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Title	Towards understanding always on marketing practices		
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<p>Abstract</p> <p>Digitalization, social media and a world, that is moving in a faster pace all the time, have made it necessary for the brands to change their way of marketing and communicating. Consumers expect brands to be present all the time and produce continuous and timely content. Always on marketing is a rising way of marketing communications, which is usually seen as continuous and reactive, with no specific start or end dates. The purpose of this research is to investigate always on marketing practices. This goal was broken down into three different research questions: What is always on marketing and how is it conducted, how different content strategies can be applied to always on marketing, and what advantages or disadvantages always on marketing might have.</p> <p>The research was conducted with qualitative theme interviews. Five different interviews were organized. Interviewees were experts on always on marketing from Finnish advertising agencies, that have been offering always on marketing for their customers for multiple years. Questions were based on the theoretical background, which was built based on marketing on social media. Analysis was done based on the theoretical background.</p> <p>A significant finding as well as a benefit for brands that conduct always on marketing were the opportunities created by this type of marketing. When brands continuously react to current events and topics, they are at the same time responding to the continuous opportunities provided by the world. They have the opportunity of keeping communication channels open with the consumers. When these communication channels are open, the brand has the opportunity to engage in a two-way communication with the consumers and make it able to respond faster and better prepared to potential crisis situations. When continuous content is provided frequently, brand also has an increased chance for its content to go viral, because it has more opportunities for it. This means that the opportunity for earned visibility is much higher, benefitting the brand. This increases the awareness among the general public, possibly leading to brand preference in a long run.</p>			
Key words	social media marketing, content marketing, always on marketing		
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<p>Tiivistelmä</p> <p>Digitalisaatio, sosiaalinen media ja koko ajan hektisempi maailma ovat vaatineet brändejä muuttamaan markkinointitapojaan ja kommunikointiaan. Kuluttajat odottavat brändien olevan läsnä koko ajan ja tuottavan jatkuvaa ja ajankohtaista sisältöä. Always on -markkinointi on uudenlainen tapa markkinoida –sitä pidetään yleensä jatkuvana ja reaktiivisena ilman aloitus- tai lopetuspäiviä. Tämän tutkimuksen tarkoituksena oli lisätä ymmärrystä always on -markkinoinnista ja sen keskeisistä käytännöistä. Tämä tavoite jaettiin kolmeen erilaiseen tutkimuskysymykseen: Mitä always on -markkinointi on ja miten sitä toteutetaan, kuinka erilaisia sisältöstrategioita voidaan soveltaa always on -markkinointiin, ja miten se voi olla hyödyksi brändille.</p> <p>Empiirinen tutkimusaineisto kerättiin teemahaastatteluin. Viittä kokenutta always on -markkinointiviestinnän asiantuntijaa suomalaisista mainostoimistoista haastateltiin. Haastattelukysymykset pohjautuivat yleiseen teoreettiseen viitekehykseen, joka oli rakennettu lähinnä sosiaalisen median kautta tapahtuvan markkinoinnin kirjallisuutta hyödyntäen. Teoriataustaan nojaututtiin haastatteluaineistoa tulkittaessa.</p> <p>Always on -markkinointi luo selkeitä mahdollisuuksia brändeille. Kun brändit reagoivat jatkuvasti ajankohtaisiin tapahtumiin ja aiheisiin, ne vastaavat samalla median tarjoamiin jatkuviin mahdollisuuksiin. Brändeillä on mahdollisuus pitää viestintäkanavat avoimina kuluttajien kanssa. Kun nämä viestintäkanavat ovat auki, brändeillä on mahdollisuus käydä kaksisuuntaista viestintää kuluttajien kanssa, jolloin ne kykenevät reagoimaan nopeammin ja paremmin varautuneena mahdollisiin kriisitilanteisiin. Kun jatkuvaa sisältöä tarjotaan usein, brändillä on myös lisääntynyt mahdollisuus viraalille sisällölle, koska sillä on enemmän mahdollisuuksia siihen. Tämä tarkoittaa, että mahdollisuus ansaittuun näkyvyyteen on paljon suurempi. Tämän myötä tunnettuus kasvaa, mikä johtaa mahdollisesti brändin suosimiseen pitkällä tähtäimellä.</p>			
Asiasanat	sosiaalinen media, markkinointi, sisältötuotanto		
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**UNIVERSITY
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TOWARDS UNDERSTANDING ALWAYS ON MARKETING PRACTICES

Master's Thesis
in Marketing

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The originality of this thesis has been checked in accordance with the University of Turku quality assurance system using the Turnitin OriginalityCheck service.

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1 INTRODUCTION

1.1 Background to the research

During recent years social networking sites have gained even more popularity, such as Facebook, Instagram and Twitter. First this was done more just between friends and family, but later the sites have started to include brands and products as well. Interactions between companies and users in social networking sites have been noticed to have a larger impact on consumer behavior compared with more traditional forms of advertising (Villanueva et al. 2008). Consumers also expect brands to be present online in social networking sites and some companies are struggling on how to be involved and present in social media (Nair 2011).

Social networking sites are seen as a compelling way for marketing for multiple reasons. The social networking sites can reach large audiences, the content can be placed on the news feed without it seeming like too much of an advertisement and because of the way of scrolling on social media, larger advertisements can be placed compared for example with display advertisements (Windels et al. 2018). Social networking sites have also made it possible for companies to constantly provide content for consumers. Thus content marketing is closely related to social media marketing. Content marketing is a strategic marketing approach in which very specific, relevant and valuable content for the consumer is created and distributed to a carefully and clearly defined and targeted audience (Del Rowe 2016).

Despite of the effects that have been noticed, many think that the benefitting effect of social media is not significant enough. As a marketing form, social media is still quite new, and some advertising agencies see it as just an add-on to existing larger campaigns. For smaller brands, social media is not seen as a significant form of marketing (Keegan & Rowley 2017, 19).

Nowadays especially social media has made it possible for companies to be present in consumers' lives all the time. Consumers expect companies to update content and be current in social media (Kaplan & Haenlein 2010). In addition to more traditional campaign marketing, companies have started to also use content marketing, with no specific start or finish dates. This continuous monthly content marketing is called *always on*. Hopes of increasing awareness and continuous income flow make this type of marketing desirable. Marketers have noticed the struggle of receiving a constant ROI throughout the year, if only campaign-based marketing is conducted (Ganguly 2017). Always on marketing allows brands to be present and get better known at a lower cost (Tsimonis 2014). Companies are also fighting for customers' loyalty, and being present 24/7 through social media in the lives of the customers is seen as a significant advantage in order to achieve loyalty

(Nisar et al. 2016, 752). Continuous social media activities have been noticed to positively affect commitment, loyalty, purchase intention and sales value (Schultz 2017). This is why this research paper will mostly focus on always on marketing procedures conducted online, within social media.

Multiple companies have experienced always on -marketing as challenging and even difficult, because it differs from the usual and more traditional campaign marketing. Due to these challenges, some agencies are questioning, whether continuous monthly content marketing is worth the efforts (O'Neill 2017).

These doubts and questions raised the interest towards this topic. In literature, campaign-based marketing has been researched, but not always on -marketing. Different content strategies and concepts have also been researched, but usually these have been used in relation to campaign-based marketing. Since these strategies and concepts have been developed with campaigns in mind, it is interesting to see, whether these can be applied straight to always on -marketing and how they can benefit companies and brands.

1.2 The purpose and structure of the thesis

The purpose of this research is to investigate always on marketing practices. This goal has been broken down into three different research questions:

1. What is always on marketing and how is it conducted?
2. How different content strategies can be applied to always on marketing?
3. What advantages or disadvantages does always on marketing have?

Since always on marketing is largely a practice-related term, i.e. it is not extensively used let alone carefully defined within scientific marketing literature, a closely related, scientifically more established discourses of 'social media marketing conduct' and 'social media marketing content' will be utilized in the theoretical background (Chapters 2 and 3) in order to a priori shed light on the basic features of always on marketing. In the empirical part of the study - leaning on the general conceptual frame formed in the theoretical part - it is investigated, how advertising agencies themselves define always on marketing, and why they think that the need for always on marketing has originated in the first place. It is also aimed at knowing, how agencies conduct always on marketing within their daily work. This involves, for example, planning and defining the goals of always on marketing, thinking about the customers and defining target groups, and also understanding how all these actions and results are assessed and measured. In addition, different always on marketing content strategies and their practical applicability are looked at in the empirical part. Finally, all this information will be interpreted to shed light on the advantages and disadvantages of always on marketing.

The following key words have been and will be used for this research: Content marketing, campaign marketing, social media marketing, content concepts, content strategy, social media channels, viral marketing, user-generated content, marketer-generated content, brand content, brand-extended content, and social-oriented content, brand loyalty, brand retention. Literature databases such as Emerald eJournals Premier, ProQuest Central, Elsevier SD Freedom Collection and EBSCOhost Business Source Complete have been used.

After the introduction and research questions in chapter 1, theoretical background will be covered in chapters 2 and 3. Chapter 2 opens up marketing in social media and conducting it. Chapter 3 focuses on the already existing content strategies that can be used in social media. Interviews have been chosen to be used in this research, and methodology about qualitative research in detail will be opened up in chapter 4. Findings from the conducted interviews and the analysis of them can be found from chapter 5 and 6. Chapter 5 focuses on what is always on marketing and how it is conducted. In chapter 6 how the different content strategies can be applied to always on marketing is looked at. In chapter 7 will be the discussion between theory and results, showing the similarities and differences. The research will be summarized in chapter 8.

2 SOCIAL MEDIA MARKETING CONDUCT

2.1 Expectations and targeting consumers in social media

Hamilton et al. (2016, 142) claimed, that brands should target multiple interaction motives of consumers at the same time, with multiple platforms. In general, when processing a post on a social networking site, the post must appeal to the consumer in a way that it provides the gratification that the consumer needs. When the needed gratification is reached, interaction with the post will happen (Wagner et al. 2017, 613). In general, the common gratifications that consumers are looking for within social media are social interaction, information and entertainment (Wagner et al. 2017, 613). Later self-expression and impression management have also been considered as important gratifications that users look after on social networking sites (Gao et al. 2016, 884).

The gratifications that consumers are seeking, might be very different from continuous content to campaign content. Campaigns encourage a peak in sales, but to achieve followers, and thus likes, comments and shares, continuous marketing is needed. If a brand supplies consumers with only a few bursts of marketing few times a year in the form of a campaign, users have no reasons to follow the social networking sites for brands constantly. This is why constant marketing is needed.

When browsing social networking sites, consumers have expectations of what they want to see from brands that they follow. These expectations of consumers on social networking sites are listed below (Rohm et al. 2013):

1. Promotions and incentives
2. Fresh and timely content
3. Information about products and services
4. Two-way engagement with the brand
5. Information about purchase (e.g. where and how to make a purchase)
6. Ability to browse without making a purchase
7. Customer service
8. Entertainment (content that is funny, humorous or otherwise entertaining)
9. Branded content
10. Personalization and exclusive content.

When consumers want to share content, content stimulating consumer thinking, can be seen as the most effective within social media. This is explained by the fact, that in social media posts information is often shared, and consumers also expect companies to share information. When consumers look for an interaction, sensory effects are seen as important, for example sight, touch, sound, smell and taste. This emphasizes for the need

for a brand to have very rich social media content, for example videos instead of pictures. For companies creating content for social media, this means creating interesting, informative and media-rich content (Beig & Khan 2018).

When targeting consumers with social media marketing and creating content for them, it can be done in two ways. Content can be directed to the users who are already following the brand, and want to receive all the brand related content. The content will show up on their social media feeds automatically. In addition, the content can be “sponsored”, which means that it can show on the feeds on consumers, who are not yet following the brand. They receive the posts, because of their other interests or general profile, that suits the brand’s target group within social media (Aaker & Norris 1982). This target group can be specified by the socio-economic characteristics, or for example cultural interest, idols and lifestyle preferences. This requires identifying relevant characteristics and topics, which can be used as tags. Still will increase the exposure of the brand with receivers (Betsch 2014).

Elaboration Likelihood Model (ELM) in short divides people based on their attitudes towards a certain topic between having high involvement and low involvement. When having high involvement, a person is more motivated and committed, and have the ability to process information. With low involvement people, the motivation and commitment is low. This affects the message that is intended to be sent, for example by a marketer (Petty & Cacioppo 1979). This similar effect can also be seen within social media marketing.

To high involvement consumers who already show brand loyalty, informational or functional messages are directed. Emotional or transformational in contrast are directed to low involvement consumers. (Aaker & Norris 1982). Based on the Elaboration likelihood model the consumers who are already following the brand, are thought to be highly involved. The consumers who are not following the brand and only come across the sponsored messages occasionally, are considered to have low involvement (Ashley & Tuten 2015).

2.2 Planning social media marketing

When considering activities and actions taken within social media, these can be usually divided into four different groups: create, communicate, care, and commune. When considering the actions that can be taken within social media marketing, the focus will be on the communicate part. Still, when considering what type of content to publish monthly, other groups have to also be considered, which are explained in more detail in the Figure 1 below.

