipment industry Facebook was the platform mostly used by companies in this industry for social media marketing.

Table of Contents

1. Introduction.....	1
1.1 Justification of the topic	1
1.2 Problem discussion	2
1.3 The aim of the research.....	3
1.4 Research questions.....	3
1.5 Delimitation of the research.....	4
1.6 Contribution.....	4
1.7 Limitations.....	5
1.8 Dispositions.....	5
2. Literature Review	7
2.1 Introduction.....	7
2.2 Web 2.0	7
2.3 Social media.....	8
2.4 Business-to-Business	10
2.5 Social media in the business-to-business context	11
2.5.1 The consequences of social media on B2B marketing	16
2.5.1.1 Advantages of social media on B2B marketing	17
2.5.1.2 Obstacles of social media on B2B marketing	18
2.6 Synthesis	19
3. Methodology	21
3.1 Research philosophy.....	21
3.2 Research approach	22
3.3 Research strategy.....	23
3.3.1 Case study.....	23
3.4 Research method.....	25
3.5 Time horizons.....	26

3.6 Sample case.....	26
3.7 Data collection.....	27
3.7.1 Primary data collection.....	27
3.7.2 Secondary data collection.....	31
3.8 Data analysis.....	32
3.9 Method Evaluation	32
3.9.1 Validity	32
3.9.2 Reliability.....	33
3.9.3 Confirmability	33
4. Findings	34
4.1 Company overview	34
4.2 Content analysis	34
4.3 Interview	41
4.3.1. The headquarter.....	41
4.3.1.1 The use, benefit, and future of social media in Söderberg & Haak AB.....	41
4.3.1.2 The strategy of marketing agricultural and construction equipment offline/online.	43
4.3.1.3 The choice of social media platforms.....	45
4.3.1.4 The Advantages and obstacles of using social media in the B2B context ...	45
4.3.2. Branches.....	46
4.3.2.1 The use, benefit, and future of social media in Söderberg & Haak AB.....	46
4.3.2.2 The strategy of marketing agricultural and construction equipment offline/online.	48
4.3.2.3 The choice of social media platforms.....	51
4.3.2.4 The Advantages and obstacles of using social media in the B2B context. ...	52
5. Analysis.....	54
5.1 The use, benefit and future of social media in Söderberg & Haak AB.....	54

5.2 The strategy of marketing agricultural and construction equipment offline/online.....	55
5.3 The choice of social media platforms	61
5.4 The Advantages and obstacles of using social media in the B2B context	61
6. Conclusion	63
7. Discussions.....	65
7.1 Limitations.....	65
7.2 Future research	65
7.3 Managerial implication	66
References.....	68
Appendices.....	74
Appendix - 1 Interview Guidelines.....	74
Appendix - 2 Top 3 Links.....	76
Appendix - 3 Top picture of branches	78
Appendix – 4 Top link of the branches.....	81
Appendix – 5 Event example.	84
Appendix – 6 Top video of the branches	85
Appendix – 7 Google AdWords keyword planner	86
Appendix – 8 Google search.....	87
Appendix - 9 Interviews transcripts.....	88
Appendix - 10 Interviews audio files.....	89

Figure

Figure 2-1 Social media strategy framework for B2B.....	15
---	----

Tables

Table 2-1 The use of social in B2B context (CMO Survey Report, 2017).....	12
Table 3-2 Interviews' respondents.....	31
Table 4-1 Facebook Fanpages data source (Fanpage Karma, 2017).....	41

1. Introduction

The use of social media these days is getting more and more popular. It all started with using it to connect with other people, but today it has grown into bigger concepts, and is being used in different fields especially in business. The existence of blogs, websites, and social networks has provided the ability to interact with customers. Social media can be used in business-to-consumer (B2C) interactions and also in business-to-business (B2B) interactions. Social media is utilized better in B2C rather than B2B, since actual face-to-face meetings in the B2B sector is seen more effective in the selling and buying processes (e.g., Ballantyne and Aiken (2007); Long et al. (2007); Rosenbloom(2007); Singha and Koshyb (2011)), (Järvinen et al., 2012). Regardless of this fact, the use of social media is still expanding in the B2B context. Many B2B organizations are studying the best way to use social media in their marketing techniques (Kennan and Kuivalainen, 2015).

1.1 Justification of the topic

This study is concerned with the use of social media in business-to-business marketing generally, and for the agricultural and construction equipment industry specifically. The use of social media in the field of B2B marketing is relatively few (Järvinen et al., 2012; Keinänen and Kuivalainen, 2015; Kaplan and Haenlein, 2010; Kärkkäinen et al. 2010) especially in the field of agricultural and construction equipments where these companies barely get involved in social media. There were also no previous studies regarding this subject. For that reason, the purpose of this study is to discover the degree of social media effectiveness in the business-to-business marketing context for agricultural and construction companies. This study also considers the degree in which social media is implemented in these companies marketing activities, and if they prefer traditional marketing or would consider coping with the new online marketing techniques.

Social media is a trending topic nowadays and is an important tool for advertising, and the use of it has enhanced the marketing field of many companies. B2B marketers are making big efforts to know how to use social media for marketing, since it helps companies know their customers' needs, interact with them, and build company's trust.

1.2 Problem discussion

In this study, the use of social media in the B2B context, generally for marketing purposes, is examined, and specifically in the construction and agriculture equipment marketing field. Barnes et al. (2011) noted that companies use social media platforms to promote their products and to connect with customers and suppliers, in other words, it improves external communications.

However, the utilization of social media in businesses is rising and is being extensively used for marketing. According to Turban, Bolloju Liang (2011), nowadays, organizations utilize social media platforms for marketing research, use blogs and emails to update recent communication platforms, and also for exchanging information.

Social media sites support inter- and intra-organizational collaborations (Moor et al., 2013). It also supports a two-way communication, therefore a virtual co-creation as researches have shown (Simula et al., 2013), (Lacka and Chong, 2016).

Companies in the B2B sector have yet not implemented social media completely, and not all B2B businesses are adapting social media techniques properly, precisely in the agriculture and construction equipment markets. Regarding the reasons that B2B organizations don't adopt social media in their innovations, is their inability to assess the financial benefits from using it, and lack of understanding the potential outcomes of social media in the company's innovation (Jussila et al., 2011). Therefore, academic studies are necessary to help companies adopt social media in a better way, and to have better understanding of using social media in the B2B context (Jussila et al., 2011). Brennan and Croft (2012) recommend that B2B marketers have to decide if they want to use social media and know how they will be using it in their branding strategies whether for generic media purposes such as Facebook, or business professionals purposes such like LinkedIn.

Kho (2008) illustrated that companies in the B2B sector follow or may have many similar objectives of the B2C companies. B2B companies could use social media in creating essential communications with their customers, and therefore, improve their customer relationships. However, when companies listen to their customer's concerns and interests, respond to them and solve their problems after, companies will then be able

to raise customer communications and interactions and will in return improve customer loyalty and increase customer satisfaction (Järvinen et al., 2012).

As the objectives of B2B companies are in line with B2C companies, they are also in line with the main objectives of marketing in utilizing social media. These objectives are to improve current customer relationships and obtaining new customers. As for the available literature concerning the objectives of social media, there was no clear evidence if the utilization of social media on wider basis has changed the purposes of using digital marketing in B2B companies (Järvinen et al., 2012).

According to Brennan and Croft (2012) studies concerning the social media phenomenon are still arising and researches are still examining it. Additionally, and as mentioned earlier, after the search for articles regarding construction and agriculture equipment marketing through the use of social media, there were no previous studies found concerning this topic. Also companies in this industry were followed and observed on the social media platform, mainly on Facebook. It was seen that these companies are trying their best to use social media in their business activities.

1.3 The aim of the research

The aim of this study is to identify the advantages that companies gain from using social media in B2B marketing. The study also examines how B2B companies in the agriculture and construction industry manage to use social media platforms in marketing their products. Finally it is also important to know what social media tools are appropriate to use in this kind of industry. Future benefits of using social media in B2B marketing in the agriculture and construction equipment field are also to be discussed later in the upcoming chapters.

1.4 Research questions

RQ1. What is the benefit of using social media in B2B activities, specifically in marketing activities?

RQ2. What strategy to follow in order to market agriculture and construction equipments over social media?

RQ3. Which social media platform (Facebook, LinkedIn, company websites) are more suitable to use in the agricultural and construction equipment marketing activities?

1.5 Delimitation of the research

This study is limited to the agricultural and construction equipment companies in Sweden. Owners or managers of the company are local retailers of these equipments. The study will be delimited to the website of the company chosen, and social networks such as Facebook fan pages.

1.6 Contribution

The theoretical contribution is provided through a deeper understanding of the agriculture and construction equipment industry in their use of social media as a marketing tool. Additionally, the investigation provided further theoretical knowledge of which marketing tools are considered as appropriate for the agriculture and construction equipment industry and the assessment of the impact this thesis will have on the online marketing activities of the case industry. This study can assist other researches made about social media marketing in the B2B context to be selected as a theoretical background. It also can be used as a base study for further researches about marketing agricultural and construction equipment through social media. This study contribute in many ways to the theory on the use of social media in the B2B context as there is relatively few theory about it and the researcher starts to investigate in more details.

After conducting this study, companies that are working or are about to start working in the agriculture and construction equipment industry will be the ones to benefit from this study. They will be able to know how to use social media in their marketing activities in a sufficient and effective manner; they will also be able to know how to employ marketing techniques in this industry through the use of social networks. This will eventually lead to more interactions between the companies and will build stronger relations between them.

1.7 Limitations

Recognizing the limitations that face a study is important. One of the limitations was mentioned earlier is the fact that companies have not yet fully implemented the use of social media in their performances, especially in their marketing techniques, and specifically outlining the agricultural and construction equipment industry. This limits and makes available evidence of social media use less obtainable. And also as explained previously, there were no previous studies found concerning the use of social media for the marketing of agricultural and construction equipments.

Finally, another limitation is the short time period for processing this study. There was not enough time to make the sufficient number of interviews to gather enough information from agricultural and construction equipment companies. Conducting more interviews could have helped in producing a more comprehensive view of companies experience in using social media.

1.8 Dispositions

This study starts with the introduction section, which is chapter one. The author discusses in this chapter the aims of the study, since the utilization of social media in the B2B context is not being fully exploited, or in other words, not as strong as in the B2C sector. The author wishes to examine issues facing the agriculture and construction equipment industry. The study is introduced with the topic justification, Problem discussion, the aim of the research, research questions formulation, delimitation of the research, contribution, and declaring limitations are presented afterwards.

The second chapter is the literature review chapter, where available theoretical backgrounds are discussed. This chapter introduces the concept of Web 2.0 and defines social media in different ways in general. Afterwards the author describes business-to-business, defines it, and shows some differences between it and the business-to-consumer sector. Next follows how social media is used in the B2B context for marketing. The author shows reasons on why firms use social media in percentages comparing both B2B and B2C sectors, discusses strategies on using social media in the B2B context, also, advantages and obstacles facing social media utilization in B2B are outlined. Finally, a

synthesis is made to have a broad view of the chapter's discussed topics and to show how the literature and research questions are correlated.

Chapter three, methodology, in which the methodology used in conducting this study, is discussed. This chapter illustrates how data are collected, analyzed and how the chosen methodology is evaluated. It starts with discussing the research philosophy, after that the research approach, research strategy, research method, time horizons, data collection, data analysis, and method evaluation are discussed.

The findings section is the fourth chapter, in which a description of the empirical data of this study is provided in this chapter. It starts with giving an overview of the case company. This chapter reports the empirical findings of the conducted interviews and content analysis. The use, benefits, future, choice, strategy, advantage and obstacles of using social media in both the headquarter and the branches of the company are presented.

The fifth chapter is the analysis where the findings of the study are analyzed using the literature review through making a discussion of what empirical findings apply and don't apply to the theoretical framework.

The conclusion is the sixth chapter. This section presents a conclusion to the study as a whole and the aim of the study is fulfilled. After conducting the findings and analyzing them, the three research questions are fully answered. Firstly, presenting the benefits of using social media in the B2B context, especially in marketing. Secondly, explaining what marketing strategy can be used for agriculture and construction equipments using social media. Thirdly, determining what social media platforms are suitable to use in the marketing activities of the agricultural and construction equipment industry.

Finally, chapter seven is the discussion chapter. This chapter addresses the limitations that were faced in conducting the study as a whole; it also explores areas for future research, and discusses managerial implications.

2. Literature Review

2.1 Introduction

Social media refers to the world's new way of interaction between people and companies in different regions. It is known to be quite beneficial in terms of investments. Marketing methods are increasing their efficiency through the use of social media. However, in this study B2B marketing is concentrated on, in which marketers underestimate its usage on social media.

The remainder of this chapter is structured in the following order. Section 2.2 discusses the studies regarding web 2.0. Section 2.3 addresses studies concerned with social media. Section 2.4 examines studies related to business-to-business concept. As section 2.5 details the consequences of social media on B2B marketing (obstacles and advantages). Finally, the chapter is concluded with a synthesis in section 3.

2.2 Web 2.0

Web 2.0 is an important concept related to social media, it is a concept that started to be used in the year 2004, Kaplan and Haenlein (2010) defined it as a platform that consists of applications where all users participate in adjusting and using them, rather than being amended by individuals. Furthermore, Web 2.0 applications for example wikis and blogs, replaced web 1.0 applications including personal Webpages.

Web 2.0 includes various types of applications such as wikis, blogs, social network websites, instant messages and many other applications (Barnes et al., 2012). Many others have defined web 2.0. O'Reilly (2005) created the term web 2.0, in which he described a wide variety of applications that are internet-based. The definitions of this term are similar, others also define web 2.0 as the number of online applications where interactions exists and experiences develop as well as the market power of users in social processes (Constantinides and Fountain, 2008).

The existence of web 2.0 increases, and makes interactions easy between users. According to Cook (2008) interactivity increases by the use of web 2.0, and therefore it results in higher exchange of information, connection and assistance among users.

Furthermore, web 2.0 tools are inexpensive and are easy to run, they also don't need so much technical expertise (Barnes et al., 2012). For that reason large businesses work hard on adopting web 2.0 tools through assigning the needful expertise, as well as small businesses when sharing their resources with other small businesses (Szarka, 1990). Small businesses are also growing new ways to deal with cooperative working in order to enhance their capabilities in serving their clients. However, this area has not yet been studied extensively (Barnes et al., 2012).

Furthermore, after mentioning the benefits in using Web 2.0, and using its low costing tools, organizations will be able to increase their level of participation and cooperation internally, as within the organization (Wagner, 2006), and externally between other businesses (Salam et al., 2008), and as well as connecting easier to suppliers and getting closer to customers (Helms et al., 2008).

A study by Barnes et al. (2012) was made regarding how small businesses use web 2.0 in working with other small businesses. While their findings conducted that there was available evidence that the use of web 2.0 in small businesses was beneficial, and that it was possible to classify different types of small business online cooperation, which facilitated a 2x2 framework to be established. In order to classify small business associations a 2x2 framework is formed. That is done through perceiving the importance of cooperation basis between organizations. Also recognizing Web 2.0 information and communication technologies (ICT) level of use, as if it's on a simple or complicated level. This framework helps businesses in understanding different uses of web 2.0 in small business collaborations.

2.3 Social media

Social media is defined as a group of websites and applications that allows the interactions between users. It was defined by Kaplan and Haenlein (2010) as the applications that are internet based, in which user generated content is established and shared.

According to Larson and Watson (2011), social media is described as the set of connectivity-enabled applications, in which information between organizations and customers are exchanged, and interactions between them are eased.

Social media also characterizes internet-based applications that establishes the basis of web 2.0 and helps user-generated content to be exchanged, and passed across individual networks Kaplan and Haenlein (2010). Today, everyone uses social media rather it was for fun, business or to connect with family and friends, which gives firms the ability to interact with consumers directly, on timely basis and with lower costs but of course, with higher efficiency Kaplan and Haenlein (2010). It is important that organizations have guidelines in using social media since it is a very active domain and information keep on changing.

According to Niedermeier et al. (2016), it is argued that social media adoption depends heavily on the industry which the company is working in. For example if the company is in the pharmaceuticals industry, then it is considered a traditional and restricted industry. This means that there will be fewer chances to be adopting social media in this field. On the other hand, if the company is in a more innovative industry such as technology, therefore, there will be more chances to be adopting social media.