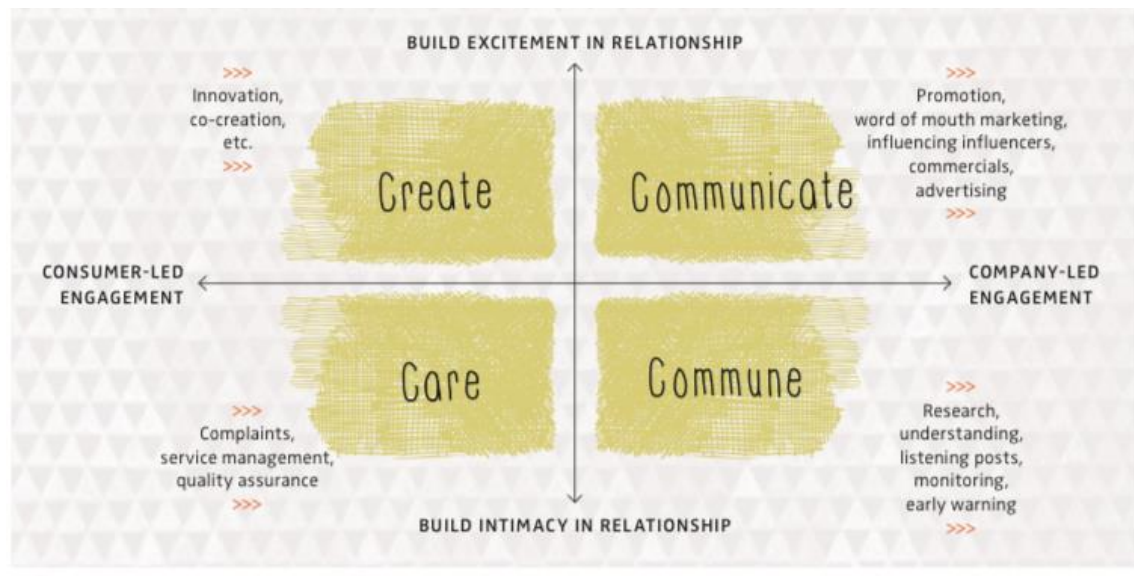


Figure 1 Strategies to increase social brand engagement (Kozinets 2014)

The first part of social media for a brand is Care. When a company has content on social media, they also have their own brand pages on different social networking sites. Through these pages, customer care can be administered. Own brand pages are monitored for customer feedback and especially complaints. Companies often even have their own personnel to conduct community management (Kozinets 2014). The one administering the brand page should reply to messages as fast as possible to keep consumers satisfied and be happy with the brand experience (Beig & Khan 2018).

Co-creation has become a popular concept during recent years. Consumers engage in the creation process of the brand, when ideas or opinions are gathered from the through social media. For example, ideas or wishes for new products are asked from consumers, or consumers are straight asked what kind of content they wish to see on brand pages. These consumer-generated ideas usually seem more authentic and create more excitement. Insights into consumers' world will also help marketers in the future (Kozinets 2014).

Understanding the consumers is crucially important when marketing for them. Following the conversations consumers have within social media about different brands will provide information, which will increase intimacy in the future between brands and consumers (Kozinets 2014). Community operators are suggested to increase forum content and activities, for example test reports and trials for new products, or sharing user expertise (Chen & Lin 2019). Consumers can decide which content is important, ask questions, share, discuss and exchange thoughts. The goal is not to sell but solve a problem. Solving a problem rather than selling looks more like content, not too much of an advertisement.

Relevancy is also important, creating content that relates to a topic discussed and participating in discussions (Zhu & Chen 2015).

Communication means publishing information and messages in order to promote products and services and influence consumers. In general, these posts should be stimulating and exciting, for consumers to spread them and to act based on them (Kozinets 2014). The emphasis here is on the communicate part.

2.3 Goals of social media marketing

When the potential customer is known and target groups are set, goals of the marketing actions also have to be in place. Then these same goals can also be measured, and all actions can be evaluated based on the results. Based on measuring, the target groups can be evaluated and how they are being reached, how the different core messages and the information works with this group, and what can be learned from all of this. Based on the information, the actions can be modified and hopefully improved (Kachur et al. 2011). If a marketer wants the consumer to perform some sort of an action within social media, this monitoring is also important. Especially monitoring the channels and activities that consumers are already involved in, in order to learn from these.

One typical goal of social media marketing is to create awareness. This is done by gaining exposure and interest, usually with giving information. This gained visibility is strongly recognized with social media, reaching some target groups that otherwise could not be reached. One goal is also to stay current and be on top of news, realizing that everything happens a lot faster in social media (Lepkowska-White 2017).

The goals of marketing within social media, because of the interactive nature, typically can involve the improvement of relationships between brands and consumers, eventually leading to loyalty. This is seen as an important addition, instead of thinking the goal of only being sales or brand awareness. This can be done for example with valuable, interesting or engaging content. Engagement can be measured with interactions, such as likes, comments and shares. This can also be measured with the consumption of different articles and videos (Achen 2017). Engagement of consumers can also be improved by being present all the time in social media channels and producing content continuously (Schivinski et al. 2016).

Still, analytics do not always tell everything, which might make the measurement sometimes a bit complicated. Engagement can also happen through co-creation. This can occur with the use of user-generated content, meaning that the users and consumers produce the content and share that with the brand, which the brand can later use (Achen 2017). This user-generated content can be posts, product reviews, or brand-related videos

and pictures (Schivinski et al 2016). The goal is to keep the communication as two-way and to build conversation (Achen 2017). This conversation happens faster in social media. This also leads to the monitoring of comments left by consumers, especially negative ones. Cost-saving has also been noted as a goal of social media marketing, when comparing with more traditional medias (Lepkowska-White 2017).

Building brand image through social media and differentiation is also seen as a goal of social media, which are hoped to lead to a positive word of mouth. eWOM can also travel a lot faster than traditional WOM, when pictures, comments or likes are shared with the consumers' friends. It has been noticed that reacting to current events produces more actions and WOM, as long as the brand image stays coherent and consistent (Lepkowska-White 2017).

3 SOCIAL MEDIA MARKETING CONTENT

3.1 Frequency of content

When brands are publishing content, it is easier to stay in the minds of the consumers all the time. Seeing brand posts often with consistent features, for example name, logo, slogan, aesthetic features and value propositions have been noticed to have a positive effect on consumer response (Wondwesen 2015). Most important benefit of social media is seen as the possibility of engaging, which can be done best by being present 24/7. This has also been noticed to increase loyalty among consumers (Schultz 2017).

A single campaign might spark the initial interest of a consumer, but actions are still required after that in order to keep the consumer's interest, and not to lose any followers. Especially with social networking sites, consumers do not expect just entertaining and fun content, but also time sensitive or timely content (Hamilton et al. 2016, 142). When brands are constantly present, the content should be time relevant, and the publishing of posts should also be frequent enough (Ashley & Tuten).

While being in social media, brands have the ability of quickly react to current events or topics with a smaller single post and to keep up to date. Sometimes companies are required to even change their social media strategy on-the-fly, in order to address the interests, needs, and concerns of consumers (Tao & Wilson 2015). Brand pages on social networking sites are also expected to update frequently with information especially about products. These actions will encourage users to follow brands more actively as well as to post more (Beig & Khan 2018).

Chauhan et al. (2013) found that around 9.5 percent of companies' social media content is about general engagement with the consumers. This meant for example festival wishes and engaging with consumers about current affairs. Brands are expected to connect with the everyday lives of the consumers, and not just be marketers and send promotional messages. This type of everyday content and connection with the consumers will further strengthen the relationship between the brand and the consumers, which can be seen as one of the main advantages of social media marketing.

Different consumers can be targeted with social media marketing compared with campaign marketing. Customers within social media can be divided into three groups (Hamilton et al. 2016, 142):

1. Consumers, who engage in various types of brand interactions
2. Utility focused consumers
3. Consumers expecting timely content.

The consumers who want to constantly interact with the brand, can be targeted with continuous marketing a bit better than with campaign marketing, since the brand stays with the consumer all the time. They especially need to be hedonically satisfied by brands through different social networking sites consistently. Being in constant interaction with the brand, they also expect targeted content. Even though the utility focused consumers usually rely more on traditional platforms, they still search promotions through social networking sites. Therefore, the monthly content should also include promotions within the posts in order to attract this target group. Even though the two first groups can be reached with continuous marketing, they can be reached with campaign marketing as well. The third group can only be reached with continuous marketing, because with continuous marketing it is possible to react to a current event with a single post in a quick way. To reach the third group, reacting to current news and happenings should be done with branded content, which is related to or linked with the current event (Hamilton et al. 2016, 142).

Social media marketing is also used to remind consumers about the brand's existence. This is done especially by relating the product or service to everyday life actions, for example coffee brands post during morning or lunch breaks (Schultz 2017). The low cost of continuous marketing compared with campaign marketing enables companies to publish multiple posts related to a certain theme, without it being away from other content too (Laroche et al. 2013, 80-81). One post should always relate to one topic (Schultz 2017), but with continuous marketing many messages can be published monthly and even weekly.

In addition to having time sensitive content, this content that is published in a time sensitive manner has been noticed to have the largest effect. Posting occurring during the workdays increases the number of comments. It has been noticed that people use for example Facebook more during workdays, which is why consumers might feel that they also have more time to comment on posts. During work hours consumers are also most likely already sitting behind a computer. Commenting on posts is also easier with a computer than on a mobile device, which is why more commenting is achieved during working hours. After work, people are on social networking sites more through their mobile devices, which makes commenting a bit more difficult. Liking activity is not influenced by the posting time, because liking is as easy on computer as it is on mobile devices. Early morning or late-night posts have also been noticed to receive 20% higher engagement. Post published also earlier during the week, from Monday to Thursday, receive more engagement (Cvijikj & Michahelles 2013; Sabate 2014).

Providing frequent but short posts to consumers, usually entail a short attention span offered by consumers for a single post. This results in the high possibility of the post getting lost and not noticed from the others (Gao et al. 2016, 888-889). In contrast, the average of posts done for social media by a brand per month is 24. The downside of

posting a lot and this way staying on customers' mind is that customers might start to feel like they are being spammed with too many messages (Parsons 2013). Thus generally brands do not want to create content that is very cognitive heavy for the consumer (Ashley & Tuten 2015).

It is difficult to know what is too much or too little. Brands can use publication time and direct some content only to a part of the target audience in order to limit the informational and attentional overload for consumers. When posting occurs during the peak hours, it generally has a negative effect on liking and sharing, meaning decreased engagement (Cvijikj & Michahelles 2013). Attractive posts have been noticed to be practical and accessible, so that the time spent on engaging with the posts is as efficient as possible (Sabate 2014). Companies are trying to create posts that are frequent, but still easy to use. On the other hand, the longer a post is at the top of a page, the more consumers are exposed to it and thus it will attract more likes and comments (de Vries 2012).

3.2 Content structure

A social media post can consist of video, picture, text or a link. Different social media platforms also enable the use of newer forms of publication, for example polls or voting in Instagram. These different forms affect the vividness and interactivity of the post. The most important benefit of social media is seen as the possibility to engage, which entails the interactive nature of social media. Engaging by being present 24/7, the brand can also make the posts interactive and thus engaging. To make content entertaining, the posts are usually also high in vividness. Vividness has been noted to increase the number of likes, shares and comments through videos and photos (Schultz 2017). The more responses received through vivid content, with videos and high-quality pictures, is due to a rich brand experience (Wondwesen 2015).

Highly vivid and medium interactive posts have been noticed to achieve the highest number of likes, for example with videos or contests. Asking questions, which entails high interactivity, usually has a negative effect on the number of likes. This is because questions encourage more comments, and thus questions cannot be answered with the action of liking (de Vries 2012). Photos are seen as most attractive when it comes to engagement, then status updates, then videos, then links. Also posts engagement duration was in the same order, photos having the longest duration. It has also been showed that vividness increases, while interactivity decreases the level of engagement over moderator posts, making photos the most appealing post media type (Cvijikj & Michahelles 2013). In contrast, Gutierrez and Cillan (2017) noticed than image posts do not seem to increase engagement.

Because of the short attention span of consumers, the content must capture the consumer. Posting links has been noticed to have a negative effect on comments. Links direct consumers elsewhere from the post, which indicates that they will not stay and leave a comment (de Vries 2012). To be able to comment on the post topic, it would more likely require the consumer to open the link and concentrate on the content behind it in order to understand the topic more. Also, once the consumers have navigated away from the original post, they are not so likely to come back and comment (Sabate 2014).

Consumers who have low involvement towards the brand have a selective and limited attention when browsing their feed and might now even be familiar with the brand at all. This is why the attention of this type of consumer should be caught with animation or otherwise vivid content (Ashley & Tuten 2015).

Even though the vividness of a post would catch the initial attention of the consumers, the interesting content will hold the consumers' attention (Lin et al. 2017). The most popular content types are having text with a link, or an image with text. Consumers always require some information and context for the topic, which is why it is not encouraged to publish just a link or an image (Chauhan et al 2013). Highly involved consumers instead usually have a higher user expertise, which indicates the consumers require more professional content. This is usually done with links to websites or blogs to increase diversity, and also show more quality content (Chan et al. 2015).

Vividness is critical to the effectiveness of brand posts, but it should not be confused with complexity, as vivid posts that are both simple and complex can be effective for different products (Lin et al. 2017). Status updates are shared the least, because people think that posts without pictures are not so pleasing to others because of the lack of vividness, as they might be for the sharer. To achieve sharing activity, the posts should be more vivid (Cvijikj & Michahelles 2013).

Images attract the most likes and comments. Videos only increase likes. This might be because photos are easier to process and understand in a short period of time, which also means that consumers will find it easier to comment about their opinion shortly. Commenting requires a lot more effort than liking, and consumers usually only comment if a question is asked, or the post is seen as meaningful, and commenting is seen as being more dependent on emotions and feelings of the consumers. Potential benefits also encourage consumers to comment on posts (Wondwesen 2015).

Interactivity has a greater effect on engagement compared with vividness of a post. Posts with high level of vividness, for example videos or links, were seen as less attractive than posts with low vividness, such as photos and status updates. If engagement is wanted to be reached, less interactive content should be created (Cvijikj & Michahelles 2013). In contrast, Gutierrez-Cillan et al. (2017) did recognize immediate engagement through interaction posts.

Since brands are aiming for interactivity with social media marketing, it also raises risks for increasing comments. For co-creation to succeed, a careful monitoring of the comments should be executed, and inappropriate content should be dealt with as quickly as possible in order to avoid damage (Tajvidi 2018). To avoid the negative trust effects of consumer empowerment, brands should encourage and facilitate conversations and not disrupt them. Negative posts and comments have been said to have five times the effect of positive ones in social media. Despite of this, deleting content upsets consumers. It is better to put new content to replace negative interactions in order to attract attention and refocus consumers (Schultz 2017).

The interactive nature of social media marketing has also noticed to fulfill both the functional and social needs of consumers (Kilgour et al. 2015). It has been noticed that a mix of post vividness, interactivity, content and publication timing is better than a monotonous content strategy (Schultz 2017). Interaction posts create indirect utility, since the responses generated might provide consumers with significant information. This might be for example user reviews, opinions on the brand's best product etc. Interaction posts create direct engagement (Gutierrez-Cillan 2017).

The message length of posts could also influence user engagement. Longer posts have been noticed to increase the number of likes, but to increase the amount of comments, posts shorter than 80 characters have a higher level of engagement. The most important factor still to consider of is to have all the required information needed in order for the consumer to easily understand the content, and not to be too afraid of trying to cut the character count, if all the information is essential (Sabate 2014). Thus, with social media marketing is easier to spread all the important information to multiple posts, in order to increase engagement. Brands that have the highest amount of posts, also have been noticed to usually have the highest amount of followers. These brands also have the highest amount of engagement (Ashley & Tuten 2015).

Engagement is often sought after in social media, which is why co-creation could be taken as a part of content strategy. When co-creation is achieved, this leads to engagement and usually also to a better reputation for the brand. Asking customers' opinions and getting them to share brand experiences lead to viable information, which can lead to appropriate actions taken by the business. Especially when launching a new product, it is important to put the consumers to work and share their opinions. Active and constant two-way communication usually lead to trust and satisfaction, as well as eventually creating a brand community, where users can feel a sense of belonging, increasing loyalty (Tajvidi 2018). Also in order to make the message seem more credible, companies have to stimulate the consumers with interactive content in order to make them distribute the message (Kilgour et al 2015).

3.3 Content types

Consumers have been noticed to engage more with brands on social networking sites that are entertaining, informative and post personally relevant content for consumers (Nisar et al 2016). There are different types of content on social media that consumers look for and expect when they start following a brand. These content types that all also have been noticed to increase loyalty can be divided into four groups by Dolan et al. (2016):

1. Informative content
2. Entertaining content
3. Benefitting content
4. Relationship content.

All these different content types are looked into in more detail in chapters 3.3.1–3.3.4.

3.3.1 *Informative content*

Nisar et al. (2016) found that the reasons people follow brands on social media, is to obtain general information about products, and to see reviews and product rankings. Consumers also engage more with brands on social networking sites that are informative (Nisar et al 2016). Informative posts can include for example product information. When a post is considered informative, consumers interact with the posts for the longest time period. This might be because in informative posts the text might be a bit longer, and often is combined with a photo, so the consumer will try to find and understand the connecting between these two. (Cvijikj & Michahelles 2013).

Informative posts also increase engagement through liking and commenting, but the number of shares made by the consumers does not increase. This is because the information is seen as valuable only within the brand community, and the value of the information is not seen as significant enough, if the information is shared outside of the consumers who follow the brand (Cvijikj & Michahelles 2013). The most popular content types are having text with a link, or an image with text. Consumers always require some information and context for the topic, which is why it is not encouraged to publish just a link or an image (Chauhan et al 2013).

Consumers who engage high involvement towards the brand and are already following it, require content that is information rich. They already know the brand and have a reason for the interest, which is why they require high quality content, that might give them new information. (Ashley & Tuten 2015). Highly involved consumers usually also have a higher user expertise, which indicates the consumers require more professional content. This is usually done with links to websites or blogs to increase diversity, and also show more quality content (Chan et al. 2015).

When the concentrating is on information, content can range from medium weight, which contains short content about the topic and the focus is on generating interest, to more heavy content, which is serve the consumers, who have more knowledge on the topic (Kilgour et al 2015). First consumers seek entertainment, but more sophisticated users seek information added to the entertainment (Shao & Ross 2015).

Post that include information, have been noticed to create indirect engagement. Information posts do not just create utility for the consumer, but also they have been noticed to create entertainment as well. Despite of the entertainment factor created by information, engagement to the post only appears through the received utility for a consumer, and not through entertainment (Gutierrez-Cillan 2017). Posts that consist of information, have been noticed to be the second most popular one to increase engagement, following entertaining posts (Civijikj & Michahelles 2013).

The nature of social media has brought the pressure on companies in relation to corporate social responsibility. Companies must be transparent and accountable. Nowadays it is not enough to publish a report once a year, but instead the company must constantly show what it is doing in order to help the planet. Usually the larger the company is, the more it will communicate about its social responsibility. When companies communicate about their corporate social responsibility, it is done usually by showing the company's employees involving in different activities, for example community service. This is easy to show on social media, and the happy faces of employees and the ones being helped is attractive for social networking site users. The second most popular way is to show the company's philanthropic contribution and third environmental stewardship, including for example recycling and sustainability. These are usually emphasized in social media marketing with the use of graphics, bold text and content text about the good deed. Companies have to carefully consider this side while planning their social media marketing (Kim et al 2010).

3.3.2 *Entertaining content*

Entertaining content usually has a positive attitude and makes the consumer come back for more, which means more followers and thus consumers receiving the marketing (Dolan et al. 2016). Entertaining posts create pleasure and stimulation, usually with images. Beautiful products and beauty in general create desire, which is why the post should include an easy way to buy the product, in order to make it possible for consumer to commit an impulsive purchase (Zhu & Chen 2015).

Consumers who have low involvement towards the brand have a selective and limited attention when browsing their feed and might now even be familiar with the brand at all. This is why the attention of this type of consumer should be caught with animation or

otherwise vivid content (Ashley & Tuten 2015). Consumers who are not so familiar with the brand likely have a low user expertise, which means they require more images and interesting activity posts (Chan et al. 2015). Also, if a consumer is not too committed, marketers are encouraged to offer more incentives to these types of users in order to increase brand loyalty (Schultz 2017).

Image posts have been found not to generate any significant engagement in social media. Still companies post them. They are most seen as the brand showing its social relevance in social media, but it does not generate any engagement within followers. This is because images are traditionally seen as a form of advertising. But since images emphasize the brand's social presence and recognition in the market, it might boost purchase intent for the one's considering and not sure. This considering purchase behavior is also boosted by influencers and presence in TV and radio programs. Image posts are thus relevant only for the consumers who are not so familiar with the brand. For more consistent users, image posts do not have an effect. Image posts do not contribute to hedonic route, so even though they might be designed for entertainment, they do not always entertain. Image posts are thus not comparable to entertainment posts (Gutierrez-Cillan 2017).

Entertaining content has been found to be the most influential. It has been noticed to increase engagement through liking, commenting and sharing. Consumers also interact with the post for a longer time period, if entertaining features from the post can be found (Civijikj & Michahelles 2013). In contrast, Gutierrez-Cillan (2017) found that entertaining posts do not motivate engagement, but they produce more followers, and not buyers or active participants.

Entertaining posts have a negative effect on liking. Entertaining posts usually contain features that are not related to the brand, and this type of action will not interest the consumers, who are actually fans of the brand (de Vries 2012). In contrast, Wondwesen (2015) found, that in terms of liking and sharing, entertaining posts performed better than informational or benefitting content.

3.3.3 *Benefitting content*

Benefitting content included incentives for the consumer and entails a certain exclusivity, for example contests or promotions. If the contests are published only as organic posts, only the followers will see them, and it gives an exclusive incentive for the loyal followers and not to others (Dolan et al. 2016). Contests have found to be more effective than discounts. (Ashley & Tuten 2015).

Benefitting posts increase the amount of comments, but no other significant engagement can be found. The "like" amount decreases with remuneration posts. This of course depends on the remuneration post content a lot, because many contests for example can

encourage consumers to commit a certain type of a behavior, for example consumers can be asked to like the post or comment on it (Cvijik & Michaels 2013.) Nisar et al. (2016) found that the third most important reason of consumers to follow brands on social media is to get discounts.

Promotion posts' effect has been also noted to depend on the product category – posts in food category increase comments and shares, posts in apparel category decrease likes (Schultz 2017). When considering what type of content to publish, companies have to consider in addition to getting likes, comments and shares, to getting the consumers to actually make a purchase. Competitions usually increase purchase behavior, because if the prize is for example a product, consumers do not want to miss the possibility of not getting it in the end. The competition also presents the product or service the unaware users. (Tsimonis 2014).

Companies see that daily communication and creating competitions are the two most important activities on social networking sites. Competitions usually include a prize, such as a coupon, a discount, or a gift product. Daily communicating is done with fairly simple messages, such as wishing good weekend or how consumers are feeling, what are they plans for the weekend etc. Additionally, the introduction of new products or services is seen as an important activity, but of course it does not occur as often as the first two activities. Posts related to new products were more informative and detailed. Giving advice and useful information for consumers related to their daily life is also seen as important by brands. The advice included for example tips and knowledge on daily issues that the consumers might face. Being present in the customers' everyday life means also handling issues that might arise for example from the comments, and consumers expect the brands to answer every one of the comments or questions that consumers leave. Even though comments are not part of the initial post, brands should consider also what happens after the publication (Schultz 2017).

The first two are more part of the daily marketing, while products might be introduced with a short campaign. Daily advice is also related to the social media marketing activities. How consumers usually interact with a brand is mostly done through competitions, followed by communication with other consumers, as well as questions, feedback, complaints or thanking the brand (Schultz 2017).

Social networking site users think useful posts have clear descriptions, address personal needs, and receive positive comments constantly (Chan et al. 2015). The number of positive comments under a post increases the number of likes, but when it comes to comments, also negative comments under a post increase commenting. Whether comments are negative or positive, they attract interest towards the post and encourage other consumers to comment also. Thus, negative comments are not always bad for the brand. They might even encourage consumers to feel a part of the community and raise loyalty towards

the brand (de Vries 2012). Getting utility out of a post has been noticed to increase engagement, active participation and purchase (Gutierrez-Cillan 2017).

3.3.4 Relationship content

Relationship content fosters the building of a community. This type of content also enables consumers to self-express, for example showing a caring and kind nature, when participating in a contest and telling which friend deserves the prize. Urging consumers to tag people also develops relationships. The content should show important values, attitudes, cultures and beliefs (Zhu & Chen 2015).

Companies are using Facebook more to build relationships, rather than just providing information for consumers (Parsons 2013). Nisar et al. (2016) also found that the forth most important reason for consumers to follow brands is to participate and know about different events, which means that people look for social media content also ways to connect with people outside of social media.

The companies must consider the consumer, who will receive their content. Content will be designed more accurately, when the responder is being considered of. Usually companies get the most use of their own content, if certain influencers receive the brand's message, and repackage it to seem as their own message, not the company's. This emphasizes the company's ability to form relationships with important influencers, involve them, and to show expert status among key customers. The influencers have to seem more like friends of the brand, not consumers of the brand. This should be done in order to increase trust, commitment and loyalty among consumers. When getting the influencer to share the brand's message in a slightly different form, control is lost. The virality of the message will in contrast increase. Companies thus must concentrate on finding the right influencers. Organizing events is a great way to find the right influencers. The content must be designed in order to generate conversations between the brand and the influencers (Kilgour et al 2015).

Communicating and publishing content is seen to eventually develop relationship with the social networking site users. Personalization and customization is important when communicating daily with the consumer through social media content. Being present daily is what consumers expect from brands on social media, and they also expect that they can communicate to the brand almost like they would communicate to a friend. Social media marketing lowers the barrier for consumers to communicate with the brand (Schultz 2017).

While user-generated is gaining popularity through social media, companies are wondering, how to combine user-generated marketing and marketer-generated marketing. Companies can either make their advertisements to blend so well with other content on

social media, that users do not understand it to be advertisement, or get users to share the brands' content and to stand behind it to make it more credible (Kilgour et al 2015). A fairly new content creation technique is native advertising. The Internet Advertising Bureau (IAB) defines native advertising as "paid ads that are so cohesive with the page content, assimilated into the design, and consistent with the platform behavior that the viewer simply feels that they belong" (IAB 2013). To make native ads effective, is to define a narrow target group and to create engaging ads that fit with the overall page. This way they will feel like natural content for the consumers and will not differ from other content on the page (IAB, 2015). The types of advertisements that show elements of native advertising have been noticed to be more effective and enjoy a 50% greater recall and a 35% higher sales lift (Windels et al. 2018).

Therefore, in this age of social media, companies must consider how to control message content and publication timing and frequency to achieve marketing goals. The results confirm that if companies can help users identify with their brand community, users' positive relationships with the brands they like can be strengthened and users may also stop purchasing competitor products. Thus, companies can conclude that management of an online brand community and strategies to cultivate members' community identity can help brand business performance and inspire community members to reject competing brands (Chen & Lin 2019).

Interactive nature of social media also increases loyalty. Members can be invited to share the reasons they chose the brand over competitors so that others are aware of other competing brands. The resulting discussions provide members with more opportunities to consider why they prefer the brand and why they avoid other brands, thus strengthening community cohesion and brand loyalty (Chen & Lin 2019).