Organizations are spending more on social media in order to engage with their customers. For example, they pay other social media sights in exchange for important information about their customers in order to interact with them, know their needs and serve them better Larson and Watson (2011). It all started when Amazon and eBay websites appeared back in the 1995, and thrived in 2001 along with the dot-com bubble burst. The wide use of social media takes us back to the main purpose for the creation of the World Wide Web, which is, as mentioned before, a platform that allows users to exchange information, Kaplan and Haenlein (2010).

Kaplan and Haenlein (2010) classified social media into six types: blogs, virtual social world, virtual game worlds, social networking sites, collaborative projects and content communities. For instance the earliest forms of social media are called blogs, they are known as websites that are similar to social media. These personal websites come in

different shapes and for different uses, they can be used as a personal diary of an author or outlines related information of a specific topic. However, a collaborative project allows end-users to participate in the cooperative creation of content.

Moreover, since the use of social media is driven by the personal use of it, companies have to find a strategy to make its customer shift from using it as private use to a business purpose use and design a marketing campaign to support this type of shifting (Keinänen and Kuivalainen, 2015).

2.4 Business-to-Business

Business-to-business (B2B) companies are businesses which engage in marketing and trading products with other businesses, not to consumers, as defined by the American Marketing Association (2017). B2B marketing is necessary for the success of B2B companies according to Lacka and Chong (2016). However, B2B transactions are known to be less than business-to-consumer (B2C) transactions. Furthermore, more characteristics of business-to-business will be explained in this section. Looking through the B2B context, it is seen that this sector is complicated, for instance, organizations are dealing with other organizations as customers in this area, and also product development needs additional time in its process Kärkkäinen et al. (2010)

As mentioned earlier, several differences exist between B2B and B2C sectors in using social media. When comparing B2B companies with B2C companies, sales cycles in B2C are known to be often short, also prices in the B2C context are lower and buying decisions are known to be less complicated than in the B2B sector, (Sarkees, M. 2011).

B2B has the tendency to have selling approaches described to be more complex, investing more stakeholders when making buying decisions, and have longer sales cycles. It is also noticed that customers in B2B relationships focus strongly on daily activities (Bolton et al., 2008). When having strong marketing intensity in the technological opportunism– performance relationship, B2B organizations have higher advantage than B2C, Sarkees, M. (2011).

More feature of the B2B sector should be brought up, for instance, security requirement should not be ignored when planning social media strategies. (Keinänen and Kuivalainen, 2015). Marketing in B2B was done offline, until B2B marketers carried out their marketing strategies along with online platforms (Brennan and Croft, 2012). However, these online platforms were limited in a one way communication, such as the company's website that had a one way communication. In order to establish a two-way communication between B2B businesses, B2B marketers recently employ online communication channels. Brennan and Croft (2012) noted that the use of social media in the B2B context for marketing is gaining a high practitioner interest, which means that social media is gaining high recognition from B2B marketers. Additionally, according to CMO Survey Report (2016) (CMO Survey Report, 2017) B2B organizations are looking forward to expand their budgets in social media marketing during the next five years.

Digital marketing tools of long-term have fitted in the B2B context, such as materials of sales support and email marketing. B2B organizations find it difficult to determine the tools that are suitable for their digital marketing mix. B2B marketers are searching for the most suitable way to exploit social media in achieving their goals. However, B2C companies that have succeeded over social media for instance; Ford Motor Company and Starbucks, had limited assistance to these B2B companies, (Järvinen et al., 2012).

2.5 Social media in the business-to-business context

The use of social media in B2B is not yet fully developed, in other words, it's still rare. For example, when customers consider social media as a source of information, but do not get engaged in discussions or comments. Therefore, companies should know how to make their customers get an ideal experience out of social media services, since it is known that the main use of social media is to have active participation, Keinänen and Kuivalainen (2015).

According to how marketers understand the utility and usefulness of social media sites in the B2B context, is how the sites are chosen. Whether these platforms are appropriate for the marketing activities of the company or not is the way to assess the usefulness of the social media website. These platforms should have characteristics such as learnability

and memorability, in order for users to utilize these sites for marketing (Lacka and Chong, 2016).

According to (CMO Survey Repot, 2017) there are different reasons behind why companies use social media in the B2B and B2C context. Nevertheless, they share two common reasons; which are that almost half of the companies use social media for Brand awareness and brand building, 45.3% in B2B and 45.6% in B2C. Also, identifying new customer groups they currently don't target, 14.6% in the B2B context and 15.8% in the B2C context. On the other hand, there are ten different reasons behind the use of social media which can be illustrated in Table 2-1 below. To be noted that the difference is not too big between B2B and B2C sectors.

Table 2-1The use of social in B2B context (CMO Survey Repot, 2017)

	B2B Context	B2C Context
Brand awareness and brand building	45.3%	45.6%
Acquiring new customers	27.0%	36.8%
Introducing new products and services	29.9%	36.8%
Retaining current customer	26.3%	33.3%
Brand promotions (e.g. contests, coupons)	27.7%	38.6%
Improving employee engagement	17.5%	15.8%
Marketing research	12.4%	17.5%
Identifying new customer groups you currently don't target	14.6%	15.8%
Identifying new Productopportunitets	8.8%	7.0%
Identifying new product opportunit	6.6%	5.3%

Michaelidou et al. (2011) Most companies, (91%), use social network sites (SNS) in order to attract new customers. In order to expand their relationships with their audience resulted in (86%), to increase brand awareness (82%), online brand communication (73%). The less known reasons to use SNS in companies were, (46%) to receive feedback, (14%) to connect with suppliers.

According to CMO Survey Report (2016), many B2B companies in the US market are planning to increase the spending on social media to the double within the next 5 years. Furthermore, Michaelidou et al. (2011) confirm that 44% of B2B companies in the UK market are planning to increase the spending on social media in the upcoming years. However, it appeared that none of the companies from the sample study are planning to decrease the spending on social media.

A social media strategy framework for B2B was suggested by Cawsey and Rowley (2016); they identified the following six key components:

The first component is monitoring and listening. This component is essential since it is the part of establishment, and is how social media presence is managed. However, when engagement occurs through listening, it results with useful and beneficial market research. The main process in this component is listening politely to conversations in order to know carefully what they are saying about their opinion on the brand and to know who the opinion leaders are in this case. Challenges also face listening activities, for example choosing the right time to participate in a conversation in order to increase the effect, learn how to fit in, and identify the response strategy required.

Empowering and engaging employees is the second component. This part means that social media strategy should not be limited to the marketing department; it should also expand and include other departments and employees in the company. However, when employees participate in social media activities of the company, they are required to be trained, and they also should have guidelines to follow. This component requires managers support through assigning a social media leader, managing different departments participation in social media, forming policies regarding social media, and training staff on how to assist the presence of social media in the company. Engaging

employees to social media requires gaining top management understanding of the importance of social media involvement and contribution.

The third component is creating compelling content. This part is considered to be a major success contributor. Putting a personal face to the brand is necessary. For instance, when building a B2B sales long-term relationship, companies have to make person-to-person communications and tolerate cultural differences. It is important to learn how to build trust and understand audience perceptions.

Stimulating e-Word of Mouth (e-WOM) is the fourth component. Targeting influencers that generate e-WOM enhances the impact of social media. Furthermore, this requires developing digital programs to interact with influencers such as bloggers, and building strategies to develop e-WOM through social media platforms like twitter. Maintaining a dynamic community over a long-term however, is considered a challenge, as well as the inability to control brand messages regenerated from influencers.

Evaluating and selecting channels, is the fifth component. In this part it is important that companies choose, monitor, and evaluate their channels in accordance to their audiences and their characteristics. Twitter, LinkedIn, Facebook and blogs are particularly important in the B2B context. Therefore, it is important that the company finds the necessary resources to conduct the evaluation of these channels in order to know the future strategy. It is also necessary that the company selects and interprets metrics of social media that are associated to the marketing objectives of the company.

The sixth component is Enhancing brand presence through integrating social media marketing into marketing strategies and web. This means when the company uses social media, it increases the number of touchpoints which therefore has an impact on the traffic of the web and on the search engine optimization (SEO). Moreover, what companies do in order to increase their touch points is that they use more than one social media

platform to maintain presence. However, using more than one platform on social media to maintain presence has a time consuming characteristic.

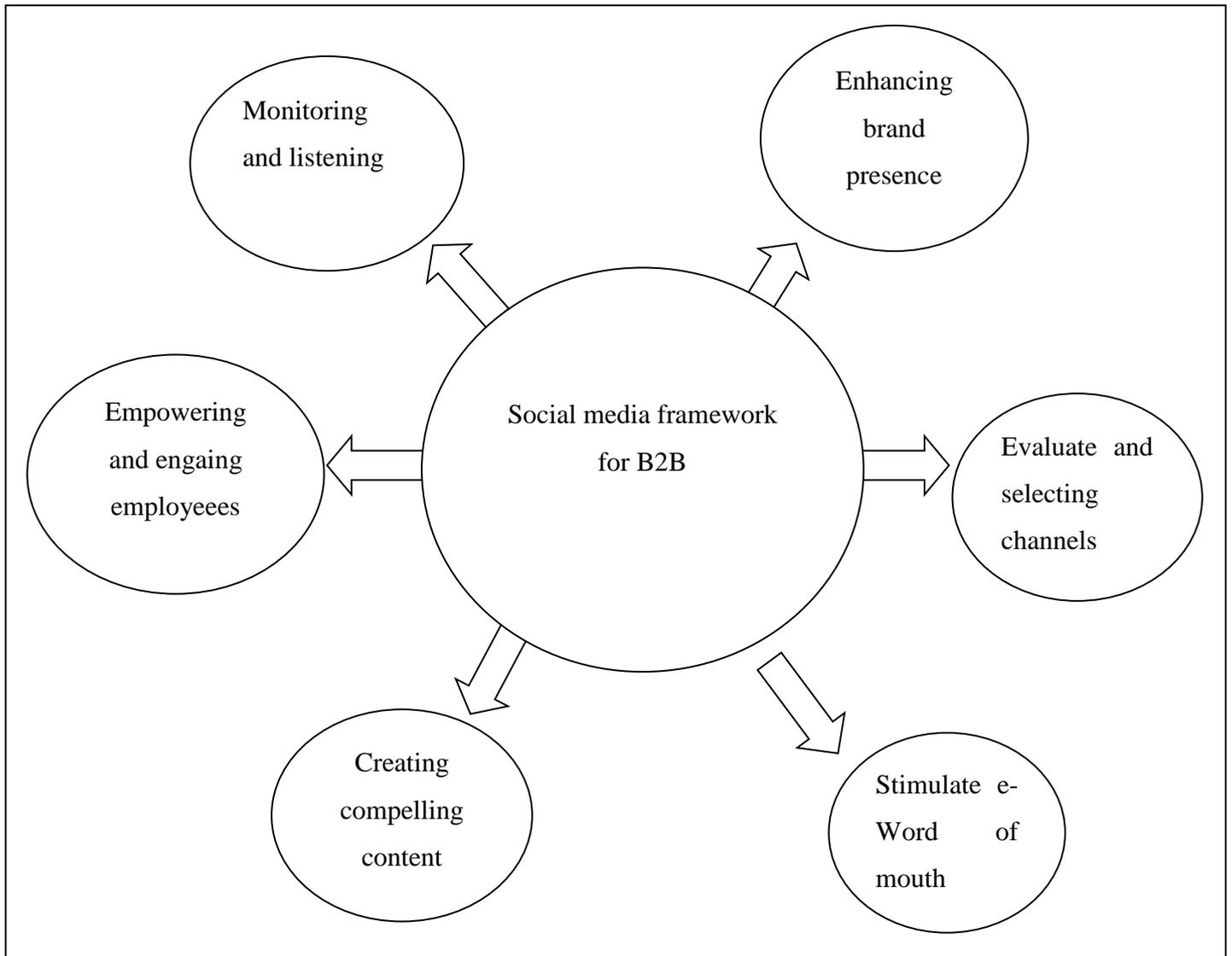


Figure 2-1 Social media strategy framework for B2B

It is also suggested by Cawsey and Rowley (2016) that organization in the B2B context need to acknowledge the capability of social media in their business, and therefore, they should respectively plan their strategy on social media. Social media is seen as the new field that offers the ability for companies to protect and maintain their relationships with their customers. And in order to maintain this relation, companies have to do experiments to know how social media can help them in attaining their marketing objectives. They also have to do evaluations in order to know what measures they need to be able to assess

social media strategy performance. Companies should also embed and make engagements; embed to integrate all departments of the company with social media in the marketing aspect and customer's communication. Finally, engage with social media strategy six key components that were discussed earlier, which are, monitoring and listening, empowering and engaging employees, creating compelling content, stimulating e-WOM, evaluating and selecting channels, and enhancing brand presence through integration.

In accordance to social media examiner, B2C and B2B marketers mostly use Facebook in their social media marketing. Regardless of what is the focus of the customers, Facebook is an important tool for marketing, since the B2C sector uses it up to 96% and the B2B sector uses it up to 88% (Richter, 2015).

2.5.1 The consequences of social media on B2B marketing

Social media is widely used for different kinds of businesses, but it might not be strongly used in the terms of business-to-business marketing, since marketing professionals appear to be more eager to B2C interactions rather than B2B, and involve less in social media B2B marketing (Kaplan and Haenlein, 2010), (Swani et al., 2014). But it should be more concentrated on. Social media enhances the performances of companies and makes it easier to accomplish given tasks. In order to engage with new partners, B2B marketers are increasingly adopting social media websites in their investments (Michaelidou et al., 2011), despite the fact that various boundaries which exist, are hindering the concept of using social media in the B2B environment. (Van den Bulte and Wuyts, 2007), (Michaelidou et al., 2011), and most recently (Veldman et al., 2015). However, social media in B2B marketing is not yet fully used (Jussila et al., 2011) (Järvinen et al., 2012) even though B2B marketers are getting to notice the importance of social media, and adopting this idea especially in assisting their marketing strategies (Swani et al., 2013).

The interest in social media marketing in B2B goes back to the advantages that B2B companies gain when using these sites in their activities. Marketers in B2B should first understand and handle the obstacles that prevent the ability to utilise social media sites.

Afterwards, B2B marketers will be able to take full advantage from utilizing social media in their marketing activities.

Keinänen and Kuivalainen (2015) suggested that managers and senior managers rarely use social media for business purposes. Furthermore, they offered an explanation for what they suggested, which is that social media doesn't reach industrial customers and that senior managers don't see any benefits from using social media in marketing. When the company takes a decision to utilize social media for marketing and communication they should be aware of what social media can serve and how to reach their customers. Moreover, in order to encourage customers to be active and engage in social media, the company needs to give them reasons to do so. In order to achieve this step they should listen to the customers so they could be able to understand and know what are their customer's needs, what they like to hear and what they like to talk about, and know what they favor and appreciate (Kaplan and Haenlein, 2010).

2.5.1.1 Advantages of social media on B2B marketing

In B2B marketing, social media can have its advantages and limitations in this type of business. However, the advantages are to be addressed and discussed in this section.

Speaking of advantages, social media can be used as a tool to measure the effects of marketing activities on the financial performance of a business (Brennan and Croft, 2013). Social media sites are applied to many B2B marketing activities such as consumer relationship management (CRM) and targeting activities (Moore et al., 2013). It is also used in establishing business opportunities (Breslauer and Smith, 2009) and engaging with new business partners (Michaelidou et al. 2011).

These sites are also used to interact with consumers in a two-way communication, and therefore benefits marketers in collecting very important feedback which allows the company to know the industrial partner's needs and fit with them accordingly (Kaplan and Haenlein, 2010). This process leads to higher return on investment and sales performance. However, this two-way online communication in the B2B context helps the organization gain higher trust and loyalty (Mangold and Faulds, 2009), since it gets closer to its target market (Breslauer and Smith, 2009). Additionally, the use of social

media sites assists B2B marketers in their branding strategies as noted by Kaplan and Haenlein(2010), and that is through gaining brand loyalty (Rapp et al., 2013) and developing a unique brand identity (Michaelidou et al.,2011), and direct traffic to a branded website of the organization (Breslauer and Smith, 2009).

In different ways, the employment of social media sites benefits B2B marketers and many advantages are derived from these sites. Moore et al. (2013) stated that the use of these sites ease intra- and interorganisational collaboration. Moreover, a competitive advantage will be gained through the improvement of innovative offering (Bughin et al., 2009) (Jussila et al., 2013). McKinsey (2013) suggests that in order to minimize marketing time and have greater sales innovations in B2B organizations, social media sites are applied.

2.5.1.2 Obstacles of social media on B2B marketing

Until this day, marketers in the B2B sector are not yet able to merge social media tools as part of the marketing efforts in an organization, despite the fact that the usage of digital channels part in bolstering traditional online marketing in the B2B sector has expanded. Other impediments that face B2B marketing in social media are limited researches made on this case, and the existing gap between the potential and actual use of social media by business-to-business organizations, as stated by Jussila et al. (2011).