When consumers expect the brand to be available 24/7 in the consumer's lives, a higher level of interactivity with the brand is also achieved. Brands should also create interactive content, in order to encourage engagement with the consumers. Consumers have been noticed to enjoy interactivity, if it is not too time consuming (Lin et al. 2017), because long posts have been noticed to have a negative effect on interactivity (Schultz 2017). Interactive tools are also encouraged to be used sparingly (Wondwesen 2015).

Interactivity can be encouraged with questions and answers dialogue, promotions and contests, links to other websites and votes. These all content types have been noticed to increase likes, comments and shares and thus consumers engage more with the brand (Lin et al. 2017). Also, hashtags and other types of call-to-action messages have been noticed to lead to short-term activation. Any other posts related to the contest however produce significantly less interest (Cvijikj & Michahelles 2013).

Highly interactive posts increase the amount of comments, for example asking questions. Effective ways are for example asking to talk about the product experience, asking people to vote on how to use the product, select favorite aspect of the product, or other

feedback requests (Parsons 2013). These naturally will encourage consumers to answer, and thus comment on the post (de Vries 2012).

3.3.5 *Meaningful content*

The content provided on social networking sites should not be just brand-related. Consumers expect the brand to provide also knowledge, news and general information related to the product category at issue. Consumers expect the possibility of learning from brands and achieving a larger field of knowledge on the brand's own field. This continuous teaching of consumers also makes the brand see more reliable and trustworthy. Social-oriented content also shows the personality of the brand better, when it can be connected to other factors than just the brand content itself. Campaigns might be seen as an aggressive type of marketing, while providing brand extended content through continuous content is seen as more subtle. (Gao et al. 2016, 887-888) This is often associated with sophistication and upper-class image (Aaker 1997).

The need to express oneself, especially a positive self, significantly correlates with the intention to participate in social media branding activities. A clear implication for practitioners is to design their brand messages and activities in such a way that allow the targeted consumers to express a favorable self-image by forwarding the message or participating in activities. It requires a deep understanding of who the targeted consumers are and who they are likely to be identified with. First, posting brand-extended content has a positive effect on brand association and brand attitude of social networking site users. Connecting the brand to a larger ecological context, providing more related knowledge or inspirational usage, and associating the brand with trending topics may add to the users' values of following brand pages on social media. Second, posting social-oriented content is helpful for forming brand personality in SNSs, but it does not necessarily mean better brand recognition or attitude. Though Kaplan and Haenlein (2010) suggested providing non-professional content on social media to enhance social immediacy, results suggest that the self- congruity with the brand should be ensured if the brand wants to benefit from being social. (Gao et al. 2016, 888–889)

The emphasis has been on providing consumers with information constantly through social media, but while sustainability is gaining popularity by the day, companies are increasing their corporate social responsibility content. Content on social media can be divided into three groups based on this idea: corporate ability, corporate social responsibility and hybrid. Corporate ability strategy concentrates on the high quality products and services that the company provides. Corporate social responsibility strategy shows the company of being socially, environmentally and politically conscious. Hybrid strategy means that holistically both approaches are used in balance (Kim & Rader 2010).

Companies usually tend to emphasize content related to corporate ability. Large companies with greater revenues emphasize corporate social responsibility content more than corporate ability content, or then they tend to have a balanced hybrid strategy. When a company grows, more pressure by the media and public is put on social responsibility. Larger companies are scrutinized more closely, and more expectations are put on them. The trend is towards even smaller firms to adopt corporate social responsibility strategy and to publish more content surrounding it. Pressure on companies to have continuous content has also emphasized the need for more corporate social responsibility content (Kim & Rader 2010).

3.4 Theoretical framework

In social media, different features of content being published affect awareness and engagement, and thus benefit the brand. These features can be divided into timing of the content, structure of the content and the content type. All these features can either give advantages or disadvantages for the brand. The theoretical background can be summarized in the Figure 2 below.

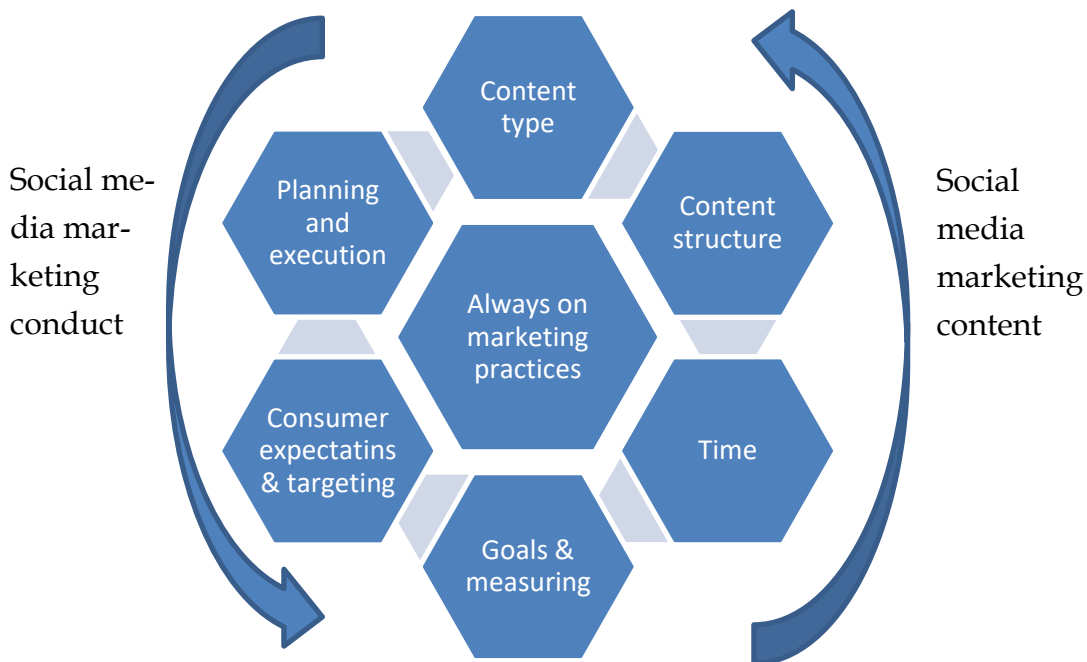


Figure 2 Theoretical framework

The theoretical background or the general framework describing the basic issues of always on marketing is summarized in the Figure 2 above. As can be noticed, the always

on marketing practices (topic of the thesis) are in the middle of the figure, formed by the "perpetually" circulating social media marketing conduct/process elements on the left (Chapter 2/planning & executing, consumer expectations and targeting and goals & measurement) as well as social the media marketing content elements on the right (Chapter 3/timing of the content, structure of the content and content type). The content is affected by the conduct and vice versa. The way all the conduct and content features are present in always on marketing, and what specific advantages or disadvantages they might have, will be brought forward in the empirical part/results sections of this study (Chapters 5 and 6).

4 METHODOLOGY

4.1 Research approach and participant selection

This research was done as qualitative research with theme interviews. Essential to qualitative research is how the information is presented in a verbal form, and not numerical (Eskola & Suoranta 1998, 13–18). Qualitative research was chosen, because the topic of always on marketing is still quite new in Finland, and not many people have a deep understanding or information on the topic. The theoretical framework showed marketing in social media and content strategies related, but in this study the same features were looked at through interviews, in order to determine the relations to always on marketing. This deep understanding of the use of always on marketing can best be achieved through qualitative research, with interviews. Insightful knowledge can be gathered, when few experts available were interviewed.

A typical characteristic of a qualitative research is that the participants are usually chosen carefully, instead of a random selection for quantitative research. In this case it was necessary, because it cannot be assumed that a lot of people, for example average consumers, have a wide knowledge of always on marketing (Hirsijärvi, Remes & Saajavaara 2009, 164). This is why the participants were purposefully chosen based on the researcher's criteria, thus experts on always on marketing were chosen to be interviewed (Saaranen-Kauppinen & Puusniekka 2006). 5 experts we interviewed.

Discretionary elite sample was used, which means that participants that are thought to have the best knowledge on the topic, are chosen (Tuomi & Sarajärvi 2002, 88). The sample was executed by approaching experts from Finnish marketing agencies, which are specialize in social media marketing. The selection of participants can also be called purposive sampling. The researcher's prior knowledge of content marketing and the marketing communications industry in Finland was utilized, to choose the right companies and participants. The goal was to find companies that are a somewhat homogeneous group, meaning creative agencies. Homogeneous sampling is a subtype of purposive sampling (Neuman 2012, 149).

In purposive sampling, the selected companies are not representative of the entire industry (Neuman 2012, 149). The aim was not to find statistical generalizations, but instead to find the most informative material for the research questions in question. Therefore, only a relatively small sample was researched (Eskola & Suoranta 1998, 18). All participants had experience and knowledge on always on marketing. This was confirmed when contacting the potential participants. The participants can be seen below.

Table 1 Interviewees of the study

Participant	Company	Title	Time and place	Duration
1	Marketing agency X	Content Director / Creative Director	25.6.2019	1h 2 min
2	Marketing agency Y	Creative Director	26.7.2019	41min
3	Marketing agency Z	Chief executive officer	14.8.2019	1h 2 min
4	Mirum Agency	Creative strategist & Client lead	5.9.2019	57 min
5	Avidly Agency	Managing director	15.9.2019	42 min

The participants were contacted through email, and the purpose of the study was explained. The interviews were conducted in the offices of the participants. Only the interviewer and interviewee participated. All interviews were recorded. After the interviews the tapes were transcribed, which means writing the interview down word-to-word (Hirsijärvi et al. 2009, 222). All interviews were transcribed separately for the analysis. All the quotes were passed to the interviewees before submitting this study in order to verify interpretations and to establish the credibility of the findings

4.2 Data collection

In qualitative research humans are examined, and used as the means of getting the data. This is why getting new information is often best done with the use of interviews, in order to answer the research questions (Hirsijärvi et al. 2007, 160).

Theme interview is a method, in which certain themes are addressed and discussed during the interview. The similarity between theme interviews and semistructured interviews is that all the themes discussed are the same for all participants. The difference is, that with theme interviews the detailed questions might not be the same for all participants, as they would be with semistructured interviews (Hirsijärvi & Hurme 2009, 47–48). With theme interviews the conversation is not limited or restricted too much. Instead rich conversation is to be achieved. The researcher has during the interview a list of themes and subthemes, but the order that they are discussed, and scope might vary within different interviews (Eskola & Suoranta 2008, 86). Theme interview can be defined as an

interview, which purpose is to obtain descriptions of the life world of the interviewee with respect to interpreting the meaning of the described phenomena. Questions about the same themes are administered, but the wording and order of questions might vary in an interview situation (Kvale 1996).

Since the research topic is new and different experts might define always on -marketing a bit differently, this fairly open approach offered by theme interview suits the purpose of the study well. No questions were set in stone, instead they varied while conducting the interview. (Eskola & Suoranta 1998, 88–89.) During the interviews, all same themes were covered, but the order and number of questions varied, and based on the interviewees answers extra questions were sometimes asked in order to clarify something, or to expand on an issue. The interview resembled a conversation, where the interviewer guides it towards the right direction with the research questions in mind (Yin 2009, 106). The conversational nature of the interview enables the finding of deep information. With other research methods this most likely would not had been possible (Hirsjärvi & Hurme 2010, 11). Even though theme interview is not completely free method as a free interview or informal interview, the knowledge, experiences and definitions of the participants will be emphasized. Meanings and interpretations of the participants were in the center (Hirsjärvi & Hurme 2009, 47–48).

The advantage of a theme interview is that the interview situation is relatively informal and conversational, even though the questioning is systematic (Eriksson & Kovalainen 2008, 82; Eskola & Suoranta 1998, 87). The researcher can ask the participants to clarify the answers if needed during the interview, in order to get more interesting information. Potential follow-up questions can reveal new information relevant for the research questions, even though originally, they are not planned to be part of the interview. A possible disadvantage of a semi-structured interview is that the interviewee might talk about things that are not relevant, and thus the method can be quite time consuming. Interviewer bias might also occur, meaning that the interviewer does not behave in the same way during every interview, and the questions might be asked in different ways. These different behaviors conducted by the interviewer can affect the interview, making the results unreliable (Hirsjärvi & Hurme 2001).

Ethics of the interviewing were considered while conducting this research. Kvale (1996, 153-154) lists points to take into consideration while interviewing. One of them is informed consent. The interviewees should be aware of the purpose of the interview. All the participants of this research were informed about the purpose and aims of this research. Also, respondents were told that they have the opportunity not to answer to any question that made them feel uncomfortable. Another point is confidentiality. In order to secure confidentiality of the respondents, the participants had an option to answer anonymously. Additionally, the responses of the interviews were handled confidentially all the time.

The body of the interview questions was formed based on the theory part of this research, as well as the research questions. The most critical and essential parts of the theory was picked to form the themes and subthemes. The main themes are to find the advantages and disadvantages of always on marketing, as well as the concepts suited for it. Below the questions and theory behind can be found from the operationalization table. All questions can be found from Appendix 1.

Table 2 Operationalization table

Purpose of the research	Sub-questions	Theoretical concepts	Themes
The purpose of this research is to investigate always on marketing practices	What is always on marketing and how is it conducted?	Chapter 2	Customer expectations and targeting, planning, and goals of social media marketing
	How content strategies can be applied to always on marketing?	Chapter 3	Content types, content structure and timeliness
	What advantages and disadvantages does always on marketing have?	Chapter 2 and 3	Combination of the two theme areas above

Hirsjärvi et al. (2007, 177) mention the concept of saturation. When there is enough data gathered, new interviews do not provide any new information for the research questions. At this point saturation has occurred, and there is no need to conduct more interviews (Eskola & Suoranta 1998, 62; Hirsjärvi et al. 2007, 177). The amount of research material is enough, when same answers start repeating during the interviews (Hirsjärvi et al. 2009, 182). Five interviews were conducted in total. It was noticed, that not a lot of experts on the topic can be found in Finland. When conducting the interviews, it was noticed after the fifth one, that the findings had saturated, since the fifth interview did not bring any new significant information, compared with the interviews done before.

4.3 Data analysis

The content was analyzed with qualitative category analysis. When analyzing the data, also pattern matching was used. In pattern matching the researcher tries to find patterns from the interviews and connect and compare them with the existing theory (Yin 2002, 116-117).

Analysis can be divided into three groups: inductive, deductive and abductive. Inductive approach is used in order to find models. The analysis moves from data to theory, or in other words from concrete and specific to more abstract and generic. Deductive approach starts with theory and moves through data or abstract and generic level to concrete and specific. The combination of these two is abductive approach. Abductive approach is seen as generating more holistic knowledge and understanding, and it enables the researcher to move between inductive and deductive approaches flexibly (Graneheim et al. 2017). This research was conducted with the abductive approach.

The transcribed interviews were read through carefully multiple times. After this the material was categorized with the help of the theory part which was done before. The findings were grouped based on theory, as they should be with abductive approach. The categories were then grouped to larger themes. A more holistic view was approached based on the categories and themes. Differences between theory and findings were contrasted and based on these the final results were presented and discussed. When processing qualitative data both analysis and synthesis are included. Analysis categorizes the data and synthesis tries to form a general view and see the phenomenon in a new perspective (Hirsjärvi & Hurme 2001, 143).

4.4 Trustworthiness of the study

Qualitative study can be found to be highly subjective. One of the main challenges for a researcher is to ensure the reliability of the study (Eriksson & Kovalainen 2008, 290). The reliability will be assessed with criteria, that is suited for qualitative research. The criteria is composed of dependability, credibility, transferability and confirmability.

Dependability means the researcher's responsibility of making sure that the research process proceeds in a logical and understandable way for the reader, and that all essential information is included (Eriksson & Kovalainen 2008, 291-294). This was done by making sure that the report is transparent and clearly presented and expressed. For example all the different parts of the research are presented separately. Also appendix in the end has the interview questions.

Credibility means that the researcher has a sufficient knowledge on the topic. Results have to be logical, which means that other researchers would come to the same conclusion. Credibility was ensured in this research by careful groundwork beforehand, in order to have a good knowledge on the topic. All the phases of the research were described and shown clearly and in a logical way, so that they are easily understood. The elite sample also was made in order to maximize the credibility of the study (Eriksson & Kovalainen 2008, 291-294). All firms had the possibility of choosing who from the firm participated, in order to find the participants with the most knowledge on the topic.

Transferability means that the research is connected and in line with previous research or context (Eriksson & Kovalainen 2008, 291-294). This was shown by presenting the theory and the analysis of the results was compared with the previous theory.

Confirmability means that the findings and conclusions made from the results are in line and can be linked with the research data (Eriksson & Kovalainen 2008, 291-294). This was done by showing in the analysis part the links between theory and results.

5 CONDUCTING ALWAYS ON MARKETING ON SOCIAL MEDIA

5.1 Definition of always on -marketing

The first research question was, what is always on marketing and how this type of marketing is conducted. This question was answered with qualitative interviews through questions involved in the definition, planning and measuring always on marketing.

Since always on marketing is still seen as quite new way of marketing, it was important to find out a general definition for always on marketing. The interviewees were asked to define, how they see and understand always on -marketing during their daily work, in their own words.

Most of the experts interviewed described always on -marketing as continuous marketing, with no start or end points, with a reactive nature. Because when the company is conducting its business processes otherwise constantly and with no start or end points, marketing should work in a similar way.

What drives their business best is - - that it strives to do long-lasting and long-lasting things that build the brand and make everything else look like it. - - all marketing should always be always on, and do it continuously and over a long period of time, then what is it that is considered digital or otherwise. - - first and foremost, that whatever is done, it is done in a long-term and consistent way. (Int 4)

Reacting to current and sometimes surprising events was in the center of always on -marketing for many, current events and happenings creating communication and marketing opportunities for brands. Some even called always on as opportunity marketing, because they saw that when brands communicate continuously, it creates endless opportunities for brands to react and keep the communication channels open with consumers. These opportunities make it possible for a brand to communicate its values or core messages in a real and concrete way through current events. Always on was seen as having constant communication and conversation between the brand and the consumers.

Trying to keep a pulse on what's going on and through that, help our customers respond positively to it. (Int 1)

It is kind of opportunity communication. Basically, how one reacts to things and what happens in the market or popular culture and how one responds to them. (Int 1)

These continuous opportunities were also seen as a benefit in a sense, that when there are more opportunities to communicate and be present in consumers' lives. Brands try to achieve this open and constant communication with the consumers, and with always on marketing they are more prepared to reach and respond, when they have the correct processes and teams in place.

For us, that means keeping up a conversation on someone's channels that is different from the more traditional marketing communications that are more campaign-like. (Int 2)

We can grab all those viral opportunities and others because we have an organization and processes that allow us to respond, even within hours of notice, to some of the Faceapp hashtags, if it's for our brand to do something fun. Or when we have such a process and opportunity within us or created with a partner, then if we get some really bigger right crisis, then we have the opportunity and the connection. (Int 2)

Always on marketing also creates more opportunities to go viral, which is something that some brands or agencies constantly try to achieve. This virality and increased media visibility was seen as being very profitable for the brand, which is why it should be always sought after. Still, virality was seen mainly as happening through campaigns, because of bigger budgets.

There is always the opportunity at all times - - always on has a better chance, because then there is more frequency to try it. Better probabilities through it. (Int 2)

Earned media visibility. When done right, the media you earn really gets a lot of visibility. (Int 1)

It's definitely worth getting it, but it can't be based on it. If we think about the virality factor, that is, more than one of the following happens through one person - - However, it is often more common in campaigns. (Int 3)

The reactive nature of always on marketing was mostly seen as the result of opportunities created by social media. Within more traditional media and channels, the time it takes to get an advertisement public can take days or even weeks. For example getting an advertisement to a TV can take up to 5 days, and when getting an advertisement to a newspaper the time is also measured more in days, not in hours. With always on marketing being conducted mostly in social media or other digital channels, the reaction to current events can happen even in hours. This is also seen as necessary, because the past pace of social media and different content being published all the time, current events also pass faster these days. If someone reacts in social media to a current event in days, and not in hours, it can already be seen as reacting too late, which is seen as negative for the brand.

In social media there is no need to make media purchases. If you think you would like to act through traditional media, it may not be possible because some media need to be reserved and it takes a certain amount of time. For example on television you don't get the space and there is a four or five day delay. Or with the afternoon papers the negotiations might change it to the next day. - - Social media just makes it easy and responsive to make media purchases. (Int 1)

Quite rarely, it's about minutes [in social media]. Whatever the crisis. Quite seldom. Maybe we usually talk about some hours then, though. And then again, rarely if we talk about quick response, then we talk about days on the other hand. But there are very few of them, or if you wonder how long a single social phenomenon lasts, how long it is discussed and basically and stuff, then they are usually measured in days. Even if you saw a video or picture taken with a face-app today, you would probably think that old news. But a few days ago, it was the freshest news. (Int 2)

Since always on marketing was defined as continuous, it also included smaller things, done in a longer interval, than doing one larger thing. Especially for smaller firm it was seeing as smarter to do something smaller continuously, because when the whole budget for marketing is not that large, if trying to do one larger campaign for example, compared to others it would still remain as a fairly small attempt of marketing. This is why it is more beneficial to do smaller content continuously with a smaller budget. This creates more brand awareness and also brand recall, because you can stay in the minds of the consumers all the time with smaller efforts, constantly reminding them of your existence within the brand field. In the other hand, when less money is spent per one posts for example, some target groups can be missed more easily than in campaign marketing.

If you look from the perspective of a smaller company that has more limited budgets than the big one, is it worth trying once a year to yell out a huge thing and spend all your money at once. Instead you could do something small all the time so you are remembered and noticed more often, and it stays versus yelling once and then it is forgotten until you yell the next time maybe a year later. (Int 4)

Always on will not have such big explosions. There is a possibility that some target audiences are being missed. (Int 3)

When looking at these marketing efforts on a timeline affecting brand awareness and recall, campaigns produce few peaks on it, while always on creates a more constant line of actions. This baseline of always on marketing was seen as stronger and higher, that the peaks of campaigns could momentarily reach, but the brand awareness and recall resulted from campaigns cannot produce the same and as strong results, as always on marketing does.

So, in practice, 6-12 months is a time when strong brand-building marketing raises sales to the baseline to which those tactical peaks can reach, but in brand marketing, the duration is continuous. Then, of course, if you're doing brand marketing and being tactful on top of it, those tactical actions will always peak from the higher baseline. (Int 4)

The reasons that always on -marketing has been started to conduct in the first place in Finland was mainly because of digitalization, which has made the market place a lot faster, where brands need to react. Agencies see that brands need to respond to the changing needs of the environment and consumers, where everything happens fast and competition is tougher. This change has been seen as so radical and large, that some agencies have even created their own new functions in order to respond faster to these changing needs and increased pace.

The world is becoming ever faster - - the need was realized that when the world has become faster and the traditional advertising and design agency functions are not keeping up with it, a new kind of function with a new kind of talent. (Int 1)

We saw where the media field was and tried to meet its demands. This is perhaps the most important reason for this. That is, the environment

changed, or began to change, so that there was an opportunity for it, and then an order. And that's it. (Int 2)

These new functions also help the brands, because instead of getting support for marketing few times a year from agencies when campaigns occur, now the help and support is as continuous as the marketing is. This interactivity between brands and agencies were seen as a benefit, when the work is easier for both sides. When the work before went from one project to another, it always required some extra time in order to get oriented right to the right brand and current situation. This time is now saved, when the jumping between projects does not happen anymore, and the work is continuous and supporting all the time. Also as a benefit was seen the interactivity that is happening these days more and more within brands and consumers. Before, consumers did not have the opportunity to respond and interact well for example with an advertisement on TV, but now they can comment and interact all the time with brands through social media.

-- previously, we often had for example 3 campaigns in a year. Now there are so many channels that require continuous content, creation and optimization, that in a sense marketing is always on -- so marketing as a service thinking is that whatever marketing there is, every month things happen, and we can support and help our clients with what is needed at any given month. One thing that has also come with digital channels is interactivity. Today you are also answering and communicating where as previously you just put a spot on the TV and it went in one direction. (Int 5)

Agencies are responding to where marketing is going as it changes and so do the services agencies offer. Well, of course, by realizing that we have to get this continuity and in ad agencies, of course, it's been more project-like in the past, to do one project and then another, but it's clearly seen that it benefits the customer and us that we have kind of an ongoing partnership -- It makes everyday life easier that it's not like jumping from one project to another, but in a certain way continuous. (Int 5)

Some saw, that always on marketing is something that has always existed, but in a different form. Now it is more visible within some brands because of social media and digitalization, but when business processes and development have been continuous, marketing has seen as continuous all the time alongside it. The constant revenue is also recognized within agencies, because it can be seen that this type of marketing is offered to brands, because it creates more reliable revenue for agencies, instead of relying on the

revenue of irregular campaigns. Still all agencies interviewed assured, that constant revenue is not their most driving motivation.

But it has continuity, and it came from the fact that when all other business processes are continuous and constantly being developed, was somehow against the logic that this wouldn't work either. (Int 3)

Maybe always on has always been done. But of course, if you try to think in a cleaner way on the digital side, it is more feasible today. Someone surely wants to do it on the office side because of the constant cash flow. (Int 4)

It is easiest to conduct always on marketing within social media, but it can be found also elsewhere. It was seen as relating closely to other digital channels as well. For example always on marketing can be conducted with search engine optimization, service engine marketing and webstore retargeting, because these actions are continuous, and they are also modified and adapted continuously, in order to increase the results from these marketing actions. Customer service could also be thought as always on marketing, even though the employees in customer service typically are not in the marketing team, which might make it difficult to consider them being a part of always on marketing. Some brands that are investing largely on TV or radio advertising can also make it seem like it is continuous all the time, even though it cannot be that easily in a reactive form. Since there is a delay with for example TV and radio to get advertisements public, it cannot actually be called always on marketing, because it is not reacting fast to current events or topics.

We have search engine findability, which can be organic or paid search engine advertising. That is practically always continuous, you have to do all the time steps to make sure you're featured on Google or any other search engine. They are probably the most typical ones that are quite continuous. (Int 5)

Always on marketing is a type of marketing, that can mostly be conducted by any type of brand, and in theory it should be suitable for every brand as well. Also it was seen that all brands should have a some sort of a continuous social media or digital presence in order to stay relevant and updated within the field and competition. Still it is not offered to everyone yet, if the current situation for the brand makes it appear, that always on marketing is not suitable for that situation in question. It basically depends on current needs of the brand as well, whether always on marketing is suitable to offer. Mostly

larger and more traditional companies struggle with understanding always on marketing. With a longer history, they have more experience of campaign marketing, as the basic idea of campaign is strongly embedded into the way of working in marketing, which makes it difficult trying to adapt to a new way of marketing. Companies tend to choose the safer and better known way of marketing.