Regarding the B2B context, many literatures are available, but yet no reported empirical studies are available. However, other obstacles facing B2B sector is the idea of crowd sourcing which could be hard to apply because it needs a large number of users, whereas in the business context only a small number of customers is available. Kärkkäinen et al. (2010); Michaelidou et al. (2011); and Järvinen et al. (2012), noted that many B2B marketers describe the usage of social media sites in the B2B context as unrelated, since it is more useful in the B2C market than it is in the B2B market. Buehrer et al. (2005), Järvinen et al. (2012), and Swani et al. (2014), stated that these marketers strive in carrying out a social media strategy that is successful and effective. Many barriers affect the B2B market in social media, such as the inability of realizing the advantages and financial benefits in assigning social media sites (Buehrer et al., 2005), and the lack of

perceiving the appropriate use of these social media websites that best suit B2B marketing intents (Lu et al., 2009), (Michaelidou et al., 2011), and (Järvinen et al., 2012). This lack of knowledge prevents the marketers from adopting social media sites in the B2B context (Michaelidou et al., 2011), as well as the inability to handle communications through social media sites (Mangold and Faulds, 2009). As Jussila et al. (2014) illustrated that through the use of social media; confidential information is likely to be exposed, and that's why marketers avoid using social websites.

Many B2B marketers suppose that social media is not convenient to the nature of B2B context, that goes back to the reason that B2B partners need some requirements that could not be done through online communications which could cause negative understandings on the use of social media website, some of these requirements are interactions that are made face-to-face (Swani and Brown, 2011).

2.6 Synthesis

In this chapter a theoretical background is provided in order to help in analyzing the findings of this research. This chapter assists in answering the research questions of this study which are what benefits arise from using social media, how to market agriculture and construction equipments using social media, and what social media instruments are suitable for this industry.

Web 2.0, social media, and business-to-business terms were discussed and defined. The first main definition of social media was known as the groups of websites and applications that allow the creation of interactions between users, which is important for this study, since it aims to study if interactions between businesses in the B2B context do exist. Secondly, the reason that web 2.0 was defined is that the concept is heavily related to social media, since it's defined as platforms that contains a group of applications, in which users participate in modifying content, such as wikis, blogs and many other existing applications, and interactions between users exists. The business-to-business (B2B) concept was third to be defined, where organizations deal with other organizations in their trading and marketing processes rather than customers.

Finally the use of social media in the B2B context was discussed. This section provided a strategy in order to apply social media to the B2B activities. It also discussed the consequence of social media on B2B, dividing them into advantages and obstacles. Advantages for example were that social media can be used as a tool to measure performance efficiency, and create business relations, and many other advantages that were discussed earlier. As for obstacles, the use of social media in the B2B context is not convenient in the B2B marketer's point of view, and it was seen that it is more effective in the B2C context.

The next chapter discusses the methodology followed in order to collect data and be able to conduct the empirical findings then analyse them and eventually answer the research questions.

3. Methodology

In order to conduct a scientific research several steps should be taken. The research onion introduced by Saunders et al. (2009) displays multiple steps that need to be explained before starting to collect data. These stages are research philosophy, approach, strategies, time horizons, and data collection methods.

The remainder of this chapter is structured in the following order. Section 3.1 is the research philosophy section. Section 3.2 addresses the research approach used in this study while Section 3.3 calls the research strategy. As in section 3.4 the research method is discussed. Section 3.5 explains time horizons and 3.6 addresses the sample case used. 3.7 shows how data collections will be done. 3.8 discusses the data analysis. Finally section 3.9 represents the method evaluation.

3.1 Research philosophy

Research philosophy is the first layer of the onion. This layer helps in deciding which way the world is viewed. This layer is the way that the whole research process will be going through. The research choice in this philosophy will affect the research strategy and the methods chosen under that strategy. Research philosophy by Saunders et al. (2009) is classified into realism, positivism, interpretivism and Pragmatism. Generally, marketing uses two main research paradigms; positivist and interpretivism paradigms (Collis and Hussey, 2013).

The research philosophy applied in the study is the interpretivist methods. Alternative names are Qualitative, Subjectivist, Humanistic, Phenomenological and Revolutionist. This study is concerned with subjective interpretation and qualitative data. In order to achieve the goal of the study and answer the three research questions; what are the benefits of using social media in B2B?, what strategy to follow in order to market agriculture and construction equipments over social media?, and which social media platform is more suitable to use in the agricultural and construction equipment marketing activities?, this research philosophy is highly recommended to be applied (Malhotra and Birks, 2007).

In order to give careful attention to the theory building phase of a research project, interpretivism methodologies require structuring a theory as empirical insights results. As for previous theories, they can be used as a base, and later introduced throughout the research study at the proper stage (Carson et al., 2001).

The main objective of interpretivist methodologies is to attain the understanding and substantive meaning of relevant questions to the phenomena being investigated. Therefore, this will need substantial inductive reasoning in some stages of the study. The interpretivist research is sometimes mainly semi-structured or entirely structured when collecting empirical data (Carson et al., 2001).

3.2 Research approach

The research approach is the second layer of the onion as suggested by Saunders et al. (2009) which includes inductive and deductive methods. Induction is defined as a form of reasoning which infers that a pattern or a combination of periodic events could be universally generalized (Malhotra and Briks, 2007).

The term abduction refers to a mode of reasoning, which is considered to be popular in social scientific research disciplines and business research. Abduction is similar to deductive and inductive approaches; since it is used to make theories and logical conclusions regarding the world. Furthermore, abduction is meant to be a method to conquer limitations of the inductive and deductive approaches. Depending on the logic that is considered to be rigorous of falsifying hypotheses and theory testing is the weakness of the deductive reasoning. Problems in this case emerge, since selecting the theory that will be tested will not be clear. As for the hurdles that face inductive reasoning is that to enable theory-building, no empirical data amount is necessary. Therefore, abductive logic is considered as the third method that overcomes limitations of the inductive and deductive reasoning. Based on the work of Charles pierce, the philosopher, this is founded on the pragmatist perspective. However, abduction begins with a puzzle, which intends afterwards to be explained. When researchers confront an empirical phenomena where a theory that exists cannot be explained, that is when puzzles are developed. Abductive reasoning includes looking for the conditions that

makes a phenomenon less puzzling. This requires engaging with the social world to find theoretical ideas as an empirical source (Schwartz-Shea and Yanow, 2013).

Abduction requires researchers to choose the best explanation from all available interpretations of data (Mantere and Ketoviki 2013). It focuses on featuring how researchers think rationally in a limited manner in computational reasoning. It also highlights how cognitive reasoning is significant in theory building (Byman and Bell, 2013).

An exploratory study is explained as ‘what is happening; to seek new insights; to ask questions and to assess a phenomena in a new light’ (Robson, 2002, P.59) Exploratory research is connected to the researcher activities as noted by Adams and Schvaneveldt (1991). It's useful since it's adaptable to change. Researchers in the exploratory research may need to change their direction if new data comes out.

The main goal of the exploratory research is to give the marketing phenomena a meaning and understanding. Exploratory research is used in cases where the study's subject is not possible to be measured quantitatively or the measurement process does not illustrate particular qualities in a realistic manner (Saunders et al. 2009)

3.3 Research strategy

According to Saunders et al. (2009), research strategy includes survey, experiment, case study, grounded theory, action research and ethnography. For this study the author decided to choose case study as a research strategy.

3.3.1 Case study

A case study is defined by (Robson, 2002, P. 178). As ‘a strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence’. In a case study, according to Yin (2003), boundaries between the context and the studied phenomena are not clear. The case study is different from the survey strategy, where the understanding and investigation of the context is restricted to the available amount of variables for which

data can be gathered. In order to understand deeply the executed processes and the context of the research, the case study would be of good benefit in this case (Morris and Wood, 1991).

Questions of why? What? and how? Are answered by the case study strategy, even though these questions are often more involved in the survey strategy. Therefore, Söderberg & Haak AB will be the case study chosen for this study; this is because they operate in the B2B context and in the construction and agriculture equipment industry. This company has existed in this industry for more than one and a half century. Social media is relatively new in comparison to Söderberg & Haak AB, which is because social media exists since a couple of decades ago. Söderberg & Haak AB are present on social media since more than 7 years, and they are still developing in using social media. They are willing to expand their use of social media in the near future.

Additionally, in exploratory and explanatory researches, case study is commonly used, since there would be diverse techniques in data collection that are expected to be utilized in a combination. This therefore may require observations, interviews, questionnaires, and documentary analysis. Therefore, multiple data sources are triangulated when using a case study strategy. The term triangulation means using different techniques of data collection in one study, to make sure that you understand what the data means. In semi-structured interviews, for example, the collected qualitative data in this case may be a very important way to triangulate collected quantitative data by other ways, like a questionnaire for example.

Based on two discrete dimensions, Yin (2003) differentiates four strategies of case studies; single case v. multiple case, and holistic case v. embedded case. When a critical or unique case is represented, a single case is usually used. On the other hand, a single case may be used since it enables the ability to examine a phenomenon that was studied before for only a few times. Moreover, defining the actual case is an important aspect of using single case. A case study strategy can even include more than one case. The reason for using more than one case is based on the need to determine if the findings of the first case take place in other cases, and as a result; the need to popularize these findings. Therefore, it is seen that multiple case studies are better to a single case study; strong justifications are required when choosing a single case study, as in accordance to Yin

(2003). Furthermore, holistic v. embedded, the second dimension, the unit of analysis is pointed. As an example, when someone decides to use an organization he or she is recently working in, or have worked in previously, to be his or her case. The organization is seen as a holistic case study if the research is dealing with the whole organization. On the other hand, even if the research is concerned with the whole single organization, more than one unit of analysis could be unavoidably included if a number of logical sub-units in the organization, such as departments, are to be examined. This is called the embedded case study; regardless of the method these units are selected.

Using a case study strategy may be questionable, but instead, it is helpful in investigating a theory that is currently available. Additionally, a case study strategy that is properly structured can provide new source for research questions and the ability to challenge existing theories.

3.4 Research method

The research philosophy and research approach assist in answering the stated research questions in chapter one which consist of three questions. First, what are the benefits of using social media in B2B? Second, what strategy to folloe in order to market agriculture and construction equipments over social media? And the third, which social media platform is more suitable to use in the agricultural and construction equipment marketing activities?

Qualitative and quantitative techniques in the mixed method research are incorporated in many ways, between simple and concurrent forms or complex and sequential forms. The way these researches are combined determines many variations of mixed methods research (Creswell and Plano Clark 2011).

When the qualitative and quantitative methods are used separately in a single phase of data collection and analysis is where concurrent mixed methods research is used. This helps interpreting both groups of results at once which provides a complete and valuable response to the research questions as compared to using a mono method design. However, a concurrent triangulation design is used when the quantitative and qualitative

data are gathered in the same aspect of research to compare how sets of data support each other.

According to Sale et al. (2002) the quantitative method is based on positivism. On the other hand, the qualitative method is based on interpretivism. Accordingly, the author decided to adopt the qualitative method since the research philosophy is based on interpretivism.

3.5 Time horizons

In a scientific research, time horizons can be either longitudinal or cross-sectional as in accordance to Saunders et al. (2009). In the longitudinal research, data that exist in different time periods are examined, and variables are frequently measured.

This study will be cross-sectional, since academic research projects are time constrained. This means that the study will be examining a phenomenon at a specific time. They often apply the survey strategy (Easterbay-Smith et al., 2008). They usually seek to represent the occurrence of a phenomenon or to explain and describe how factors are associated and related in different organizations. These researches also use qualitative methods, they are also based on interviews managed over a short time period (Saunders et al., 2009).

3.6 Sample case

After investigating the available companies within the industry, the author contacted around 12 company in the agriculture and construction equipment industry that could be as a case study for the thesis and were considered as legit.

In order to conduct the findings and analysis of this study, Söderberg & Haak AB was selected as the sample to apply a case study on. This company was selected since it has existed in the agriculture and construction industry since 1866. They are presented in approximately 40 locations all around Sweden, also they have a wide range of connections and distribute many brands of machines.

In addition to their long history in the industry the author have chosen Söderberg & Haak AB as a case study because they have been present in social media since 2009 and they

were not active on it until a couple of years ago which is mean that they are still in the first stages of using it which is mean that they are drawing the blueprint of what is the most efficient way of using it and they were very welcoming and opining for all of the question that we have in the interview and they where very interested about the subject that the author is investigating. Thus, the author considered Söderberg & Haak AB as legit in the case industry and appropriate as a case company for the purpose of the research.

3.7 Data collection

The research aims to explore the benefits of using social media in the marketing activity of this industry in order to generate sales of using it in their marketing strategy. The data collection method that the author has chosen is a semi structured interview with the marketing managers of the target sample. Furthermore, the author has collected data from secondary data as well.

3.7.1 Primary data collection

Primary data are data generated by the researcher in order to handle a particular problem. Primary data is different from readily available data, since it requires higher costs and longer time frame in order to gather data and analyze it. According (Saunders et al., 2009), primary data collection methods are observation, questionnaires, sampling and interviews. The method selected for this research is the interviews.

3.7.1.1 Content analysis

A quantitative content analysis of Facebook fan pages was conducted between January 1, 2017 and April 23, 2017 to determine how the Söderberg & Haak AB use Facebook. Neuendorf (2002) defined content analysis as “a summarizing, quantitative analysis of messages that relies on the scientific method, and is not limited as to the types of variables that may be measured or the context in which the message are created or presented” (p. 10).

This thesis analyzed Facebook pages of Söderberg & Haak AB fan pages that the author received from the headquarter and to double check that there is no missing Facebook fan

page of Söderberg & Haak AB the author have search for Söderberg & Haak on Facebook and found 11 pages there is one page named LG Masken it is also for Söderberg & Haak AB have been provided by the headquarter. There are 2 pages that were under 100 fans so they will be eliminated from the findings and the analysis as well. 9 pages are available for the branches and one page for the headquarter to analyze. The author has used an online software call (Fanpage Karma, 2017) to collect data from the 10 pages as illustrated in the Table 4-1. The use of the online software was because of the time available and it's more accurate than manual collecting. After collecting the data from the Facebook fan page the author will analyze this data. The author is aiming to analyze the content of the company's posts to have more insight towat they write about, what are the major thematic areas, and if are there common ways in which the firm in question utilizes these fan pages for different kinds of purposes.

3.7.1.2 Interview

When a single participant is interviewed and questioned by a trained and qualified interviewer in order to discover interests, approaches, and perspectives about a certain topic, where this interview is personal, straightforward and unstructured, is known as an in-depth interview (Saunders et al., 2009). These kinds of interviews are based on conversations where the researchers ask and listen to the participants. In-depth interviews are qualitative interviews. The reason why qualitative interviews are made is to gather content and meaning out of interpretations. In order to understand and have meaning from the participant's experiences, full interaction should be given importance and focused (Saunders et al., 2009).

As for semi-structured interviews, the researcher in these kinds of interviews has a list of questions that need to be answered. These questions may be different from each interview, since the researcher can remove some questions according to the organizational context and its relation to the topic of the research. The researcher can also add more questions if needed in order to analyze the research question, which also depends on the nature of a specific organization. Taking notes and audio recording the conversation in the interview will be required in this case to collect all the necessary data (Saunders et al., 2009).

3.7.1.3 Telephone Interview

Making efforts to conduct interviews that are non-standardized through telephone can have potential advantages such as speed, access, and lower cost. This method makes it possible to have contact with the persons that are considered impractical to make a face-to-face interview for reasons such as the excessive costs included, time needed and distance. Even though long-distance may not be that big of a problem, however, interviews made through telephone had its advantages such as lower costs and speed of data collection. Moreover, this method may be more appropriate to use (Saunders et al., 2009).

A number of important issues exist that stand against gathering qualitative data through telephone interviews. This type of interviews requires personal contact. The goal of making non-standardized interviews is to be capable of analyzing responses of the participant. This way would be more advantageous since a trust point had been settled. Gaining trust is an important point since it makes it possible to ask questions that may have been considered to be sensitive. Therefore, having qualitative interviews through telephone can lead to issues such as reduced reliability. For example, times when participants may not want to be involved in an exploratory discussion. It may even be required to manage some other practical issues, such as the ability to manage the telephone interviews pace and the ability to record any upcoming data. Interviewing through telephone and taking notes is a process that is very difficult, therefore it is recommended to use an audio-recording for that purpose (Saunders et al., 2009).

Additionally, in this kind of interviews the visual signals may not be present to the participant to help him in controlling the data flow they share. Nonverbal behavior of the participant is lost in telephone interviews; therefore, this would have negative effects on the interpretations of how a specific line of questioning is followed. The participant also may not give enough time for the telephone interview as compared to interviews that are made face-to-face. When developing complicated questions for telephone interviews, difficulties may be faced, as in comparison with face-to-face interviews. Ethical issues may occur when trying to obtain access through a telephone call (Saunders et al., 2009).

It is believed that these are the reasons that non-standardized interviews through telephone are suitable only in specific cases. Managing a short, follow-up telephone interview may be good to explain some data, in which the interviewer has made a face-to-face interview with a participant that trusted the interviewer's integrity and competence. It may be also appropriate that the interviewer creates credibility through earlier contact, and explained that his requirements are managed through ethical principles and are reasonable, for areas where access may be restricted for reasons such as long distance. Such a condition requires a request to attempt a telephone interview with participants from other countries. Culture norms related to the conduct as well as telephone conversation durations should be taken into consideration (Saunders et al., 2009).

3.7.3.4 The choice of respondents

In order to conduct a good insight and have proper information to answer the research questions, it is important to be careful when it comes to choosing the respondent that will be interviewed. Accordingly the author decided to make interviews with companies that are present on social media platforms in order for the third research question to be answered which is what social media platforms are more suitable to use in the agricultural and construction equipment marketing activities?. To answer the first and second research questions which are; what benefits result from using social media in B2B? And what strategy to follow in order to market agriculture and construction equipments over social media? The interview was made with the marketing manager of the company to gain more insight about the strategy they are using in the social media platform.

Two face-to-face interviews were conducted with the headquarter of the company since they support the rest of the companies that work under them, they also support and are responsible for the use of social media in the company as a whole. Four other telephone interviews were conducted with companies that work under the headquarter, with persons who directly handle social media accounts of the company, in order gain deeper insight to the company's utilization of social media.

Table 3-2 Interviews' respondents

Company	Position	Date & Length	Type of interview
Söderberg & Haak AB Headquarter	Director of Sales and Marketing	19/04/17 54 min	Personal
Söderberg & Haak AB Headquarter	Marketing Communication	19/04/17 45 min	Personal
Söderberg & Haak AB Branch	Manager director	24/04/17 45 min	Telephone
Söderberg & Haak AB Branch	Manager director	25/04/17 45 min	Telephone
Söderberg & Haak AB Branch	Manager director	25/04/17 41 min	Telephone
Söderberg & Haak AB Branch	Manager director	26/04/17 24 min	Telephone

3.7.2 Secondary data collection

Secondary data are collected data for purposes different from the problem in hand. Even though the definition of secondary data appears to be straightforward and clear, yet many researchers confuse the term with marketing intelligence. The most important benefit gained from secondary data is that it saves time and cost. According to (Saunders et al., 2009), secondary data can be found in the form of published summaries and raw data. The author collected the secondary data from different resources such as the web of knowledge data base, Jönköping university database, Google scholar and other trustworthy Internet databases. When searching for the secondary data multiple keywords have been chosen to be used such as: social media, B2B, social media within B2B, marketing B2B, marketing advantages of social media etc. For the literature review data

has been selected carefully by what was more relevant to the topic from trustworthy scientific articles.

3.8 Data analysis

After collecting the data, the next step is to analyze the data. Data analysis process is divided into five stages as following: comprehending the data, integrating related data drawn from various transcripts and notes, identifying the key patterns from them for further exploration, developing theories based on the apparent patterns and/or relationships, and drawing the conclusions (Saunders et al., 2009).

The data analysis process begins with collecting data from the information that was gathered from interviews. The researcher recognizes the main variables in the research and minimizes data in order to reach the most feasible and concerning parts. Then the data should be interpreted after it is recovered and organized. In order to set up relationships between the research questions and gathered data and verify conclusions, key patterns should have theoretical support in secondary data (

3.9 Method Evaluation

In order to reach the aim of this study and answer the research questions, a qualitative research will be carried out in this study organized as a case study. Data collection will be done through interviews that are semi-structured, and content analysis. Evaluation tests that consist of validity, reliability, and confirmability are employed, in order to conquer any obstructions in the methods executed.

3.9.1 Validity

In qualitative studies, validity concept is critical since it evaluates the ability of an instrument in measuring what it's expected to measure (Kothari, 2004). Research validity is sectioned as external, internal, ecological and constructs (Fisher et al., 2007).

In the qualitative research, validity refers to the suitability of the tools and processes and convenience of the data. The challenge starts from the epistemology and ontology of the studied issue while estimating qualitative research's validity (Leung, 2015).As for

interview validity, it is seen that structured interviews have higher validity than unstructured interviews in accordance with (Campion et al., 1988).

3.9.2 Reliability

Reliability indicates the degree to which procedures of data collection analysis will result in consistent returns (Easterbay-Smith et al., 2008), (Saunders et al., 2009). The definition of reliability is challenging when having diverse paradigms in qualitative research. Whereas in quantitative research reliability suggests that processes and results would have the exact replicability. Also, in qualitative research the quality of reliability remains in consistency (Leung, 2015).

3.9.3 Confirmability

In confirmability evaluation the author should be concerned in whether the findings were based and linked to the collected data. These findings are traced through revising the interview audio records and notes taken when the interview was conducted. The author will want to come to a judgement of whether the conclusions that were based on the data were logical or not. This is done through assessing the interpretation's quality, and likelihood of other tempting alternatives to appear. The assessment should include the importance of the explanatory power and clarity of the category structure which should also be based on the data (Lincoln and Guba, 1985).

The author revised the interview recordings over and over to make sure that the data analysis did not involve any personal judgements. Making sure that no personal judgements influenced the data analysis assured that the collected data had the right quality to make theoretical discussions.

4. Findings

4.1 Company overview

In this study, the author examines the use, benefit and future of using social media as a marketing tool in marketing strategy based on a case study of Söderberg & Haak AB. The company is part of MellbyGård group since 1995. Back in the 1866 the company started as an iron and steel wholesaler. 30 years later Söderberg & Haak AB was born as a separate company for machines. The company is a distributor and supporter for the following brands; Deutz-Fahr, Komatsue, Krone, Amazone, Dal-bo, Geringhoff, New Holland and Case IH. They approximately have 250 employees and are represented in 20 locations in Sweden that are owned by them. They also cooperate with approximately 20 private resellers, who sell the company machine program. They are represented from Kiruna in the north to Ystad in the south.

Söderberg & Haak AB is Sweden's leading privately-owned company importer of machines for agriculture industry and machine contractors. Their role is importing from international manufacturers to resellers and end customers. They also offer full-scale sales, service and spare part supplies from around 35 sites across Sweden. Their Headquarter and spare part warehouses are located in Staffanstorp located in north Sweden. In their spare part warehouses, they have thousands of spare parts for the machinery they represent and other brands. It is essentially important to fix the machines in a short period of time in case of any damage; otherwise the owner of the machine will face a lot of losses. They can guarantee that new spare parts would arrive as soon as possible. For example, if one of the branches asked for a part after 03:00 PM, they would make sure that the spare part arrives the next day before 07:00 AM.

4.2 Content analysis

After observing posts published by Söderberg & Haak AB, it can be illustrated that they are using it as a tool for different purposes such as brand building and brand awareness, acquiring new customers, introducing new products and services, retaining current customers, and improving employee engagement.

The main theme they follow is keeping customers up to date of what is happening in the company. They also invite their customers over to their location to see a demo or even test drive the machines. They have a picture of one of their employees working, another post talking about how new employees are joining their company and publish posts about the available job vacancies. They also post every event that they host, and post if they are having a tour in Sweden to let their customers and suppliers know about it and meet them on their way.

From the top pictures that had a higher number of Engagements, it was found that there were 15 pictures talking about new deliveries to customers. These pictures were also made as invitations to visit the company for a demo or to test drive a new machine as mentioned earlier. So they keep their customers updated of what they are doing whether they were participating in a show or sponsoring an event. Furthermore, they use it to show the followers what pressure they have in the workshop. For example they posted three different pictures three days in a row so the customer could see how productive they are.

As for the top videos there were 19 videos that had the highest engagements among all the pages of the headquarter and the branches. The headquarters' content of the video was displaying the machines that they had, and invited people to visit the branches across Sweden and to test drive of the machines. They also post about the after sales that they have by training the employees on the new machines they provide. This also applies for the top videos in the branches.

Moreover, the top links were clearly being used to generate new leads to their website. It is mainly used as a press release tool from the headquarter and branches. When the headquarter shares a link for news about the company, the branches share the same link in their fan page. This makes sure that all their customers and suppliers across Sweden can read new announcements. Furthermore, they use links to invite customers and suppliers to events scheduled in the headquarter's website for the branches.

Additionally, top texts almost talk about new job vacancies available in their branches. These texts are also used to thank customers and suppliers for visiting them, and to update customers if they will be closing for unexpected reasons. They post texts talking about the upcoming events that will be held in the branches across Sweden and in the headquarter to keep the customers and suppliers updated.

After analyzing the headquarter's website it can be illustrated that the company has all contact information, and has a section made for the branches across Sweden. In the front page they have sections for multiple things such as about us, customer services, products, spridar's calculation, spare parts, financing, web shop, news, reseller, and news sections. In the header of the website there is an internal login and external login for the resellers, and a search field to search the whole website. There are image slideshow available in the middle of the page featuring brands they represent and the event that will be held. When visitors click on the slide show, they will be redirected to a new webpage for more details.

In the page footer they provide their address and contact information located on the right side. They provide a small summary about their history and what brands they represent located in the middle. On the left side, they provide hyperlinks to their social media platforms such as Facebook, Instagram, LinkedIn and YouTube, also two hyperlinks to Komatrax which is a remote monitoring system also available as a retrofit for older Komatsu and non Komatsu machines. This links under global Komatsu which is for the owner of Komatsu machines that has full support of Söderberg & Haak AB. Another available hyperlink leads to EQP care for customers, so that Söderberg & Haak AB can reach information directly from Komatsu. Söderberg & Haak AB has a catalogue of their machines and news section and financing section for both agriculture and construction equipment

Examples of real entries made by the headquarter and the branches:

“Första visningsdagen på Söderberg & Haak Staffanstorp lider mot sitt slut. Vi vill på detta sätt tacka alla besökande kunder, leverantörer och andra intressenter som besökt oss under dagen. Nu stänger vi ner för dagen och hoppas att återse många av er igen imorgon och er andra som inte haft möjligheten att komma idag. Imorgon lördag har vi öppet 10-15 Mycket välkomna!!!” (English translation below)

First inspection day on söderberg & Haak Staffanstorp draws to an end. We would like to thank everyone this way visiting customers, suppliers and other stakeholders who visited us during the day. Now we're closing down for the day and hope to see many of you again tomorrow and the rest of you who have not had the opportunity to come today. Tomorrow Saturday we'll be open 10-15. Very Welcome!!!

“Fredagen den 10/3-2017 har vi stängt på Söderberg & Haak i Kvänum pga utbildning i Staffanstorp för hela personalen. Det kommer finnas personal i Brålanda. Vi kommer även att ha en jour telefon för akuta ärenden i kvänum 070-6315759.” (English translation below)

Friday the 10/3-2017 we will be closed on Söderberg & Haak in kvänum pga training in Staffanstorp for all staff. There will be personal in Brålanda. We will also have an on call phone for urgent matters in Kvänum 070-6315759.

More examples of real post entries of the headquarter and branches are found in the appendix 2 - 6

-

Page	Page Performance Index	Number of fans	Engagement	Post interaction	Posts per day	Facebook Videos	Total Reactions, Comments, Shares of Facebook-Videos	Total Reactions, Comments, Shares	Number of posts	Picture Posts	Video post	Link post	Starting date
Söderberg & Haak Maskin AB	10,0%	2666	0,09 %	0,89 %	0,43	10	514	1365	49	14	13	18	
Söderberg & Haak Staffanstorp	4,0 %	1828	0,01 %	0,19 %	0,24	3	40	431	28	16	3	5	14/12/2010
Söderberg & Haak Ystad	19,0%	1522	0,31 %	2,53 %	0,35	6	161	1310	40	28	7	4	05/05/2012
Söderberg & Haak TC AB	11,0%	831	0,12 %	0,77 %	0,27	3	32	206	31	25	3	2	16/05/2013
Söderberg & Haak i Veddige	12,0%	693	0,13 %	2,45 %	0,16	3	60	358	19	10	3	5	01/12/2013
Söderberg & Haak på Höglandet	-	557	-	-	0,04	0	0	44	5	5	0	0	11/12/2013
Söderberg & Haak Kvänum	4,0 %	554	0,0 %	0,19 %	0,05	0	0	73	6	3	0	0	17/11/2014
Söderberg & Haak i Rinkaby	17,0%	431	0,26 %	4,16 %	0,20	4	10	419	23	15	5	2	18/12/2015
Söderberg & Haak i Östergötland	18,0%	205	0,29 %	8,25 %	0,18	4	9	116	21	12	4	5	27/04/2016
LG Maskin	28,0%	127	0,71 %	15,94%	0,09	0	0	135	11	10	0	0	03/06/2015
Avarege	14 %	941	0.22%	4.0%	0.21	3	83	446	23	14	4	4	

Table 4-2 Facebook Fanpages data source (Fanpage Karma, 2017)

4.3 Interview

The author conducted two interviews with the director of sales and marketing, and the marketing communicator in the headquarter of Söderberg & Haak AB. In addition, the author has conducted four telephone interviews with the branches of the company with the person who is in charge of the sales and marketing of the branch to get more insight about the different uses, benefits and future of social media in Söderberg & Haak AB.

The strategy of marketing agricultural and construction equipment offline/online , the reason behind choosing social media platforms, and the Advantages and obstacles of using social media in the B2B context were discussed. Therefore the author decided to present the finding as a two separate parts to clarify the differences between the headquarters and the branches. These interviews assisted in examining how social media is used in the marketing strategy. However, the respondent's names were kept hidden to keep readers of this study focused on the content.

4.3.1. The headquarter

4.3.1.1 The use, benefit, and future of social media in Söderberg & Haak AB.

In 2009 Söderberg & Haak AB decided to be present on social media. Therefore, on October, 2009 their Facebook page under the name Söderberg & Haak AB was created. On the 26th of March they created their YouTube channel under the name of Söderberg & Haak AB, while in August 2014 they created their Instagram page. It seems that these accounts were created since they only wanted to be present on these platforms in that time. The most important reason behind taking this decision was that they started to understand that people change the way of collecting information and that if they didn't start following what people are doing they would face problems in the future in reaching people through using the traditional way of marketing. *“We have to use it (social media) if we are not on the train then we will fall behind”* argued the marketing communicator. In other words they have to follow the crowd. By that time they started to understand the power of social media, but it however seems that they were not active since a couple of years in a constant manner. The director of sales and marketing says that they only started using social media only a few years ago, but they haven't been using it that much, then a couple of years ago after noticing that it was useful and that it has a huge effect on

the company, they decided that they had to learn more about it and understand it more deeply. The marketing communicator noted that they had a website since 10-15 years ago, and a Facebook account for maybe 7-8 years. This all indicates that they were present on social media for a long time but started to consider using it only for a couple of years now in a better way even though it still needs to be utilized in a more advanced way.

In addition for what was mentioned before, it can be said that Söderberg & Haak AB has started to understand the power of social media platforms in their marketing strategy. However, they are yet still confused in what strategy to follow, meaning they're still trying to draw the blueprints. They started doing so through sending manuals to their branches in order for them to know how their social media platforms should look like and what content should be published and what should not. The manual aims to gain benefits from using social media, make sure that customers don't get confused between pages of the headquarter and pages of the branches, and to make the company look like one company and not like many separate companies.

A debate was made to know whether social media is an essential tool in the marketing strategy or just a supportive tool for other marketing activities that they are already using. The director of sales and marketing's opinion was that social media is a supportive tool, but they are looking forward to putting more effort in it and make it grow, but yet it's still a small part. Whereas the marketing coordinator considered social media as an essential tool since nowadays young people don't like reading texts, instead, they like watching short movies; therefore they need to be using social media much better. But both sides agreed on having a future for social media in Söderberg & Haak AB. The marketing coordinator noted that they were using social media in different parts in the company even though it's still a small share, and that they are willing to use it more and make it have a bigger share in the future.

The marketing coordinator also added that the spending on social media will increase within the next five years, and they will be moving from printed media to internet media, they will also double the spending on social media advertising or maybe even triple it.