In an ideal situation it can be said that it suits all customers, but in practice it may not be. - -customers and organizations are different, they have different needs, we map out the customer's needs to what they may need in each situation and then provide them with service - - but sometimes it's not really smart and it's not worth selling or buying. (Int 1)

For everyone. Basically, it suits everyone. (Int 2)

It is said that at least I do not know why it would not be profitable for anyone. (Int 4)

The bigger and the older the company, the more difficult it is to change their ways and campaigning is often well-rooted there (Int 3)

There must be this, as with all change, that has never happened before. - there are companies that want to renew but when given the choice of using new methods rather than staying with the old, they opt to stay in their old ways because it feels safer - - And of course, campaigns are easier to understand. (Int 3)

To conclude, always on marketing is seen as a continuous way of marketing, with no specific start or end dates. It is also very reactive, when the content is used to react and comment current events and topics. These reactive way opens up opportunities to communicate the brands core values and messages, and also to have two-way communication between the brand and the consumer. This also provides more opportunities to go viral with the content.

5.2 Goals of always on marketing

When campaign-based marketing is meant for faster results and peaks in sales, always on marketing is conducted usually more with increasing brand awareness. The goals are of

course dependent on the general business goals for the brand, but usually increased visibility is one of the main goals of always on marketing. Good visibility was seen as the base for other actions and presence as well.

It is that visibility that is our most important indicator, it is not usually what makes other things happen, that is, those other indicators that are more important. (Int 1)

It depends a lot on what stage a brand goes through, somebody might tweet about what its maturity level is, but certain if the brand is not known, then reminding over and over that it exists is remarkable because otherwise don't consider you if they don't know you exist. (Int 4)

In addition to visibility and awareness, the possibility of always on marketing leading straight to sales is also recognized. When consumers see the actions of always on in social media, it might lead them straight to search the brand and go to its website for example. So the goals might be to get more conversion, traffic on a website or leads.

The most common is probably awareness. But that doesn't mean it's the only one. It could be just as much though there are some steps where the goal is to get traffic somewhere, get some conversions, or get leads or stuff. But if anyone needs to be mentioned, then that's not the case in many businesses, though, that there is usually a need to build some notoriety with them, perhaps that is the most common. (Int 2)

It was also noted, that the situation is not necessarily a choice between always on marketing or campaign marketing. When brands conduct always on marketing, it does not close off the option of doing campaigns alongside always on marketing as well. When a brand does both types of marketing, it can get the benefits of both. This makes it easier to target different target groups more easily, and thus no customers that a brand wants to reach are missed.

Even though the goals of always on marketing can be similar for many different brands, still the need always raises from the goals of the whole business and its objectives. If it is a case of a smaller company, that is not so well known, the goals should start with awareness, and for a larger and more well-known company, the goals can more ambitious with always on marketing, and try to reach for example for brand loyalty.

It is always taken from the business objective. Always on does not eliminate the possibility of campaigns. - - In practice, always on is about allowing you to get the best of both, and then you will less likely miss any customers with your marketing. (Int 3)

It depends on the brand situation that if you are already a market leader and you have a big customer base then of course you probably have as a biggest goal to increase your loyalty. But if you are a small brand and you want to grow, then you have different goals, but for everyone it is about growing your business from the ground up and what is the best lever, whether it comes from current customers or new ones and then what is the brand challenge. Awareness, either that the image is wrong or that no one remembers. (Int 5)

As said previously, the goals depend on the stage that the brand is at. After brand awareness is reached, usually building preference over other brands is tried to be achieved. Still brand preference is usually achieved with content, that shows more the values of the brand, and what the brand represents. Emotional level is then trying to be reached continuously with always on marketing. The continuous nature and consistency of always on marketing assures and confirms the consumers, that these values are real, and the brand actually stands behind them.

The goals depend. For example, if you think you are known in some way, how can you stand out, build customer loyalty and thereby strengthen your pricing power. So, as a rule, that brand must represent some of the values that resonate with the target audience. Regardless of the brand, in the long run, it would be essential that the brand clearly represents something and is trying to build a brand preference or brand niche. (Int 4)

- - the longer it is on, the better it works. Maybe if you do it all the time, then consistency is more credible and easier to hit all the time. (Int 4)

Learning for continuous actions done for always on marketing was also mentioned as one of the main goals, as well as benefits. When always on marketing is done weekly or even daily, brands and agencies can constantly learn about what works and what does not. This way to content of always on marketing can be tweaked all the time in order to get better results faster. Thus testing the actions of always on marketing and content is one important goal. If a brand would have a campaign, they would get the results only the campaign has ended, and nothing can be done to the campaign at that point anymore.

It should be a part of everyday work. You can't just set it and forget it. All the time we're testing different ads, whichever works better, and then learning how to make things more effective and what we can learn from it. Learning from what we've done is what is often the hardest part for companies. (Int 3)

All in all, when considering the goals of always on marketing, it usually starts from the situation that the brand is in. If it is fairly new and not yet known, brand awareness is what is tried to be achieved with these continuous marketing activities, because consumers can constantly see and interact with the brand. When the brand is better known and recalled, brand preference and love can also be achieved with always on marketing, because constantly being reminded of a brand can build trust, and thus preference.

5.3 Planning always on marketing

Even though always on marketing is reactive, a lot of planning is possible to do, once it is done well. Usually annual plans are done first, which are then being specified within a monthly and weekly level, and sometimes even quarterly level. Some saw that the ideas and materials that can be prepared before is around 60%, but some saw that with detailed and careful planning it can be up to 80-90%.

These materials that are prepared before can be divided into what is surely known that is going to happen, for example women's day, or then something that is somewhat surely going to happen or a few different materials can be prepared for it depending on the situation, for example whether a sports team will win gold or not. The rest is something that needs to come at a faster pace, reacting to something that could not had been seen before, something a much more surprising or new.

The planning can be done better, when different scenarios can be thought of, and it is well known what is going around in the world. To be able to do this type of marketing, the ones conducting it need to constantly keep up with current events and hot topics. Also typically the company of the brand has a picture in their mind of what for example the next year could ideally look like, and then the agency plans what are the steps taken in order to get there. These steps are then modified and put into more detail once they come closer, and more in known about the current situation. This yearly planning also depends on the industry, since same industries have differently outlined general yearly clocks, for example retail.

You can break it down to have annual plans, then have a month, or quarterly, then have monthly plans, then weekly plans. And usually the goal is that we have 30% that we don't know that is going to happen in a year, 30% we're betting that is not going to happen in a year and we start preparing materials for something, and if it happens they can react, and then the rest is more you don't do every day or week there are some opportunities they have to come up with ideas from scratch. -- . So you can prepare for a lot of things like knowing what's going on in the world. Some can be prepared for through scenarios, that is, if it goes well, if it goes wrong, it is ready with your different materials. (Int 1)

Aiming at annual planning and refining in smaller pieces. When it comes to ideas from us or our customers, the wish list that the world should look like comes from the customer, and how we get there, then comes from us. (Int 2)

Would you go for the 80/20 rule, 80% upfront and 20% ad hoc. Can be up to 90/10. But clearly more can be planned in advance when smartly designed. (Int 2)

Certain sectors have certain annual clocks. - - Let's even look at the quarter ahead to see what's going to be done, and all the time the plan is refined and refined. What has been achieved, what direction to take (Int 3)

A larger picture of the main message or concept always exists, before going into more detailed plans, in order to keep all actions coherent. This comes originally from the company's goals. What the company is doing, where it is going, and who are the current customers. Then the always on marketing can be planned based on this. Who is the target customer, what are the different communication channels that want to be used or where the targeted customers actually exist, and then after what is the core message. As the time goes along, these plans are modified, when more is tested and learned.

What you want to accomplish and who is your customer are the first things to answer. Then we start to think about what channels are needed. Don't think first about what channel to use, but what you want to accomplish and who your customer is and what you want to say, and then let's see what channels those people are in, and then start investing. (Int 3)

To get the best out of it, at least it should be planned, evaluated and looked at all the time. - - But then again, the design of the always on should be to first make a hypothesis and plan, and then start implementing it, and slowly test and modify it. As such, the design of always on always happens when done correctly. (Int 4)

Typically, we always want to have some big picture in the background. That is, we have a broader understanding of what a customer's business is and what a marketing strategy is, what's being done and where it's going. (Int 5)

When the next year and the key messages are being planned, in order to conduct always on marketing effectively, also it is planned what are the type of events or topics that this particular brand needs to or can react to. Then when something surprising actually happens, the brand has better chances to react, when the brand's take on it is clearly known and determined before.

Yes, there must be a big picture in the background that defines what this brand is, whether it is funny or serious or insightful or whatever. Then, in a social media plan, often, if we react, what type of thing is that. Most of our customers have such tracking that we follow the news stream and what's up there, and we know to what kind of current topics the brand wants to react or response. (Int 5)

When there is a lot of planning of different scenarios occurring, some of the work will naturally not be published, meaning some work “going to waste”. This might be seen as a disadvantage of always on marketing.

It's more of a character than if you compare you're more of a start-up than that traditional office model. That is, by its very nature you know you do not have to do certain things and they are not necessarily for daylight, but they are as if for opportunities. (Int 1)

The ones who plan always on marketing also differ from the general advertising agency employees. Younger employees are hired more easily, since they have grown within the digital and social media world and understand the different rules and laws related.

The reactive nature of always on marketing also might bring a stressful surrounding for the ones conducting it. The nature of the work insists that there always needs to be a

good understanding of what is going around in the world, about current events and trends. Employees always need to be on their toes and stay alert, if something critical might happen, that the brand needs to react to.

Clearly younger people who live that culture and understand the laws of how we do things, understand what kind of formats they keep adding, they are a different model to do things, it had to completely build a whole new set of functions (Int 1)

But as a process it is or requires a very different way of doing and knowing, because you have to be on the pulse all the time, you have to keep track of what's going on, you have to see those things quickly. You also have to realize that a lot of things go by, and a lot of failures too. (Int 1)

It's always trying to find those opportunities and react to them, - - it's not easy. You get to do a lot of stuff there, and maybe a few times you get along really well. Otherwise, it's more of an experimental startup, you don't try and fail, but it always gets feedback - -. Also, when doesn't know what you're doing this time, it's just a little discomfort all the time. (Int 1)

This process is challenging from the employee's point of view. (Int 1)

But a lot [of communication], it requires resources and implementers. (Int 5)

To conclude the planning of always on marketing, surprisingly much can be planned ahead. Even though to the outside world the marketing and communication seems reactive, but much can be planned with different scenarios and preparing materials for it. This means that some will eventually go to waste. The employees involved in this type of marketing need to keep up with the current events and topics of the world, which can be stressful, but rewarding when succeeding. The planning always starts with a bigger picture or the core values or messages of the brand, in order to keep the consistency within the communication.

5.4 Measuring always on

When activities related to always on marketing are mostly conducted on social media or other digital channels or platforms, the measuring is quite versatile and diverse. What the customer does in each step, can be measured in a quite detailed way. This can be done with quantitative data related to consumers, for example through coverage or reach. Also qualitative data can be measured with changed perceptions related to the brand. These different ways of measuring can also show what has worked and what has not, when the effects on sales is looked in the end as a whole. It also helps to see better the customer's point of view, so what actually makes a customer to react.

-- you can often measure customer path from start to finish. It makes measuring easier and you can actually see the effects. As such it is the easiest and ecommerce is a good example of it being quite straightforward (Int 3)

Varies from case to case. Sometimes we are measured through coverage, or through reach. Sometimes we are measured through some change in perception, if there is something to do with it, you too will vary slightly from one situation to another. (Int 2)

There must always be some KPI for the customer. Sure, sales, business growth is the main metric, but then it can be further brought to e.g. ecommerce sales data or web-site visitors or leads or conversions. -- Otherwise, if we're just doing something terribly and the sales aren't growing, then we have no means why this didn't work. So those intermediate gauges catch on to why someone is not working. Then we know how to fix the right thing. (Int 5)

Measurement allows you to be able to do marketing in a truly customer-driven way. You can measure interaction and see what the customer likes. Because that customer either enjoys or is annoyed from your marketing. (Int 3)

These measures can be followed all the time. Feedback and data from always on marketing is gotten constantly from the published content and based on this learning can happen and changes can be made. This constant learning can be seen as one of the main benefits of always on marketing. It is difficult to set some rules of thumb what numbers are good and what are not. More important is to follow, whether the results get better all the time or if for some reason they do not.

Good results can be gotten within weeks for what works for some type of a content and what doesn't. Results can be gotten also within days, but this type of a publishing pace might be too fast for a consumer to react. The budget also affects, because with a larger budget larger audience can be reached faster.

It has been shown that digital works all the time when they are made. Then we can prove that it will have business impact. Always on can also be really tactical. (Int 4)

The information is quickly available. But the biggest question is the person receiving the marketing. We can launch a campaign and get multiple impressions per person a day. But the recipient won't be ready to act right away. - - Sometimes the results can take several weeks even, depending on the size of the target audience. There's always a balance of time and money. The more you put money into marketing, the faster you will get results and vice versa. (Int 3)

But our goal is to get better results all the time. Always better than before. - - If we do some experiment and get worse results, we know that we won't do it anymore. (Int 3)

Even though constant learning, which is greatly based on measuring, can be seen as one of the main benefits, measuring always on poses also some challenges. When it is easy to get numbers and data constantly from the marketing efforts that are done, it can also blind the brand. Some brands might try to measure everything, because it is easy, but how to analyze the numbers or how to make decisions based on them, might be surprisingly difficult, and this is where some brand can go wrong.