The director of sales and marketing doesn't know how much will the spending increase, but it will definitely increase in his opinion, not only to the double, he thinks it needs much more than the double.

The headquarter mainly use social media to be more as a supporter for the branches across Sweden. So they use it for multiple reasons such as brand awareness and brand building, Acquiring new customers, Introducing new products and services, Retaining current customer, improving employee engagement, marketing research and Identifying new customer groups they currently don't target. Along with the traditional way of marketing, all will be discussed in more details in (section 4.3.2).

4.3.1.2 The strategy of marketing agricultural and construction equipment offline/online.

Söderberg & Haak AB set their strategy twice a year from planning to budgeting as noted by the director of sales and marketing. They make adjustments during the year if they had a new idea or something new happening. They are flexible in planning, but they still stick to the budget. For instance, they exclude something from the original plan that was made if they wanted to include something that was not included in the original plan in order to stay in the budget area.

The strategy that Söderberg & Haak AB follow as a marketing strategy is an old fashioned and traditional way of marketing, such as direct marketing, advertisement in the papers, website, direct mail, their own magazine they make twice a year, shows and demo machines, and taking the customer to the factory to see the production process of the brands they represent. The most important way of B2B marketing is their sales people network and connection with the customer. They understand that the customer nowadays can no longer be reached by only depending on traditional ways of marketing. The director of sales and marketing says that they are old fashioned but people are heading to new ways of searching for things, so they head for the internet, and therefore they have to cope with these behavioral changes and act accordingly. Therefore the company has decided to use web 2.0 and social media in their marketing strategy along with the traditional ways, which is more beneficial for Söderberg & Haak AB.

The director of sales and marketing illustrated that they use social media and printed media to introduce new products that they are selling. They make press releases to announce it and they publish mainly on Facebook for this purpose, the news sites, and their own website along with the printed media. Furthermore, after publishing the press release they shoot a short movie about it and post it on YouTube and Facebook.

The marketing coordinator thought that making a short movie and posting it on YouTube and Facebook is the best. They make press releases for brand awareness purposes and make a movie for it. They use social media platforms to acquire new customers to work with. They combine the traditional way of marketing with social media by making catalogues and brochures containing links to their social media platforms and their website. After that they send it through posts to their customers so they would go to the provided link in order to get more information. In order to retain current customers they communicate with them through showing that they have more information on their website to make sure that their customers keep visiting their website if they need any information.

In order to improve the activity and engagement on social media, the company should encourage their employees how are responsible for the accounts by posting pictures and movies about what is going on in the company. For example if employees were training they post a picture or a video of the event accompanied with a short description about what they have learned. Consequently, their customers will always be updated with the events and news of the company. Almost all of the branches have their own Facebook account and each branch has its own way of presenting their Facebook posts and their page appearance. Therefore, in order to ensure constancy throughout all the Facebook fan pages and websites of the branches the marketing communicator created a manual for all the branches to show how their website and Facebook fan pages should look like, and what content should they publish. All the branches including the headquarter, follow the same strategy in order for Söderberg & Haak AB to be seen as one company. “When I started here I had to create a manual because Söderberg & Haak AB should be seen as one company not many different”

4.3.1.3 The choice of social media platforms.

In the interview the respondent was asked about what platforms they use and what is the reason behind their choice. The headquarter of Söderberg & Haak AB are present on the internet through their website, Facebook, YouTube, Instagram and LinkedIn accounts. Their first two choices that they preferred to use were Facebook and YouTube “*because I think there are YouTube is its big everyone watch YouTube I think Facebook because there are so many people how have Facebooks I think so if I had only two pick two it will be these two* “, and the respondent said that if they were younger they might have used Snapchat, “*yeah I think if were younger maybe we should use that (snapchat) I am not sure maybe*” and they would use it for their press releases by shooting a short movie and post it on both platforms. Facebook is considered one of the most important platforms used for brand awareness. Most of their customers use Facebook much more than any other platform such as LinkedIn and Instagram. Facebook is also used because many people in their industry or even outside their industry in Sweden use Facebook. They can share almost anything through it. For example, their press releases to direct people to their website, and they can also share a post or a link to their new YouTube video through using Facebook. YouTube is also important but it is seen that it should be accompanied with something that refers to the company. They also use it because their customers like movies and not only pictures. They also post short movies on Facebook because that's what people like.

4.3.1.4 The Advantages and obstacles of using social media in the B2B context

One of the advantages of using social media is the cost of using it as compared to the traditional way of marketing which is very expensive. The director of sales and marketing of Söderberg & Haak AB mentioned that it would be too expensive for the company to participate in an exhibition. This kind of participation would be useful for social media for at least a couple of years at least. In addition, social media measures the number of people that have seen the advertisement or how many persons did the advertisement reach. On the other hand, making an advertisement on paper or magazine doesn't give a measurement on how many people the advertisement has reached.

4.3.2. Branches

4.3.2.1 The use, benefit, and future of social media in Söderberg & Haak AB.

Söderberg & Haak AB branches started recognizing that they need to be present on social media almost after 2010. Therefore, they made almost 12 Facebook pages, and some of the branches created Instagram accounts. They started using social media after noticing that their suppliers, customers and competitors were using it at that time. They wanted to make sure that people know that the company exists and that its operating, they also wanted to stay updated with new products, events and other things happening with in company. *“We want to show them that we exist and something is happening in our company everyday”*. They started actually using social media in a more constant way in the last 2 years approximately. The headquarter uses social media in a broader way than the branches which only use it for few certain reasons. The main reasons that the branches use social media is for brand awareness and brand building, acquiring new customers, introducing new products and services, retaining current customer and to know what their competitors are doing. These will be discussed in more details later in following section. Additionally, three out of the 4 respondents also use social media for personal use and not only for business use, for example having their own personal Facebook accounts as well as operating on the business Facebook pages.

Also three respondents agreed that their experience with the social media platform is so far satisfying. They also noticed that the sales increased after they started using social media as a component of their marketing strategy. They have seen that the service department takes advantage of using social media in the winter since the demand is low and there is not too much work to do, so they use it to promote campaigns for the service department. However, this does not apply to all the branches, since some departments did not see any effects from using social media in the service department. Social media is considered a direct way of marketing, which enables these companies to reach people who are interested in the machines they offer, at a low cost or even for free *“The free of charge advertising it is for Facebook and the homepage.”*

They also use social media for reasons such as checking competitors news and activities, getting more insight, keep updated with the industry market, and making sure they can

get the needed information through only checking their supplier's or competitor's Facebook pages. For more detailed information they go to their websites. One of the respondents considered that using Facebook is much better than using the website because it contains more information *"I personally think that if Facebook develop their concept a little bit more I don't think you really need to add a webpage anymore"*.

Moreover, they noticed that people following them on their Facebook page receive almost every post the branches upload; people would therefore catch up with them on daily basis. This in return makes the branches more recognized, since the customer would keep the company in mind when they want to buy a machine *"We got closer to the customer and got better relationship"*. They also get feedback from the customers when meeting them face-to-face. The customers want to know more about what is going on in the company. Feedback will reflect their reputation among their customers, therefore, their customers will be more loyal. *"our picture reputation at the market got stronger with Facebook."* Additionally, when using Facebook it's easy to measure the impact of their published advertisement, and they can also communicate with their customers in a dialogue. *"Think it's easy to measure it especially Facebook it's really easy to measure because you see how many you reach how many you have interact with the comments and sharing and so on"*. One of the most important benefits of using social media is that it makes it easy for customers to find the branches. If customers do not find them easily it may have negative effects on the company which would lead to losing deals with their customers.

In the future, their spending on social media will be increased, the budget will be doubled easily, and this goes back to the reason that some of the branches are using it in an organic way. One of the respondents noted that he spent a small amount of money on social media, specifically Facebook, and is yet to see if the results are satisfying and therefore, if they were satisfying he will be willing to increase the spending on social media marketing up to 100%. Furthermore, this will be one of the biggest marketing techniques that they will be using. *"If we look 5 years in the future I think social media will be definitely the most important thing for us"*. In order to achieve this goal they will have to dedicate more time and effort to learn more about the best way of utilizing social

media. *“To have a structure for the flow when, how and where to put information and perhaps do it in a more professional way than you do it today”*.

They aim to have a more exact way of structure among all of the branches and the headquarter in order to be seen as single company. They also have a manual that they are following, which they received from the headquarter. This manual shows what is allowed and not allowed to be posted on social media, in order for all branches to follow a certain criteria and be more organized, also to avoid any negative or unwanted posts to be uploaded to the internet that might affect the company’s picture and reputation. This manual therefore assists in fulfilling their intention to be more structured.

4.3.2.2 The strategy of marketing agricultural and construction equipment offline/online.

In the beginning of the year the sales persons and the management together meet and plan the marketing strategy for the whole year. They adjust it if it needs to be adjusted, so it's a continuous and flexible strategy. For example if they have an ordinary upcoming event, they decide if they want to make a marketing campaign for this specific event and they plan what, where, when and how to market it three weeks earlier. Additionally, if they have a big event coming they plan for it a year ahead. They usually use the traditional way of marketing by email, local radio, business newspaper, direct mail, and postcards. One of the respondents mentioned that they also buy an excel sheet containing addresses for businesses that they are not working with so far in order to send them a postcard to be able to reach them.

The first thing they use in order to collect information regarding their industry is social media platforms. If there was any additional information they need, or if they want to gain more insight they visit a webpage from Facebook pages. If they want to promote a new product they use social media and the traditional way of marketing *“we combine Facebook and regular ads in the newspaper”*.

Their traditional way of marketing is usually done through email, local radio, business newspaper, direct mail, and postcards. They assign an expert to listen and take their opinion on how to lay out the message on the traditional media. But on the other hand;

when putting out ads on social media platforms, they just post it with no previous expert advice “*when you do it on social media you just do it and hope for the best*” where another responded said “*spray and pray*”. The reason goes back to the fact that social media is considered an easy and flexible way to learn how to make and put ads, and it is even easy to learn from previous mistakes. Yet they need to enhance their knowledge in using social media. They need to keep trying their best in learning how social media really works. They have to learn to know if a certain ad was successful or not through measuring the degree of engagements from the number of likes, shares, views and comments for example. “*It’s a lot of try and error when it comes to social media*”. When comparing these measurement methods with the traditional media, it is hard for the company to measure for example how many people did the ad reach and how they reacted to it, and therefore it is hard to know if it was a successful ad or not.

The four respondents agreed that they will continue using the traditional way of marketing and social media together for a couple of years at least. “*We are going use both traditional and social media for a couple of years*”. But there's one respondent that said he will be using only social media for the marketing since he is depending on the headquarter in handling and spending on traditional marketing. And another respondent clarified that the headquarter is managing their social media platforms since they are new in the company. One respondent noted that they are recently marketing by 80% on traditional basis and 20% through social media. They use web 2.0 for marketing by creating a virtual store on multiple websites such as blocket.com which is a Swedish website, and mascus.com which a website specialized in the machines they sell.

Acquiring new business to work with depends on the word of mouth, which is a result of satisfying the customers, giving them what they want and treating them well, therefore, being recommended to other people. The company’s daily activity and good reputation is what helps the company in acquiring new business to work with.

In order to reach new customers they post pictures and movies featuring the machines and how they work, and what are they capable of doing. Since young people are mostly using social media platforms, they would be the ones that are most likely to see the videos and as a consequence they would recognize the company and try to reach it through a phone call or even pay the company a visit. Therefore, the company will start

to build a relationship with the new customers. This illustrates how they have done their role in understanding what their target audience are looking for through the use of social media, and they are doing their best to provide their customers with their needs.

Since the nature or type of the industry they run their business in is described as a small industry and mostly active in the local area; it is hard for the branches to reach a high number of likes and followers on their online pages and posts. Therefore, they follow this strategy of posting as much posts, pictures, and videos as possible and in a more constant way. They post pictures or videos of the store, their employees, the big machines, events and so on, because they believe that people like to see these kinds of posts and keep them up to date with the company, its activities, and news. Consequently they gain more likes and followers from these posts.

One of the respondents mentioned that they buy an excel sheet containing addresses of businesses that they are not working with so far in order to send them a postcard to be able to reach them. They also have a magazine printed and sent to their customers twice a year in order to retain their customers and keep them up to date with the company and stay in minds of their customers.

Their strategy on social media is to keep the customer updated on almost everything that's happening in the company. And as news and products are shared on social media for their customers, they also share news and products to interact with their suppliers. For example, if they want to sell a machine, made a new delivery, or they started working with a new supplier, or even if they are training on one of their machines. They also give the customer the opportunity to try the machine if they have a demo or a new machine coming out. The customer therefore can test the machine through driving it and trying it, and in return, the company reaches customers since these customers come especially to try these machines and some of them even ask to be pictured with the machine and ask to post it on social media. In order to build and maintain a relation with a customer, they keep sending the same salesman who helped the customer from the first time. This will assist in having a long and perfect relation with the customer.

A respondent noted that the company has two people that are responsible for the Facebook pages. They make sure that what is being posted has a good quality and they

keep an eye on what to share with followers because they believe that not everything is suitable to publish on Facebook. *“If there is many people using it then they could post a photo or something like that I think that the quality will drop..... Maybe we will lose some followers not everything is suitable for publishing on Facebook”* And to know if a post had good feedback and good quality; they see how many people visited their website or contacted them after uploading the post or the short movie they posted.

Söderberg & Haak AB buy companies that already exist across Sweden to be more presented. One of the respondents noted that he recently sold his company Söderberg & Haak AB. He sent all the files to the headquarter so they would take the responsibility of updating customers on the social media platform. This respondent also noted that he does not use social media for personal use. But he had noticed that after using social media, more people came to the company to see their machines. He also agrees that social media is a supportive tool in marketing; since it lets the customers know about them and more willing to come to the company and have a face-to-face conversation or call them to get more information about something they have seen on social media. He said that he only post pictures not movies on social media.

4.3.2.3 The choice of social media platforms

Most of the branches use Facebook since they are a local business and most of their customers are also present on Facebook. Respondents were asked about their opinion in using other platforms. One respondent noted that YouTube is a good way to market but the company does not use it, Instagram is used mainly for personal use so they don't use it also, as for LinkedIn, they see it as more related to job search and cannot be used for marketing *“I know that LinkedIn its more work related or job related or if you change your job or looking for eh new field or if you're looking for personal”*. However, they see that with the use of Facebook they are able to target customers based on their interests, so everyone who follows them would be interested in their field. They mostly target contractors and farmers, and with the use of Facebook they are getting more known in the area they operate in. The branches see that Facebook is very important since their customers also use Facebook which are mostly farmers. And even though

some of their customers may not be using Facebook that much, but they know it is very common to use social media especially Facebook.

They also noticed that their customer like to watch movies (videos) and see pictures, so they figured that Facebook is the perfect platform for posting such things. Through Facebook, the companies can post a link of their website in order to redirect customers to get more information from the main webpage. Furthermore, if they have a press release they use Facebook to post a link to direct customers and make them read more about it. Having a Facebook page can guarantee that their current and potential customers can have daily updates of what is happening in the company. So if they have an event or something coming up, Facebook will be the first place to publish the upcoming event.

4.3.2.4 The Advantages and obstacles of using social media in the B2B context.

The advantage of using social media is that it is a very cheap method. Söderberg & Haak AB, the headquarter, is now handling and spending on the traditional way of marketing, therefore, the branches can take advantage of that and focus better on social media and spend more on marketing through using it.

Using social media is useful in targeting the group of people that the company wants. This method makes it even a cheaper way to market rather than the traditional way of marketing that costs too much and has lower returns than social media. Targeting customers through social media also guarantees that people who follow the page are interested in the company otherwise they will not be following it. It is easier to make a post on Facebook, since it only takes a couple of minutes but it is considered an immature way to use social media.

Obstacles that face social media utilization in the branches are the lack of knowledge in how to use it so far. *“I would be the first to admit that we are not trained, educated to use social media”*. People who are handling the social media platforms in the branches are the same people who are handling sales, and the problem is that they don't have time to handle both sides. There is no specific expertise that handles social media as a whole which could devote all his time and effort for this purpose. The problem in social media

also, is that not everything can be shared, some information may not be suitable for posting, for example when posting a video they have to make sure that it does not contain any information that may be confidential. Also in this industry face-to-face meetings are important to see the machine and examine it, know how it works or if it works and so on. The age of the employees is an important point to focus on too; since old employees still don't believe in social media's effectiveness and refuse to use it for marketing and to publish things on Facebook for example. They still believe in the traditional way, whereas young employees are more willing to adopt social media.

These companies see that it is important to move constantly. They need to keep updating their social media pages so that their customers don't get bored of what they post since the new media lives shortly and needs to be updated frequently. Updating these pages requires time and effort to ensure nothing with negative consequences are published such as posts that give customers a bad impression about the company.

5. Analysis

5.1 The use, benefit and future of social media in Söderberg & Haak AB.

Söderberg & Haak AB used to do B2B business in a traditional way. After web 2.0 emerged they started using digital marketing almost 12 years ago. They started through establishing a website under the name sodhaak.se and they used it along with the traditional B2B marketing. The way Söderberg & Haak AB started their digital marketing in the B2B context is the same way that Brennan and Croft (2012) explained how B2B marketing moved from offline marketing to online marketing.

What drives the use of social media is the personal use of it (Keinänen and Kuivalainen, 2015). For example, if a person does not use social media, or uses it in a limited way, then this person would not see the usefulness of social media, as compared to a person who knows how to use it very well and uses it more frequently. However, three of the respondents used social media for personal use and they were positive about it. One of the respondents wasn't satisfied with social media as the others did, since he doesn't use social media that much. Another problem is the age for example, one of the respondents said that old sales people didn't like using social media for posting pictures of the machines, because they already don't use social media for personal use, so they didn't know that advantage of using it.

The daily activities of the company are important to Söderberg & Haak AB and its branches. Daily activities mean frequently posting pictures, videos, news, and events on the company's social media platform. However, Söderberg & Haak AB sees that daily activity on social media is important to interact with customers, keep them updated, engage with suppliers, and know what the competitors are doing. They also encourage their employees to interact on social media through posting pictures and videos to keep their customers updated and maintain this relationship they have with their customers. After all, daily activities are important in B2B relationships to maintain customer relationships and this is what Keinänen and Kuivalainen (2015) agreed on.

The headquarter provides manuals for the branches to follow. This manual is like a guideline to the branches, it shows what is okay to post on social media and what's forbidden; so that whatever the branches post would not result in a negative feedback to

the company. This strategy that the headquarter follows agrees with what was suggested by Kaplan and Haenlein (2010) that companies should have guidelines to follow when using social media. This goes back to the reason that information on social media keeps changing and needs to be updated frequently since social media is a very active domain.

However, from the practical point of view, the branches follow a certain criteria when posting something on their pages. They almost have the same profile picture and cover photo. They all provide information about the location, working hours, phone numbers, and a link to their website or to the headquarters' website. Some of them provide a small description about their business in the 'about' section on the Facebook page. According to what was mentioned in the interview, the manual aims to represent the headquarter and the branches as one company. Yet the company needs more time in order to fully organize the headquarter and the branches pages and make them more similar and in context.

Literature review suggests that when planning social media strategies, security requirements should not be ignored (Keinänen and Kuivalainen, 2015). However, respondents pointed out the importance of the shared content and that not everything is suitable for sharing, since some posts for example might contain confidential information of the company that should not be shared.

Some respondents consider social media as a supportive tool to their marketing activities, since it supports in making customers know the company and contact them. However, they are willing to expand the concept of using it. This matches what Swani et al. (2013) said about how B2B marketers are recognizing the importance of social media, and adapting it to assist them in their marketing strategies.

5.2 The strategy of marketing agricultural and construction equipment offline/online.

The director of sales and marketing described the company as old fashioned but they had to work according to what their customers need, since everyone nowadays use social media for fun, or to look for something to buy, or for business purposes. Therefore they had to cope with the changes and start using social media. This statement agrees with how Kaplan and Haenlein (2010) described the use of social media as a place where

friends and family interact and the opportunity for firms to connect with customers at low costs and on timely basis.

Niedermeier et al. (2016) argued that not any industry is suitable for using social media; it depends on its nature, if it's a restricted industry or an innovative industry for example. However, the nature of the industry of Söderberg & Haak AB and its branches is between a restricted and an innovative industry, but it's more inclined to the restricted industry. This means that they almost exist in an industry where the adoption of social media has fewer chances. That goes back to the reason that industry they run their business in is considered small and mostly active in the local area. Additionally, the main reason that they use social media is just to be present on the internet, but they also use it for other purposes such as reaching and retaining customers. They are working on expanding their use of social media, and that's what makes them in between a restricted and innovative industry.

According to Larson and Watson (2011), the spending on social media is increasing, companies are paying more to reach and interact with their customers. They even pay other sites to exchange of information about their customers in order to gain further insight on how to reach them and serve them better. This applies on Söderberg&Haak AB, when they buy excel sheets that contain addresses for businesses that they can reach and work with.

Söderberg & Haak AB and their branches are planning to increase their spending on social media in the future. They noted that they are planning to double the budget, and some respondents said that they might even triple the budget. Some of the branches can easily double the spending because they are using social media in an organic way. They see that in the next five years social media spending will definitely increase and that they might be moving from traditional media to online media. This idea of increasing the spending on social media was confirmed by CMO Survey Report (2016) and Michaelidou et al. (2011). It was proved that businesses in the B2B sector are looking forward to increasing the spending on social media within the next five years. Examples were the companies in the US and UK which operate in the B2B context and are planning to increase their social media budgets in the upcoming years.

In the literature review, Keinänen and Kuivalainen (2015) suggested that managers and senior managers do not always use social media for business because they find it hard to reach their customers in their industry. This applies to Söderberg & Haak AB and its branches, since the nature and type of the industry they operate in, as described earlier, is small, and for that reason it takes time and effort to reach a high number of followers on their online pages. They have to know what their customers like and want to know what to post. They keep on posting pictures and videos that their customers seem to be interested in. and this confirms what Kaplan and Haenlein (2010) suggested about companies having to understand their customers, know what they favor and what they like to hear, and act accordingly.

As shown in Table 4-1 in the findings chapter it can be illustrated that the number of Facebook pages is relatively low, even though the company has been present on social media for more than 7 years, where the headquarter reached 2,666 likes. As for the branches that have been present about 6 years and some of them only for a couple of months, their likes ranged from 127 to 1828 likes. Additionally, two pages that were excluded from the analysis had less than 100 likes. They are trying their best to make their customers like their Facebook pages by posting almost everything they do. As shown in Table 4-1 the headquarter has posted 14 pictures, 13 videos, 49 posts and 18 links. As for the branches it can be seen that there's a difference in the number of posts in the time period that the author decided to analyze the pages. The number of posts range between 5 and 40 posts, the number of picture posts are between 3 and 28 posts, the number of videos are between 0 and 7 posts, and number of links range between 0 to 5 posts. But they are not yet active enough in order to achieve what they want.

The framework of social media strategy in B2B that was suggested by Cawsey and Rowley (2016) contained six components that almost applied to the strategy that Söderberg & Haak AB and its branches concerning social media. The first component in the strategy was monitoring and listening. This is the part of establishment and how to manage social media presence. It is important to learn how to listen to conversations and know the right time to participate in order have greater effect. Söderberg & Haak AB were present on social media since 2009 and the branches followed it a couple of years later. They needed time to start being active since they had to listen, monitor and understand what their target audience want.

The second component is empowering and engaging employees, which mean that employees from different departments should participate in using social media. This requires managers to assign policies and guidelines to be followed, assigning responsibilities and training the staff. Söderberg & Haak AB, the headquarters that manage most of the activities on social media, released a manual that contains guidelines for the branches to follow, to know what to post and what not to post on social media, and because they had many branches all over Sweden they had to organize their activities on social media. They encourage their employees to get engaged on social media through making them post pictures and videos of the company's activities. Also when they have training they post a video on the Facebook pages and explain what the employees have learned from this training. More details can be found in appendix 2-6.

From a practical point of view it was not known how they made the posts on Facebook pages that's why it was not confirmed if Söderberg & Haak AB applies this component in their strategy or not.

The third component is to create a compelling content. This part requires building B2B sales long-term relationships and communicate face-to-face with the audience in order understand and gain customer's trust. Respondents declared that face-to-face meetings are important in the industry they operate in, since customers need to come and examine the machines, and in order to understand their customers better. They also noted that they send the customer to the same salesman that helped the customer previously. Another respondent said that when customers see a certain machine on social media, they call and visit the company to have face-to-face conversations.

As for the practical way of achieving a face-to-face meeting, it can be seen that most of the published posts from both the headquarter and the branches are written in a way that invites the customers and suppliers to visit the company's location to actually observe the machine or have a demo or test drive. It was also seen that they never post the price of the machine on the Facebook page. They only focus on the machine itself from what it is capable of doing and what specifications it has. They try to make the customer more interested in it in order to give them the motivation to call or visit them. It can be concluded that they do their best to make the customers come visit them first and have

face-to-face discussions with them about the machines. More details can be found in appendix 2 - 6.

Stimulating e-Word of Mouth (WOM) is the fourth component, which consists of using social media platforms to develop E-WOM. For example using a social media platform and gaining likes, comments and shares from customers. In order for Söderberg & Haak AB and its branches to acquire new businesses, they depend on the word of mouth. They do not gain word of mouth mainly through the internet, because of the small industry they operate in, and the local area they work. To gain word of mouth they try to satisfy their customers as much as they can and give them what they want. They try to gain E-WOM through social media platforms by interacting with their customers and being active on daily basis, and through the likes, comments, and shares they get, but they have to work on it more properly to enhance it.

Practically, it was noticed that there was good engagement on the headquarters page which was 1365 reactions, shares, and comments in all the posts they published during the period that the author chose to analyse. As for the branches the reactions, shares, and comments range between 44 and 1310. Big differences occurred in the branches because of multiple variables which affect the total reaction, comments and shares. For example, the content of the posts which is the most important aspect, the number of the posts, constant posts upload, and the number fan pages.

The fifth component is evaluating and selecting channels. Social media platforms are important in the B2B context, such as Facebook and LinkedIn. It is important for companies to conduct the evaluation of these channels in order to know the future strategy. The headquarter of Söderberg & Haak AB and its branches mostly concentrate on using Facebook in their social media strategy. They have seen that their customers mostly use Facebook, and that Facebook is useful in targeting customers that are interested in their business. Therefore they see that it's an important tool to target their customers and fulfill their needs.

The practical point of view illustrated that Söderberg & Haak AB is more active on Facebook. The headquarter is still testing the other platforms to examine if it is suitable

to use them so it could afterwards make additional suggestions for the branches and tell them what to do or how to utilize other platforms in the most efficient and effective way.

Enhancing brand presence through integrating social media marketing into marketing strategies and web is the sixth component. This means increasing touch points, therefore, increasing the traffic of the web and on the Search engine optimization (SEO) through using social media. This could be done through using more than one social media platform to maintain presence. One of the respondents noted that they were not SEO optimized but they know and still working on it, which makes it easier for people to find them. Another respondent in one of the branches also said that they also use another social media platform other than Facebook which is Instagram to maintain presence. However, not all the branches use Instagram. The headquarter uses LinkedIn, Facebook, Instagram and YouTube.

Practically, since they have started working on the SEO of their website for couple of months from now; the author was not able to analyse or judge their work because it still needs time to see its result. Instead, the author searched google for (komatsuSweden), and sodhaak.se appeared in the fourth place from the first page. Appearing in the first 10 websites is a good indicator for the company. Afterwards, (GeringhoffSweden) was searched next, where the company's website appeared in the second place from the first page. This was an experiment to understand how effective the company was in SEO. Afterwards the author used Google AdWords planner to check the average monthly searches for the five brands that Söderberg & Haak AB represent (Amazon, Komatsu, Krone, Deutz Fahr, Geringhoff and Dalbo) and the highest average monthly search was for Amazon by 100K - 1M and the lowest was Geringhoff with 10 – 100 searches per month. The competition was very low for all of them. More details can be found in appendix 7 - 8.

After analyzing Söderberg & Haak AB website, two hyperlinks were found on their website. One of these hyperlinks leads to Komatsu dealer's website and the other hyperlink leads to Komatsu's customer service. This is an example of the 2x2 framework that has been suggested by Berns, et al. (2012). Their study was about how small businesses cooperate with each other. But the framework can be also used for large companies' collaborations.

5.3 The choice of social media platforms

In both B2B and B2C sectors, Facebook is considered an important tool in social media marketing. B2C uses Facebook up to 96% while B2B uses Facebook up to 88% (social media examiner). These percentages of Facebook usage and importance were confirmed through the conducted findings. The headquarter of Söderberg & Haak AB consider that Facebook is an important platform to use in brand awareness. They use it more than LinkedIn and Instagram. They use it more than any platform since most of their customers mostly use it, and because they can post short movies on Facebook which is favoured by their customers. As for the branches, they mostly use Facebook also because most of their customers use it, and they see that not all other platforms fulfil their customers' needs. They also see that Facebook is an important platform to use because of its ability to target people who are interested in their business field.

5.4 The Advantages and obstacles of using social media in the B2B context

The use of social media results in greater sales and minimizes marketing time (McKinsey, 2013). The findings revealed that one of the respondents agreed that using Facebook to post pictures and videos about the company takes only a couple of minutes. It was also declared that social media was a cheaper method and had greater results on sales. However, the rest of the respondents did not agree that using social media minimizes marketing time, since they used it along with other tasks such as sales, so they didn't have enough time to use it properly. They also added that Facebook posts need to be updated frequently, which also requires time and effort.

One of the problems that may face the use of social media as illustrated by Jussila et al. (2014) is the possibility of confidential information of companies to be exposed, and that's why some marketers try not to use social media websites. This problem also faces Söderberg & Haak AB and its branches, they always make sure that what's posted on social media is suitable and that it doesn't contain any confidential information. They see that not everything is okay to be posted.

What prevents marketers from using social media is their lack of knowledge as noted by Michaelidou et al. (2011). This statement was confirmed by some respondents that noted that they suffered from lack of knowledge in adopting social media, not well trained, and

not well educated in social media. Another reason for not being able to adopt social media is what was noted by Mangold and Faulds (2009), which is that companies are not able to handle social media communication. The branches approved that by noting that they had no specific expertise to handle social media. The person who handles sales also handles social media; the problem is that they can't handle both tasks at once.

6. Conclusion

The main objective of this study was to identify how companies in the B2B context benefit from using social media in marketing. It focuses on the agriculture and construction industry since the author was not able to reach any previous studies conducted on this topic. This study also examines how companies in this industry are adopting social media in their marketing strategies. And finally, the most useful social media tools to apply in this kind of industry were also analyzed. After interpreting the findings and conducting the analysis, the research questions were fully answered.

Answering the first research question *“What is the benefit of the use of social media in B2B activities, specifically in marketing activities?”*

Social media in the B2B context, as the findings illustrated, has many benefits on companies in so many ways. Using social media is the best way to communicate with both customers and suppliers that the company deals with, and keep them updated with what's new. In this way the company can reach customers and suppliers, connect with them, and maintain their relation with them. It is also considered a method that costs less than traditional ways of marketing, and is not time consuming. Social media can be used to target a specific audience based on their interests and other characteristics.

The answer to the second research question *“What strategy to follow in order to market agriculture and construction equipments over social media?”*

Generally, the agriculture and construction equipment's industry is a kind of industry that needs many effort, knowledge, skills, and training. It requires the company to stay active on daily basis on social media in order to get the wanted results out of utilizing social media, even though they use it mostly to be present on the internet and so that people can find them and easily reach them. However, the strategy they follow on social media for marketing is similar to the strategies made in the B2C context. Companies need to know when is the right time to participate, and what is the right way to participate in. They need to know their target audience, understand them, know what they want and what they favor and act accordingly. After that they start posting pictures and video's and see how people interact through observing the comments, shares and see if they like it. This helps

the company in learning more about the customer and also helps build a relation with them through communicating with them and therefore maintain this relation. After the customers see what the company posts, they contact them further for more details and visit them to see the machines or equipment they are willing to buy and have a face-to-face communication.

The framework suggested by Cawsey and Rowley (2016) is also recommended to be followed. This social media framework contained six components; monitoring and listening, empowering and engaging employees, creating a compelling content, stimulating e-Word of Mouth (WOM), evaluating and selecting channels, and enhancing brand presence through integrating social media marketing into marketing strategies and web.

As for the third research question, *“Which social media platform (Facebook, LinkedIn, company websites) are more suitable to use in the agricultural and construction equipment marketing activities?”*

In the B2B context it is very important to know what is the most suitable platform to use in order to reach customers and fulfill their needs, especially in the agricultural and construction equipment industry. However, after analyzing the findings it appeared that Facebook is the most suitable platform to use in this industry. Facebook has the ability to target customers that are interested in the company, so the people who follow the company’s page are interested with their business. It also provides the ability to engage with customers and fulfill their needs. Anything can be posted on Facebook from pictures and videos to links of the company's main website. It can also connect the company with their suppliers.