The effects of always on marketing also usually take a longer time than campaign marketing, which means that sometimes results are looked at within a too short time period. Even though numbers and data can be gotten within weeks or even days, the large effects of always on cannot usually be seen that soon. But then again, when results are looked at for a longer time period, it is also difficult to define, how much the results would have had changed as a whole, if for example one posts was left not done. Also the efforts that might be conducted outside of the digital world, might not be counted or seen within these results. What was really the action that triggered the consumer, might be difficult to determine, if he or she has encountered the brand multiple times within a short period of time. No one can know, which in that case really worked the best or produced the best results.

Really, it should be measured by whether the business is growing all the time. Perhaps this is just now that the metrics are really focused on something that is easy to measure. So, in practice, digital. Now you can measure anything. For example, displays, clicks, conversions. Perhaps the way in which it is measured at the moment, perhaps you would like to say that it is measured in a too digital-oriented way, because digital is easy to measure. Just because something is easy to measure, that doesn't necessarily mean it's the right way to measure, or the right thing to make decisions on. (int 4)

When the big business impact that appears over its tactical peak not with delay, because of course it starts to appear right away, but in a way, the effect gets bigger and bigger over time. So, in my opinion, the measurement is done with a cycle that is too short at this time. (Int 4)

How do you measure what they produce to the end, that if you have 10 social media posts, then you can't say that if one of those was left out, what would have been the effect is not necessarily that simple. - - What value a sharing or comment has, is not so obvious math that it is valued. (Int 5)

- - we don't really know what triggers that purchase decision at any given time - -, we do not know when the right moment will come - - (Int 4)

A lot can be measured within social media, which is an advantage and a disadvantage. A lot of data is gotten, and learning can happen based on it. Adjustments and modifications can be made all the time, when always on marketing produces results continuously. This vast amount of measuring and numbers can also blind the marketer, because even though a lot of data is gotten, what to do with the numbers and how to use them is another thing. It might be difficult to pinpoint what content triggered what actions, because for example one purchase can be accounted for a lot of marketing actions within different channels.

5.5 Targeting consumers with always on marketing

Different type of consumers can be targeted with always on marketing. With always on marketing different content can be directed to different target groups, and tested within these different groups what works and what does not. This testing with different content is repeated continuously.

We always design materials with the target group in mind. This means that a customer can have different segments and different tribes, and some are customers and some are not customers. It is always weighed against whoever needs to do the very content then, that is, we will see in the end which of those contents is the best performing and then we will do more. So usually in this case too, it shows that when you do a lot of stuff sometimes and know that two out of three will succeed and the rest will not and then it will be repeated. There's quite a lot of work to do, but it doesn't improve your chances of success. If we were to trust that one material would not work for all target groups, the probabilities are worse. (Int 1)

The posts can be divided between sponsored posts, and organic posts that will show up on the brand's feed. These two types of posts are planned in a different way, and brands want different content to show up either as a sponsored post, or then on the feed.

These sponsored posts will not be shown to all consumers, instead they are shown only to the consumers, that the brand wants to target. This means that money is paid for a post, in order to get in shown only to a certain target group. Since these posts are not shown to everyone, testing is also possible with these sponsored posts. First a post can be shown to the target group, and after that another one can be shown, with small adjustments made. With this type of testing it can be seen, what type of post works better with the target audience.

It would look odd to have very similar posts following each other on the brand's page, which means that not all of these sponsored posts are also posted on the feed of the brand. The feed posts are chosen with the image in mind, what the consumer will see, when he or she visits the brand's page. Especially brand's want to show valuable content on the brand's social media page, for example news or blog posts.

The great thing about advertising is that it can target exactly where you want it. How you decide what goes organic and where paid visibility is used can depend on how important it is and how much coverage it wants, or it may be because of a certain thing you just want and only some specific target group is caught. (Int 2)

Social media ads can be made in the form of dark posts so that they are not visible to followers, but only to the target audience. The content in the ads for these two groups need to be different as the other already knows your brand and the other might have never heard of your brand - - It [feed posts] need to be pretty fresh. Blog posts, news. When it comes to the ads

side, you can use the same ad for longer time if it works and do more variations in the form of A/B testing to find out the best creatives for an ad. (Int 3)

Some personalization can also be achieved when targeting different groups with different content. When a brand knows well their target consumer, then it can also design content that is specifically made for that target consumer, making it feel more personalized.

If we know who we're talking to and they talk to our content, then it's for them. You need to know who we are talking to and make content that will appeal to them. Targeting can certainly improve it, but that's a good starting point. (Int 2)

When targeting can be done in a very detailed way in social media, these target groups can be modified and improved all the time with always on marketing. Different sponsored posts can be targeted to different groups in order to see what works and what does not. The learning was brought up as the most significant benefit.

6 CONTENT WITHIN ALWAYS ON MARKETING ON SOCIAL MEDIA

6.1 Content types

The second research question was, how different content strategies can be applied to always on marketing. This question was answered with qualitative interviews through questions involved in the timeliness, type, and structure of the content.

Most of the creative agencies do not categorize their designed social media posts by being either informative, entertaining, benefitting or fostering relationships. Still they take these different types of features into consideration, when planning content for their customers. For example with entertaining content the attention is grabbed first, which is followed by the core message, the information part of the content. This information might be offered to the consumer later, for example through retargeting.

Yeah, if we want to do, or when we do content, or we want the afternoon magazines to write, they too are a single target group for us, we don't get deserved media, so many want to write from an entertaining angle. - - so they have a lot of fun with your content. And then only the core message comes. That is when this entertainment has a lot of importance, - - something to please and not always facts. So usually, in some cases, or usually, entertainment is the kind of Trojan horse that gets us to the right message. And then we bring in the information, it can be done through retargeting or other means. (Int 1)

Usually first agencies want to know the business goals of the company, which the main themes for the messages are based on. Some also think what the underlying motivation for the consumer is to participate with the content of the brand, and based on these different motivation factors, the content is designed. This motivation can be for example the need for information, or entertaining oneself with the help of humor. All consumers and target groups can enjoy and need all these different content types.

The breakdowns we make are based on some of the strategic policies that are more embedded in the business. That is, we are not stating to everyone whether it is informative or funny, but rather become one of the company's business goals, whether they are called themes or something and through that they are broken down. Sure, we think a lot about these things. - - [our

model] seeks to determine what social motivation or reason for participation is relevant to each content. Is it because I want to entertain myself with humor or I have a thirst for information about something that is informative. Or that I want to be part of a community where the social reasons behind it help me through its content and find something in common that you don't "hi, we're both interested in content marketing, let's connect, let's discuss" style. Yeah we think about them, but we may not be able to get them straight into any groups. (Int 2)

It's good you have specific themes at least. - - have a couple of three good themes associated with that business because they can be used in different ways and the other can be a bit more serious and the other may be a little lighter. That is, it also gives a variation on how it is made. Because if there is only one theme, then it is very difficult to do communication for all your needs, because often if there is only one theme and then there is nothing for anyone - - This communication can also make it difficult for recipients in the long run. I think it is good to have certain themes for companies. (Int 1)

Instead of categorizing, I tried to think about what the biggest challenges of that brand at the moment were, or where there could be better, and then what would solve them. - - But if there is a product that is difficult to use or new value-added, then of course, what is the benefit here. - - On the other hand, perhaps, is that, when, or the next step forward, which is the strongest, what kind of emotion we bring to the consumer when he realizes that he will benefit from or experience it. (Int 4)

Classification can be also done not just with content, but also depending on where the customer is along the customer journey. The customer can be in the beginning on the journey, meaning that the brand is not even familiar. The next step would be trying to convince the customer, to make a preference, and thus start to create the customer relationship. The last step is trying to make the customer conduct some sort of an action, that the brand wants the customer to do.

Content can be divided in a simpler way to “do” content and “think” content. Do-content means that the customer should perform some sort of an action triggered by the content, for example to subscribe to a newsletter or to comment on a post. Think-content aims to provide more information for the consumer, when she or he is a potential customer, but is not able to make a decision yet.

We have a couple of different ways. First, we classify by customer relationship. We have that if this is the content of the first encounter, that is, the person has never even been aware of this attempt. Is this where we try to convince or create that customer relationship. Or is this the point when we strive to make them do whatever we want it to do. - - or categorizing content based on what kind of content they are, whether they are do-content, that they get a person to subscribe to a newsletter or something, or whether they are think-content that when a person just happens to be a potential target group, but they don't yet have that need. Let's use that classification and add more and more at the moment. Especially when the amount of content grows so much, it is possible to start categorizing it. (Int 3)

The information is not given all at once, but more and more little by little, as the consumer moves along the customer journey. The aim is to provide the consumer with the information, that he or she needs at that exact moment in order to move along on the customer journey. For example on business-to-business side, once the customer is coming closer to making a decision, more references are given in order to convince the potential customer. Earlier along the journey, the information concentrates more on the benefits of the product or a service.

On the B2b side, the easy distribution is just that, when one wants to get closer to the decision, more references are brought out. You are not convinced - - there is still a little more push here, while in the early stages you will be more aware of the benefits and the search for the need. - - telling people the pace they need to know when they need to know. Don't pour everything at once. What this person needs to know at this point is that he will move forward along this path to discover and decide if he is even the right person. It's also important to figure out which content type works best in which part. Whether it's video, text, cascades, it's something again that needs to be tested to see if it works for that target audience. - -. But definitely its content must be certain at certain stages. (Int 3)

One agency divided their content between brand-content, engaging content and tactical content. Brand-content tries to inform the consumer about the brand's values or persona, for example if the brand is warm or funny. Engaging content is meant in get the consumer involved or inspired. Tactical content is more straightforward, usually including for example a price or an option of leaving contact details for the future.

For example, one customer, so we have brand-like content, which is more like if that brand wants to be warm-hearted, - - , you need to bring clearly branded content. And then there are often these kind of engaging posts that get people excited, involved, inspired, and then it depends a bit on business and brand, whether it's a funny joke or a competition, or is it some inspirational. Or is it something informative on the b2b side that you get more information now though marketing. And often the third category is quite tactical, what is that "buy now and the price is this and leave the contact details" and this type. So there is always some categorization and all levels are needed. (Int 5)

It's always tested to see what kind of content resonates with a certain audience, so maybe yeah, a bit different audiences of different types. But if one always thinks through the audiences: those who have already visited our site, or who already are our customers, or who already know us, there may be a little different content for those compared to new audiences who we are just trying to get from there that we know they never bought anything from us or ever visited our website. (Int 5)

The information does not need to be always directly related to the products of the brand. Brand-extended content is also seen as beneficial and getting more popular content type, as long as there is still some connection with the topic and the brand. Brand-extended content is closely related to always on marketing, because reacting to current events or topics, that are closely related to the brand, produces brand-extended content. When publishing this type of content, it again creates more credibility and makes the message and values seem more real, once it is connected to something current or to a relating larger issue or topic, which interests the consumers. This type of content and information creates more visibility, and thus also more brand recall. Still it is important to plan this type of content well, in order to make sure, that the topics addressed relate to the brand. This also increases consistency. If a good plan is not in place, it can create more harm than good, if a brand reacts to everything, creating confusion among consumers.

We usually try to tie it to some of the brand's core business, because otherwise or the recipient does not understand the link between the two. - - its visibility. - - and you will not forget it quicker. (Int 1)

If you think that this information is about building a brand image of our brand, then you can definitely talk about industry or other themes related to that company business, not just talking about our bottled water, which is the only product we are sold. So, can you talk about things around it. (Int 2)

That is [deciding what current events to react to] usually solved by making long-term plans for the customer, be it a communications plan,, where are the most common topics and topics that your brand should address. And it is good if they exist and when you see your potentials they can say it's not actually related to your business and you do not know your themes or topics, so you may not want to do it. So when you have good plans in place then it can be weighed down how this relates to your business and communications. That is, if one does not exist, then one can grab something new every week and then the consumer may end up with a company that looks like it has no direction at all, which is usually a bit difficult when start measuring a company's brand attributes and everything else you do where it goes. (Int 1)

When discussing benefitting content, different type of contests was brought up. Many of the interviewees had a love-hate relationship towards them. Competitions can harm the brand image, but still it is recognized, that they produce excellent peaks with reactions. It also depends on the brand and the situation it is at, whether benefitting content suits it.

But the general misconception is that when you do that style of competition it would do a terrible job to the company, but depends entirely on the company and what brand you are in the market for. - - if you are some kind of lower margin company or product with lower margins and cheaper then it may be that they are better suited to those with a little more expensive product.

With benefitting content, it is also seen that if for example the competition or the topic around it relates closely to the brand, it is more beneficial that way. The competition it should always itself also communicate something about the brand, about its values or core messages. Many thought that the effort of having benefitting content can also be used better to a better type of content, because no consumer would most likely be attached to a brand because of a some competition that they did a while ago.

For some it may fit, I wouldn't let it go at all because it has to be weighed against the starting position of the company and what it is aiming for and what it is seeking. Let's say it might not be our first on the list, but if we do some competition and ask people not to go somewhere to stay for a weekend, then it's kind of not affiliated with that brand and the experience is bigger than maybe getting a bucket of social media. (Int 1)

Hate-love. - - it's a good idea to keep it very firmly in that brand. Whatever it is. Instead of sharing a classic bucket that has nothing to do with what you do, share something that is related to how you make it, or whatever that promo is, it will somehow link to your messages, something you want to be known. - - But needless to criticize them too much but consider instead in promo actions concerns the fact that the brand lives and breathes the world it describes what it is desired to communicate. (Int 2)

If one thinks about the business goal, then probably no business strategy can rely on us drawing lots on Facebook. - - gained good visibility and made a lot of money with it - - In the long run, tell us what a really good brand you are familiar with and attached to because they have had a competition on Facebook. (Int 3)

Relationship fostering content was seen as important, as long as it is also clearly linked to the brand. For example, wishing good holidays was seen as pointless, if there was no other message involved. This is again a good way to show your values, while reacting to current events and stay relevant and present within the consumers' lives.