7. Discussion

7.1 Limitations

In the process of conducting a study, it is necessary to recognize the limitations that are being faced. One of the limitations that face this study is that the resources and time period for processing this study were limited. In the B2B sector, companies have not yet fully implemented the use of social media in their performances, especially in their marketing techniques, specifically outlining the agricultural and construction equipment industry which limits and makes available evidence of social media use less obtainable. And also as explained previously, the author couldn't reach any previous studies concerning the use of social media for the marketing of agricultural and construction equipments.

Additionally, the author did not have enough time to make the sufficient number of interviews in gathering enough information from agricultural and construction companies. It was the beginning of the business season for the agriculture and construction equipment industry, therefore, not all the companies accepted to make an interview, and that is why not many interviews were conducted. More interviews could have helped in producing a more comprehensive view of companies experience in using social media in this industry. Moreover, as for the access to the Facebook pages of the company that was used as a case study, there was not enough time to have the approval to get access to these pages in order to analyze them; the author had to use an online software to analyze these pages. Other platforms such as LinkedIn, Instagram and YouTube were not analyzed since the company is not active on these platforms, and there was not enough available content.

7.2 Future research

Limitations found in this study set the basis for future researches. This study is useful for studies made for both the B2B context and the agriculture and construction equipment industry. For instance, one of the aspects that should be ensured in the future is the time period in conducting the study. The agriculture and construction equipment industry has specific time periods during the year in which they experience a high season of business. Thus, it is important to conduct interviews with companies at low season periods of the

year to ensure a higher probability of participating companies. Also, the need of having a longer period of time to gather more data has to be taken into account.

Additionally, this study can be used in supporting other studies, or as a base study, since there is limited available literature regarding the use of social media in B2B and almost no studies researched on the agriculture and construction equipment industry using social media. Future researches can also include companies from other countries outside of Sweden.

Another area that can be investigated is what other online platforms can be suitable to use in the agriculture and construction equipment industry and also applying it to other industries as well. More content could be available after sometime, thus future research on this case could help in examining the progress and development achieved in the LinkedIn, YouTube and Instagram accounts of Söderberg & Haak AB and its branches.

Ultimately, another area that would be interesting to examine is the age. Younger people are more willing to use social media in their business activities since they are aware of the outcome and know about other existing online platforms that can be used. Therefore, having interviews with younger people may result in more insight and more accurate data that can be used in conducting a study.

7.3 Managerial implication

This study aimed to understand the benefits of using social media in B2B marketing, and to know what is the right strategy to utilize in the agriculture and construction equipment industry. From the practical point of view, the use of social media in B2B marketing will increase sales on the long run since the company will be using it at the beginning as a tool for awareness and brand building, then it will lead to acquiring new customers.

Furthermore, the B2B context is more complex than the B2C context. Therefore, it is very important to have a face-to-face meeting to make the sales rise. However after choosing Söderberg & Haak AB as a case study, it can be illustrated that the social media framework suggested by Cawsey and Rowley (2016), is being implemented in their marketing strategy. Söderberg & Haak AB have noticed the difference before and after

using social media in marketing, but they are still in the early stages of fulfilling the six components. Generally it can be said that the marketing manager can implement the social media framework that was mentioned earlier, but they have to be careful in using it. This goes back to the reason that no studies were found to confirm the framework, but if the manager implements it in the marketing strategy in the B2B context, the author expects that the company will gain positive results out of it.

References

- American Marketing Association. (2017). Retrieved from Dictionary: <https://www.ama.org/resources/Pages/Dictionary.aspx?dLetter=B>
- Adams, G. and Schvaneveldt, J. (1991) *Understanding Research Methods*. (2nd edn). New York: Longman.
- Barnes, D., Clear, F., Dyerson, R., Harindranath, G., Harris, L., & Rae, A. (2012). Web 2.0 and micro-businesses: an exploratory investigation. *Journal of Small Business and Enterprise Development*, 19(4), 687-711.
- Ballantyne, D., & Aitken, R. (2007). Branding in B2B markets: Insights from the service dominant logic of marketing. *Journal of Business & Industrial Marketing*, 22(6), 363-371.
- Bolton, R. N., Lemon, K. N., & Verhoef, P. C. (2008). Expanding business-to-business customer relationships: modeling the customer's upgrade decision. *Journal of Marketing*, 72(1), 46-64.
- Brennan, R., & Croft, R. (2012). The use of social media in B2B marketing and branding: An exploratory study. *Journal of Customer Behaviour*, 11(2), 101-115.
- Brennan, R., & Croft, R. (2013). Using social media in business-to-business marketing. *The European Financial Review*.
- Breslauer, B., & Smith, T. (2009). Social media trends around the world! The global web index (GWI). ESOMAR Research. Online Research, Chicago, IL.
- Bryman, A., & Bell, E. (2015). *Business research methods*. Oxford University Press, USA
- Buehrer, R. E., Senecal, S., & Pullins, E. B. (2005). Sales force technology usage—reasons, barriers, and support: An exploratory investigation. *Industrial Marketing Management*, 34(4), 389-398.
- Bughin, J., Chui, M., & Miller, A. (2009). How companies are benefiting from Web 2.0. *McKinsey Quarterly*, 9.
- Campion, M. A., Pursell, E. D., & Brown, B. K. (1988). Structured interviewing: Raising the psychometric properties of the employment interview. *Personnel psychology*, 41(1), 25-42.

- Carson, D., Gilmore, A., Perry, C., & Gronhaug, K. (2001). *Qualitative marketing research*. Sage.
- Cawsey, T., & Rowley, J. (2016). Social media brand building strategies in B2B companies. *Marketing Intelligence & Planning*, 34(6), 754-776.
- CMO Survey Repot.* (2017). Hämtat från cmosurvey.org: <https://cmosurvey.org/results/february-2017/>
- Collis, J., & Hussey, R. (2013). *Business research: A practical guide for undergraduate and postgraduate students*. Palgrave macmillan.
- Constantinides, E., & Fountain, S. J. (2008). Web 2.0: Conceptual foundations and marketing issues. *Journal of direct, data and digital marketing practice*, 9(3), 231-244.
- Cook, N. (2008). *Enterprise 2.0: how social software will change the future of work*. Gower Publishing, Ltd.
- Creswell, J. W., Klassen, A. C., Plano Clark, V. L., & Smith, K. C. (2011). Best practices for mixed methods research in the health sciences. *Bethesda (Maryland): National Institutes of Health*, 2094-2103.
- Easterbay-Smith, M., Thorpe, R., & Jackson, P. (2008). *Management Research, 3rd Ed.* Thousand Oaks.
- Fanpage Karma.* (2017). Retrieved from fanpage karma: <http://www.fanpagekarma.com/>
- Fisher, C., Buglear, J., Lowry, D., Mutch, A., & Tansley, C. (2007). *Researching and writing a dissertation: a guidebook for business students*. Pearson Education.
- Helms, M. M., Ahmadi, M., Jih, W. J., & Etkin, L. P. (2008). Technologies in support of mass customization strategy: Exploring the linkages between e-commerce and knowledge management. *Computers in Industry*, 59(4), 351-363.
- Järvinen, J., Tollinen, A., Karjaluo, H., & Jayawardhena, C. (2012). DIGITAL AND SOCIAL MEDIA MARKETING USAGE IN B2B INDUSTRIAL SECTION. *Marketing Management Journal*, 22(2).
- Jussila, J. J., Kärkkäinen, H., & Leino, M. (2011, September). Benefits of social media in business-to-business customer interface in innovation. In *Proceedings of the 15th*

International Academic MindTrek Conference: Envisioning Future Media Environments (pp. 167-174). ACM.

Jussila, J. J., Kärkkäinen, H., & Aramo-Immonen, H. (2014). *Social media utilization in business-to-business relationships of technology industry firms*. *Computers in Human Behavior*, 30, 606-613.

Jussila, J. J., Kärkkäinen, H., & Leino, M. (2013). *Innovation-related benefits of social media in business-to-business customer relationships*. *International Journal of Advanced Media and Communication*, 5 (1), 4-18.

Jussila, J., Kärkkäinen, H., & Leino, M. (2011). *Social Media's Possibilities for Improving Business-to-Business Customer Interaction and Understanding*. In *The Proceedings of the XXII ISPIM Conference*.

Kaplan, A. M., & Haenlein, M. (2010). *Users of the world, unite! The challenges and opportunities of Social Media*. *Business horizons*, 53(1), 59-68.

Kärkkäinen, H., Jussila, J., & Väisänen, J. (2010, October). *Social media use and potential in business-to-business companies' innovation*. In *Proceedings of the 14th international academic mindtrek conference: Envisioning future media environments* (pp. 228-236). ACM.

Keinänen, H., & Kuivalainen, O. (2015). *Antecedents of social media B2B use in industrial marketing context: customers' view*. *Journal of Business & Industrial Marketing*, 30(6), 711-722.

Kothari, C. R. (2004). *Research methodology: Methods and techniques*. New Age International.

Lacka, E., & Chong, A. (2016). *Usability perspective on social media sites' adoption in the B2B context*. *Industrial Marketing Management*, 54, 80-91.

Larson, K., & Watson, R. (2011). *The value of social media: toward measuring social media strategies*.

Leung, L. (2015). *Validity, reliability, and generalizability in qualitative research*. *Journal of family medicine and primary care*, 4(3), 324.

Long, M. M., Tellefsen, T., & Lichtenthal, J. D. (2007). *Internet integration into the industrial selling process: A step-by-step approach*. *Industrial Marketing Management*, 36(5), 676-689.

Lu, Y., Zhou, T., & Wang, B. (2009). *Exploring Chinese users' acceptance of instant messaging using the theory of planned behavior, the technology acceptance model, and the flow theory*. *Computers in human behavior*, 25(1), 29-39.

- Malhotra, N. K., & Birks, D. F. (2007). *Marketing Research An Applied Approach Third European Edition*. Pearson Education Limited.
- Mangold, G. W., & Faulds, D. J. (2009). Social media: The new hybrid element of the promotion mix. *Business horizons*, 52(4), 357-365.
- Mantere, S., & Ketokivi, M. (2013). Reasoning in organization science. *Academy of Management Review*, 38(1), 70-89.
- McKinsey. (2013). Retrieved from Business and Web 2.0: An interactive feature. Explore, track, and customize six years of survey results on how businesses use new Web technologies and tools.: http://www.mckinsey.com/insights/business_technology/business_and_web_20_an_interactive_feature
- Michaelidou, N., Siamagka, N. T., & Christodoulides, G. (2011). Usage, barriers and measurement of social media marketing: An exploratory investigation of small and medium B2B brands. *Industrial marketing management*, 40(7), 1153-1159.
- Moore, J. N., Hopkins, C. D., & Raymond, M. A. (2013). Utilization of relationship-oriented social media in the selling process: a comparison of consumer (B2C) and industrial (B2B) salespeople. *Journal of Internet Commerce*, 12(1), 48-75.
- Morris, T. and Wood, S. (1991) 'Testing the survey method: continuity and change in British industrial relations', *Work Employment and Society*, Vol. 5, No. 2, pp. 259–82.
- Neuendorf, K. A. (2002). *The content analysis guidebook*. Thousand Oaks, CA: Sage
- Niedermeier, K. E., Wang, E., & Zhang, X. (2016). The use of social media among business-to-business sales professionals in china: how social media helps create and solidify guanxi relationships between sales professionals and customers. *Journal of Research in Interactive Marketing*, 10(1), 33-49.
- O'Reilly, T. (2005). What is web 2.0? design patterns and business models for the next generation of software.
- Rapp, A., Beitelspacher, L. S., Grewal, D., & Hughes, D. E. (2013). Understanding social media effects across seller, retailer, and consumer interactions. *The Journal of the Academy of Marketing Science*, 41 (5), 547-566.
- Richter, F. (2015). *Infographic: B2B Marketers Choose LinkedIn Over Facebook*. Retrieved from statista: <https://www.statista.com/chart/3509/b2b-marketers-choose-linkedin-over-facebook/>
- , Rosenbloom, B. (2007). Multi-channel strategy in business-to-business markets: Prospects and problems. *Industrial Marketing Management*, 36(\), 4—9.

Robson, C. (2002) *Real World Research* (2nd edn). Oxford: Blackwell.

Salam, M., Steenkamp, A. L., & Khoury, F. (2008, April). The evolution of small and medium enterprise in digital business ecosystem; accelerating the evolution and the need for web 2.0 and visualization. In *Information and Communication Technologies: From Theory to Applications, 2008. ICTTA 2008. 3rd International Conference* (pp. 1-6). Damascus: IEEE.

Sale, J. E., Lohfeld, L. H., & Brazil, K. (2002). Revisiting the quantitative-qualitative debate: Implications for mixed-methods research. *Quality and quantity*, 36(1), 43-53.

Sarkees, M. (2011). Understanding the links between technological opportunism, marketing emphasis and firm performance: Implications for B2B. *Industrial Marketing Management*, 40(5), 785-795.

Saunders, M., Lewis, P., & Thornhill, A. (2009). *Research Methods for Business Students Fifth edition*. Pearson Education Limited.

Schwartz-Shea, P., & Yanow, D. (2013). *Interpretive research design: Concepts and processes*. Routledge.

Singh, R., & Koshy, A. (2011). Does salesperson's customer orientation create value in B2B relationships? Empirical evidence from India. *Industrial Marketing Management*, 40(1), 78-85.

Swani, K., & Brown, B. P. (2011). The Effectiveness of Social Media Messages in Organizational Buying Contexts.

Swani, K., Brown, B. P., & Milne, G. R. (2014). Should tweets differ for B2B and B2C? An analysis of Fortune 500 companies' Twitter communications. *Industrial marketing management*, 43(5), 873-881.

Swani, K., Milne, G., & Brown, B. (2013). Spreading the world through likes on Facebook: Valuating the message strategy effectiveness of Fortune 500 companies. *Journal of Research in Interactive Marketing*, 7(4), 269–294.

Szarka, J. (1990). "Networking and Small Firms". *International Small Business Journal*, 8(2), 10-22.

Turban, E., Bolloju, N., & Liang, T. P. (2011). Enterprise social networking: Opportunities, adoption, and risk mitigation. *Journal of Organizational Computing and Electronic Commerce*, 21(3), 202-220.

Van den Bulte, C., & Wuyts, S. H. (2007). Social networks in marketing. MSI Relevant Knowledge Series.

Veldman, C., Van Praet, E., & Mechant, P. (2015). Social media adoption in business-tobusiness; IT and industrial companies compared. *International Journal of Business Communication*, 1(23), 1–23.

Wagner, C. (2006). Breaking the knowledge acquisition bottleneck through conversational knowledge management. *Information Resources Management Journal*, 19(1), 70-83.

Yin, R.K. (2003) *Case Study Research: Design and Method* (3rd edn). London: Sage

Appendices

Appendix - 1 Interview Guidelines

1. How do you plan your marketing strategy?
2. How do you acquire new Business to work with?
3. What do you think of social media as a component of the marketing strategy?
4. When you search for information concerning your business do you use social media for this purpose?
5. When did your company start in using social media? Do you think that the use of social media was satisfying or not?
6. Do you feel that there is a difference before and after using social media?
7. What is the reason behind your company's decision in trying social media platforms?
8. Do you know whether your suppliers and customers utilize social media platforms? If yes, do you know in which way?
9. What does your company follow as a promotional strategy now, and is there any plan to adjust this strategy in the future?
10. Which social media tool do you prefer using in social media for marketing? And why?
11. How does your firm use social media in the following topics?
 - Brand awareness and brand building
 - Acquiring new customers
 - Introducing new products and services

- Retaining current customer
- Brand promotions (e.g. contests, coupons)
- Improving employee engagement
- Marketing research
- Identifying new customer groups you currently don't target
- Identifying new product and service opportunities

12. Do you think that if your customers and suppliers were active on social media would make any difference to your business? If yes, in which way do you prefer them to be active?

13. In your opinion in which department of your company does the use of social media reflect on ex. Sales?

14. Do you see that social media plays a big role in your marketing strategy? And why?

15. From your point of view, do you think that social media is an essential tool in your marketing strategy or is it just a supportive tool?

16. In your opinion, what's the outcome of using social media?

17. In which way do you utilize social media platform inside your marketing strategy and what sorts of Medias are utilized?

18. What is your plan regarding your spending in social media in the next 5 years? And why?

19. Do you think that there might be some reasons which would restrict your corporation from using social media in broader terms?

20. When you use your private social media accounts do you feel that you are a target audience of other company in your industry and how?

Appendix - 2 Top 3 Links

We are pleased to announce that we enter as the main partner of Scouternas Jamboree17, not least because it is in line with our commitment and mindset that each individual is important while at the same time helping us to support young people in Sweden and The world. We create a new world where many people meet and where the ability to influence is great. A meeting where you, me and we together play a part in contributing to a better world. Never has it been more important than now

**Söderberg & Haak Maskin AB**
April 26 at 1:20pm · 🌐

Vi är glada att meddela att vi går in som huvudpartner till Scouternas Jamboree17, inte minst eftersom det ligger helt i linje med vårt engagemang och tankesätt att varje individ är viktig, samtidigt som vi genom att medverka är ett stöd för utveckling av ungdomar i Sverige och världen. Vi skapar en ny värld där många människor möts och där möjligheten att påverka är stor. Ett möte där du, jag och vi tillsammans, spelar roll för att bidra till en bättre värld. Aldrig har det varit viktigare än nu.

[See Translation](#)



Söderberg & Haak sponsrar sommarens största scoutläger
Söderberg & Haak sponsrar sommarens största scoutläger
SODHAAK.SE

👍 Like 💬 Comment ➦ Share

👍 22

 Write a comment...  

Are you looking for an adventure?

Komatsu, the world's second largest manufacturer of construction machinery, and Söderberg & Haak are in a strong expansion phase in the Swedish market, and we are continuously working to

Strengthen our service organization in Staffanstorp, Kungälv and Stockholm. We need driven, committed and competent staff who are interested in joining and building the organization

Read more on our website and do not wait too late to submit your application to job@sodhaak.se

Söderberg & Haak Maskin AB
April 6 at 10:29am · 🌐

Är du sugen på ett äventyr?

Komatsu, världens näst största tillverkare av entreprenadmaskiner, och Söderberg & Haak befinner sig i en stark expansionsfas på den svenska marknaden och vi arbetar kontinuerligt med att förstärka vår serviceorganisation i Staffanstorp, Kungälv och Stockholm. Vi behöver driven, engagerad och kompetent personal som är intresserad av att vara med och bygga upp organisationen

Läs mer på vår hemsida och vänta inte för länge med att skicka in din ansökan till jobb@sodhaak.se

See Translation

TO PE

Lediga tjänster

Lediga tjänster

👍 Like 💬 Comment ➦ Share

👍 10

3 shares

Write a comment...

Appendix - 3 Top picture of branches

1. The annual tractor week organized by Bollerup's Agricultural Institute will start on Monday 6/2. We are very proud and happy to sponsor Bollerup's Agricultural Institute with a Deutz Fahr 9340TTV during the parade. We want to take care of wishing you all a nice weekend.



Söderberg & Haak Ystad added 2 new photos.

February 3 · 🌐

Den årliga traktorveckan som anordnas av Bollerups Lantbruksinstitut drar igång nu på måndag 6/2. Vi är mycket stolta och glada över att få sponsra Bollerups Lantbruksinstitut med en Deutz Fahr 9340TTV under paraden. Vi vill passa på att önska Er alla en trevlig helg.

[See Translation](#)



👍 Like 💬 Comment ➦ Share

👍 87

Chronological ▾

2 shares

1 Comment



Marcus Lindba Lindberg Rasmus Lindberg

Like · Reply · February 3 at 6:27pm

2. Today's new delivery. Another Amazone Premium Spreader. Amazone ZA-TS, Super Profis hydro 3200. We thank Bollerup's Agricultural Institute for continued confidence.

 **Söderberg & Haak Ystad**
February 27 · 🌐

Dagens nyleverans. Ännu en premium spridare från Amazone. Amazone ZA-TS, Super Profis hydro 3200. Vi tackar Bollerups Lantbruksinstitut för fortsatt förtroende.

[See Translation](#)



👍 Like 💬 Comment ➦ Share

👍 82

2 shares

 Write a comment...  

3. Today, Fredrik came to pick up their new syringe. Amazone UX4200 with 24m ramp. The sprayer offers nice technologies such as GPS switch and distance control. We thank Bollerup's Agricultural Institute for continued confidence and wish to be successful with the new acquisition.

 **Söderberg & Haak Ystad** with Bollerup Naturbruksgymnasium. ▼
March 23 · 

Idag kom Fredrik för att hämta deras nya spruta. Amazone UX4200 med 24m ramp. Sprutan bjuder på trevlig teknik så som GPS-Switch och distanskontroll. Vi tackar Bollerups Lantbruksinstitut för fortsatt förtroende och önskar lycka till med nyförvärvet.

[See Translation](#)



 Like  Comment  Share ▼

 76

 Write a comment...  

Appendix – 4 Top link of the branches.

1. Self-propelled phytosanitary sprayer with tank volume up to 4500 l

 **Söderberg & Haak i Veddige** shared a link.
April 21 at 1:38pm · 🌐



170421 Självgående växtskyddsspruta med tankvolym på 4500 l
Om ditt nyhetsbrev ser konstigt ut i din e-postklient,
ANPDM.COM

👍 Like 💬 Comment ➦ Share

👍 9

1 share

 Write a comment... 🗣️ 📷 📄

 Status 📷 Photo/Video

 Write something on this Page...

2. Amazone's self-propelled spray gun Pantera 4502 has a tank capacity of 4500 liters and is available in working widths between 21 and 40 m. With the unique Pantera chassis, you get many benefits, great driving comfort, maximum traction and a smoothness that has to be experienced. The six-cylinder Deutzmotor with a nominal engine power of 160 kW / 218 hp is the very heart of the Amazone Pantera 4502. The torque engine, equipped with turbocharged and air cooler for maximum performance, provides minimal fuel consumption thanks to the intelligent engine control in ECO mode. [266 more words]

[Http://www.lantbruksnytt.com/smid-maskin-kapacitet/](http://www.lantbruksnytt.com/smid-maskin-kapacitet/)

 **Söderberg & Haak i Östergötland** shared NilehnTeknik's post. April 24 at 12:55pm · 🌐

 **NilehnTeknik** April 24 at 8:56am · 🌐 Like Page

Amazones självgående växtskyddsspruta Pantera 4502 har en tankvolym på 4500 liter och finns tillgänglig i arbetsbredder mellan 21 till 40 m. Med det unika Pantera-chassit får man många fördelar, fantastisk körkomfort, maximal dragkraft och en smidighet som måste upplevas. Den sexcylindriga Deutzmotorn med en nominell motoreffekt av 160 kW/218 hk är själva hjärtat i Amazone Pantera 4502. Den vridmomentstarka motorn, som är utrustad med turbo och laddluftkylare för högsta möjliga prestanda, ger minimal bränsleförbrukning tack vare den intelligenta motorstyrningen i ECO-läge. [266 more words]

<http://www.lantbruksnytt.com/smidig-maskin-kapacitet/>

[See Translation](#)



Smidig maskin med stor kapacitet

Amazones självgående växtskyddsspruta Pantera 4502 har en tankvolym på 4500 liter och finns tillgänglig i arbetsbredder mellan 21 till 40 m. Med det unika Pantera-chassit får man många fördelar, fantastisk körkomfort,...

LANTBRUKSNYTT.COM

Like Comment Share

👍 2

- On April 11th to 12th, Väderstad set a new world record for most hectares of corn sowing for 24 hours. By sowing 502.05 hectares with high precision and speeds over 20km / h, the Precision Seeder Väderstad Tempo has again shown

 **Söderberg & Haak TC AB** shared a link.
April 14 at 11:06pm · 🌐



Nytt världsrekord med Tempo - Lantbruksnytt
Den 11 till 12 april, satte Väderstad ett nytt världsrekord för mest hektar majs sådda under 24 timmar. Genom att ha sått 502,05 hektar med hög precision och en hastighet över 20km/h, har precisionssåmaskinen Väderstad Tempo åter visat...
WWW.LANTBRUKSNYTT.COM

👍 Like 💬 Comment ➦ Share

👍 1

 Write a comment...   

Appendix – 5 Event example.

Come to Industrivägen in Staffanstorp (home of Söderberg & Haak Machine - our "mom") where we are currently and on display with our Komatsu machines.

Come on! Look! Try!

 **Söderberg & Haak Staffanstorp** added an event. ▼
March 16 · 🌐

Kom till industrivägen i Staffanstorp (hemvist för Söderberg&Haak Maskin - vår "mamma") där vi just nu och under visningen finns med våra Komatsu maskiner.
Kom! Titta! Prova!



APR 7 **Komatsu visning på industrivägen i St...**
Apr 7 - Apr 8 · Söderberg & Haak Staffanstorp · S...
45 people interested ★ Interested

 Like  Comment

 10

Appendix – 6 Top video of the branches

”First open house on söderberg & Haak Staffanstorp draws to an end. We would like to thank everyone this way visiting customers, suppliers and other stakeholders who visited us during the day. Now we're closing down for the day and hope to see many of you again tomorrow and the rest of you who have not had the opportunity to come today. Tomorrow Saturday we'll be open 10-15. Very Welcome!!!”

 **Söderberg & Haak Staffanstorp** January 27 · 🌐

Första visningsdagen på Söderberg&Haak Staffanstorp lider mot sitt slut. Vi vill på detta sätt tacka alla besökande kunder, leverantörer och andra intressenter som besökt oss under dagen.
Nu stänger vi ner för dagen och hoppas att återse många av er igen imorgon och er andra som inte haft möjligheten att komma idag.
Imorgon lördag har vi öppet 10-15 .
Mycket välkomna!!!
See Translation



671 Views

👍 Like 💬 Comment ➦ Share

👍 18 Top Comments

1 share

 Write a comment...  

 **Jan-Erik Lundgren** Sicken ryggtaiva David!
See Translation
Like · Reply · 🗨️ 1 · January 27 at 6:41pm

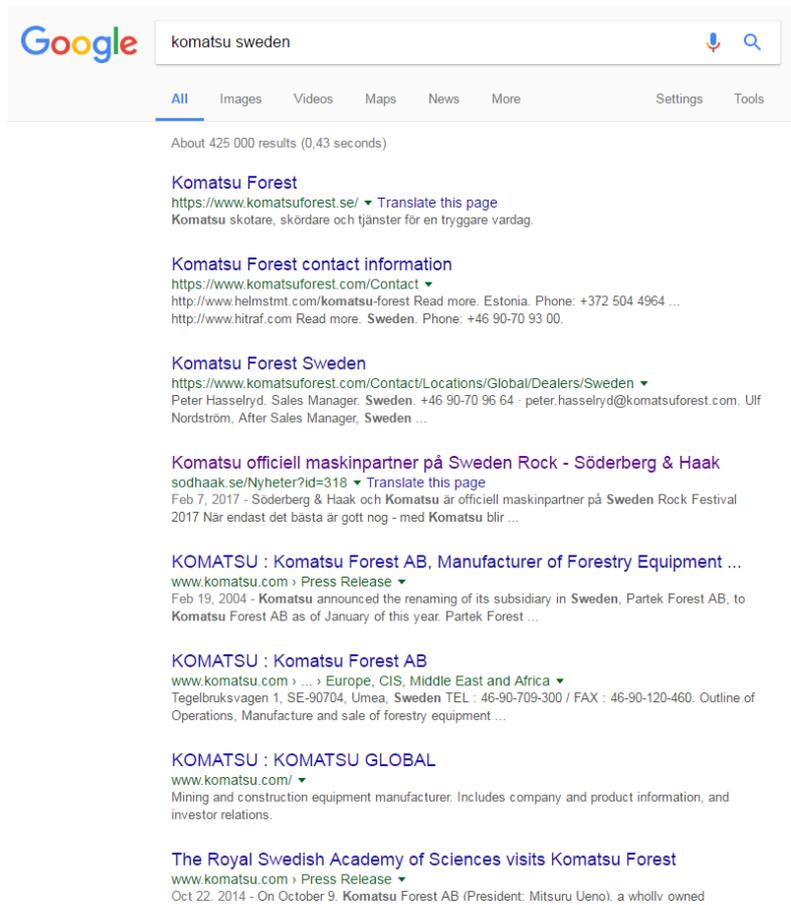
Appendix – 7 Google AdWords keyword planner

The screenshot displays the Google AdWords Keyword Planner interface. At the top, there's a navigation bar with 'Home', 'Campaigns', 'Opportunities', 'Reports', and 'Tools'. Below this is a red banner with a warning: 'Your account isn't active - To activate your account and start running your ads, enter your billing information. [Exit] [Learn more]'. The main header shows 'Keyword Planner' with tabs for 'Find keywords' and 'Review plan'. On the left, there are several filter sections: 'Targeting' (Sweden), 'All languages', 'Google and search partners', 'Negative keywords' (amazon.com, amazon.de, amazon.se), 'Date range' (Show avg. monthly searches for last 12 months), and 'Customize your search' (Keyword filters, Keyword options, Keywords to include). The main content area shows 'Your product or service' as 'DEUTZ FAHR, KOMATSU, KRONE, AMAZONE, DAL-BO, GERINGHOFF'. A message states: 'This page shows ranges for search volumes. For a more detailed view, set up and run a campaign. Dismiss'. Below this, it says 'Average monthly searches for all ideas: 100K - 1M'. A table titled 'Keyword ideas' is displayed with columns: Search terms, Avg. monthly searches, Competition, Suggested bid, Ad imp. share, and Add to plan. The table contains the following data:

Search terms	Avg. monthly searches	Competition	Suggested bid	Ad imp. share	Add to plan
amazon	100K - 1M	Low	\$0.11	-	+
krone	1K - 10K	Low	\$1.78	-	+
komatsu	1K - 10K	Low	\$0.79	-	+
deutz fahr	100 - 1K	Low	\$1.03	-	+
geringhoff	10 - 100	Low	-	-	+
dalbo	100 - 1K	Low	-	-	+

At the bottom of the table, it says 'Show rows: 30 | 1 - 6 of 6 keywords | [<] [>]'. Below the table, there's a summary row: 'Keyword (by relevance) | Avg. monthly searches | Competition | Suggested bid | Ad imp. share | Add to plan'. On the right side, there's a grey box with a plus icon and the text: 'Your plan is empty. Add ad group and keyword ideas from the table to your plan. + Or start with an empty ad group'.

Appendix – 8 Google search



Google komatsu sweden

All Images Videos Maps News More Settings Tools

About 425 000 results (0,43 seconds)

Komatsu Forest
<https://www.komatsuforest.se/> [▼ Translate this page](#)
Komatsu skotare, skördare och tjänster för en tryggare vardag.

Komatsu Forest contact information
<https://www.komatsuforest.com/Contact> [▼](#)
<http://www.helmsmt.com/komatsu-forest> Read more. Estonia. Phone: +372 504 4964 ...
<http://www.hitraf.com> Read more. Sweden. Phone: +46 90-70 93 00.

Komatsu Forest Sweden
<https://www.komatsuforest.com/Contact/Locations/Global/Dealers/Sweden> [▼](#)
Peter Hasselnyd, Sales Manager, Sweden. +46 90-70 96 64 - peter.hasselnyd@komatsuforest.com. Ulf Nordström, After Sales Manager, Sweden ...

Komatsu officiell maskinpartner på Sweden Rock - Söderberg & Haak
[sodhaak.se/Nyheter?id=318](https://www.sodhaak.se/Nyheter?id=318) [▼ Translate this page](#)
Feb 7, 2017 - Söderberg & Haak och Komatsu är officiell maskinpartner på Sweden Rock Festival 2017 När endast det bästa är gott nog - med Komatsu blir ...

KOMATSU : Komatsu Forest AB, Manufacturer of Forestry Equipment ...
www.komatsu.com [▼](#) Press Release [▼](#)
Feb 19, 2004 - Komatsu announced the renaming of its subsidiary in Sweden, Partek Forest AB, to Komatsu Forest AB as of January of this year. Partek Forest ...

KOMATSU : Komatsu Forest AB
www.komatsu.com [▼](#) Europe, CIS, Middle East and Africa [▼](#)
Tegelbruksvagen 1, SE-90704, Umea, Sweden TEL : 46-90-709-300 / FAX : 46-90-120-460. Outline of Operations, Manufacture and sale of forestry equipment ...

KOMATSU : KOMATSU GLOBAL
www.komatsu.com/ [▼](#)
Mining and construction equipment manufacturer. Includes company and product information, and investor relations.

The Royal Swedish Academy of Sciences visits Komatsu Forest
www.komatsu.com [▼](#) Press Release [▼](#)
Oct 22, 2014 - On October 9, Komatsu Forest AB (President: Mitsuru Ueno), a wholly owned

Appendix - 9 Interviews transcripts

Transcripts available on request.

Appendix - 10 Interviews audio files

Audiofiles available on request