It's useless if there's nothing else to say. So again, that is a good place to do if you are otherwise meaningful to some of your target audience, that is, you are really doing deeds and talk about meaningful things that are believed then it is always good to remember wishing this lighter, because it is also very heavy. (Int 1)

I think it's nice if it has something to do with that brand and stands out from the other. - - then it is impossible to say, if you hide the logos of the companies, that what is, then it does not necessarily add very much value. (Int 2)

I would say or add that is pretty good hygiene in relationship management. But if you really want some kind of loyalty that a person does not change

your brand just because it is out of stock, then you need to do something else that just wish happy holidays once and a while. (Int 3)

Using influencers was seen as a good way to foster relationships between the consumers and the brand. An influencer can work as a middleman, making the brand's core messages seem more relatable and real. When they are used, the message also seems more credible, if the influencer naturally fits with the brand, and if the co-operation is long-term. Once it's long-term, it might get confusing, what is the difference between an influencer and a sponsorship.

In social media, it depends on who the message comes from, whether it's the brand or your friend. The real significance of the bridge. It's not how you say it, whatever format it is told or this is really good or this is really bad, that is, who sends the message and how it says it and finally what you do not say. The basic message rule is you don't say who says what and after what you don't say. So if you have a business you are a fan of, you probably believe it much easier than what you are not a fan of. So again, that brand building comes in and the friends' network or influencer network comes into that pattern, we use them quite smoothly in social media. Influencers is our practical tool for conveying the message. (Int 1)

One [including influencers in yearly planning] can be this kind of long-term if it helps that influencer is more at the heart of its idea. - - you might think you had some long-term collaboration with an influencer with a really deep idea. - - a truly natural collaboration over a long period of time. - - where that influencer is part of the idea itself. (Int 2)

Influencer should be constantly representing that brand, but maybe it's easier to get the influencer to commit to the short-term, but on the other hand when its influencer should be genuine and fit that brand long-term commitment - - If, in the long run, it has kind of become more, then one might ask if it's not already going to sponsorship - - but there is more and more ongoing collaboration and then it starts to get closer to what sponsorship really should be. (Int 4)

Meaningful content was also lifted along the other four content types. This means that nowadays brands are expected to take stand, show their values clearly and stand behind them in relation to current events or topics. Examples related to Pride or global warming

were brought up, and it was underlined that almost all brands must participate in these sort of issues.

After all, consumers expect more and more brand courage and public opinion. And maybe reactivity to current issues. Whether it is always counted as one of course, of course, if there is a well-planned set of what we do and represent as a brand, then such reactivity is easier and more likely to happen within the brand, that is to say, credible. - - But it's more credible for a brand, and I think it also builds that brand, that if you're active, it's kind of an active part of the social debate with stuff, of course, if there's a lot of tea, it just confuses consumers. that what that brand is. Continuous, clearly consistent for that brand. (Int 4)

It was also seen as important, that if a brand takes a stand and communicates about something strongly, authenticity is the most important factor. Brands cannot say one thing and then do another, because if a consumer sees that a brand is not credible, it will not stay loyal to the brand.

Of course, you have to weigh what themes they have in mind, but pride is a good example that no business should have any reason not to participate - - . But if it starts to go to nothing, you are not going to the wrong track, and first of all, if there is no proof that your company is behind those values, then it starts to feel a bit strange. (Int 1)

Authenticity is at the heart of everything, especially nowadays in the era of transparency, when all things become clear that if there are any minor malpractices or whatever they are, that is, the company can no longer claim to be something, but must also do those things every day. That is, authenticity is at the heart of everything. (Int 1)

Whatever you do, do it credibly. There are many ways to do it credibly. You can invest heavily in it, it may already be ready in some of your brand DNA or something else, but don't do it credibly. (Int 2)

It is recognized that when brands make the choice of taking part in the discussion and do value-based communication more, there is also a risk of getting more negative comments. Authenticity is again important, because brands cannot do something half way, if they want to look real in the eyes of the consumer. Taking the possible negative comments

can be seen as being worth it, if at the same time more loyal customers are acquired, that strongly share the same values as the brand does.

Now, especially when businesses are starting to do more value-based communication, when it comes to values, there are also easy people who feel you are not their values, then there are or may be negative messages, but they are usually known at this stage, you it is then we and the customer weighed the risk you know we cannot come comments that speak against us. But you have to weigh it you don't always have to have more positive comments on it or what is its purpose at that time. So, between them and sometimes you find it very light to implement, you may not have those negative comments too. But they are good to measure and cover not what they are and analyze what they are for. (Int 1)

Of course, you can have a stance on continuous marketing, and that's okay, because continuous is debating, and statements are also debating, so definitely if you want to comment, why not do it on an ongoing basis. (Int 2)

All in all, there were multiple way of categorizing the content within always on. Mostly they were used to help and used as a tool to help create content, but not set in stone, defining strictly the content. The idea and core message always came first, originating the business goals of the company. Also, all the content had to be very closed linked to the brand, whether it was done for example by influencers, or whether it was light holiday wishes for the customers.

6.2 Content structure

When deciding on the structure of the post, it is always decided with the idea first in mind, and not the format or the channel. If the idea requires a video, it is made as a video, or if it requires to be in a podcast form, that is done. The idea defines the final structure or how to deliver the message.

But we both want to go above and beyond the idea, - - so it always starts with that idea and how it is used in different channels. - - One must always find the right channel for each idea. (Int 1)

Quite rarely goes ahead with the format. Probably the most pictures, but just situation specific. Sometimes you may need a video to tell a certain

story, sometimes you may need to do a podcast to get something done. (Int 2)

It depends on what stage you are in. If we are in the early stages, then it is that we are making hypotheses that this is something we think will work here and then we will test it. For example, we can start by creating awareness with video ads. After the person in the target audience has seen that ad we can target ads that take them further towards a buying decision. (Int 3)

The same content should be done on more media. If something has been done with a blog post, so will it be made an infographic, so visual people will get it - -. Whenever something is done, it is done in every way. Then you can get a little better coverage. (Int 3)

The target group also defines strongly the format. Different formats work differently with different consumers, or if the consumer is in a certain stage of the customer journey, the content structure can be different depending on it. Different types of people and target groups can be reached with different structures, and people also remember different structures differently, for example visual people remember more visual content.

Categorizing by tone type, so the most important thing is first what message is what you want to convey, and then on which channels we can reach the people to whom that message is to be conveyed, and then the format is chosen accordingly. Basically, in an omnichannel type, that doing the same core message in many channels at the same time, but in different ways and at different angles, then of course it is really essential to understand what works best in what. (Int 4)

Quite a lot starts with the target group. Whether this target group is watching videos or not, and whether they read texts or not. Of course, the lesson is learned is that every month it is measured, what content is best measured by various metrics, and then more is done that works better. If it seems to be a video, then more video is made, and if the video is not working, then something else is done. (Int 5)

Shorter posts are usually preferred and more concise messages, but the idea always comes first. Only after that, how it is being formatted. The content also has to be carefully

targeted, because if the topic and core message is interesting to the target group, the message length will not matter that much. The attention is important to achieve. Once this is done, even longer messages can go through. This attention can be got easier with more vivid content, for example with video.

*And I like prefixing in shorter formats, but that's the whole thing again. -
- So maybe those standard dimensions or instructions are based on not showing them to a huge crowd, which may not be basically 90% not in front of customers who just skip it anyway. (Int 1)*

I say that nobody watches bad video for five seconds and good video is watched for eight seconds. Of course, you have to get people's attention, pictures and other influences that stop you from scrolling. Everything that catches that attention, has to come in the early stages, be it text or video. (Int 3)

It depends on whether is a promotional video or more organic. Sure 15-20 seconds is a sensible length, needs to get condense - - Typically, people are lazy that the better the packing gets, the better. If it is really long, then there must also be some really good basics. (Int 5)

But the concise is usually pretty good, kind of like a rule of thumb. At the same time, breaking the rules is pretty good. (Int 2)

Agencies spend time on getting to know new formats. Consumers often like to use new and innovative formats to communicate, for example Instagram polls, so brands must do the same. Trends are followed with new formats, in order to stay current and keep the consumers interested.

Whenever there is a new format, chances are you will use it more than that old format. (Int 1)

Everything goes in the direction that the text is pretty nice, but if you can run it into a podcast, it would be more trendy or something like that, and then of course pictures work better than plain text, if you want to stop people, videos work even better. (Int 4)

Usually image is used most with text, because it fits to most media and is the most cost-efficient. Also using image is seen as the most versatile format, because if a consumer doesn't have sound on, something in a video might be missed, but with image a consumer can get the full picture and understand the message in an easier way.

I like them [text and video] most working together. I wouldn't like to put either one alone. (Int 2)

An image is perhaps the most versatile, if you are thinking of any distribution channels, most of them work with an image. For example, in so many of them, sound does not work alone. As a result, the image is rolled into a podcast format, and of course it is more cost-effective to implement. (Int 2)

Using video is trending, and visuals are preferably kept moving, with video or animation in order to grab the attention. Some agencies are even building their own video production departments, in order to respond to the increasing use of videos. Video production can be quite costly and time-consuming, so these problems can be tackled better with having own departments, in order to respond to current events quicker. But the cost is dropping all the time, the number of professionals is increasing, and video is easier to produce now than it was before.

Well we are aiming to keep things moving. Whether it is a moving image or a video or an animation or a gif or whatever, a certain attempt is made, but on the other hand, if that idea requires a single image, then of course it is used if it is not clearly shown in that image. (Int 1)

We have that [video] unit just because you have your own designers inside the house and it's faster and more cost effective, but first of all it's faster you can't get things out and get it in different formats. If you didn't have to order all the formats from different production companies to the big ones, it would be longer and more complicated. Now, if they are inside the same house, it will be easier. (Int 1)

Of course, in a video, the story can be told a little longer than in the picture, if you just think the cut can be done and the story taken to a different level - -. (Int 1)

Video is one form of medium among others. Nowadays the cost of making it has dropped so much that it is accessible to almost everyone. It's no longer a project costing tens of thousands of euros but fairly affordable. (Int 3)

If video production is still seen as time-consuming, videos can be produced in a way, that it is not so limited in time, and can be used in a versatile way, in many different ways, for a longer time period. This way, the time used for the production and cost can be spread wider, not using so much resources.

Perhaps it is always more logical to always invest in more comprehensive content, in the sense that it is always visible and will benefit in the long run. - - As such, perhaps, in a way, it can be done more carefully and analytically, and build more on the old. (Int 4)

Many structure types are meant to increase interaction. Despite of this, interaction is seldom sought after when creating content, but it comes naturally, when the consumer is moving along the customer journey with different content and different formats. Still engagement is often measured, in order to learn from it, and to see for example what type of content receives what type of comments. When interacting with consumers, always on also makes it possible to also react to negative comments faster and have the ability and capabilities to respond faster for example to a crisis situation.

We are going to get a reaction, just because when we do paid marketing, we try to take that person forward. Not only does it not react to that release, but it goes further in the introduction. When it comes to awareness, it is not only that enough eyes have been shown to the ad, but also that it has gone to the blog and read, it makes it even more memorable. Less often you hear that we now want a lot of reaction and comment. (Int 3)

So because you can always easily make an idea that gets a lot of comments, but those comments are kind of wrong, and it doesn't build a brand. (Int 1)

It makes it possible [crisis communication] to take a company that doesn't have one, they may not even have those channels, or whoever maintains those who have the theme, then you should start talking about it. Versus company with ready-made processes for how to produce good looking image content in half an hour. Those capabilities are a bit different. (Int 2)

To conclude, all different content structures are taken into consideration, but they are not the ones defining the content. Some structures work for some people or target groups, but not all works for everyone. This is why it is important trying to convey the same message in different forms, in different channels, so that more people will be able to remember it.

6.3 Timely content

When always on is about publishing timely content with a high frequency, it is essential to know on what pace this is best to be done. The frequency has to be high enough, so that the brand can stay in the mind of consumers. When the frequency is also constant, it is easier to be present in consumers' lives and be present in the current conversation, that is conducted between consumers and brands. When taking part in the conversation is in a good level, the brand can even start to lead the conversation.

In general, being able to lead a conversation all the time and staying in the mind all the time. (Int 2)

In general, the posting frequency depends on the customer's industry, and in the B2B field the posting frequency does not need to be as high as in B2C.

Depends on the customer's industry. If you are a B2B company, the frequency will probably be different from the company that makes the consumer products. Depending on the client and the client's state of mind and wish, there is not much less for us and then others want to be very active and want to invest more there and have more time for discussion. (Int 1)

It's possible that when brands try to be present all the time, it might be too much for some consumers. Too much content can lead to followers leaving the brand, or otherwise get irritated and annoyed. If consumers feel like they are being "bombed" by too much content, they can feel overwhelmed and try to block this by unfollowing a brand. On the other hand, usually this annoyance or irritation can be seen as very short-lasting, and in the long-run it can play for the brand's advantage. This is because when a consumer feels irritated by the brand, most likely he or she will also remember the brand. After a while, when the consumer later encounters the brand somewhere, it is possible that only brand awareness is present at that time, and not the irritation, possibly leading to for example for a purchase decision. The frequency also has to be quite high for a consumer to become irritated. Many have a golden rule of not posting more than once a day, but in reality, if a

brand might post two times a day, nothing critical really happens, or most likely the consumers will not even notice it.

It might happen that you have some followers leaving. (Int 1)

This week discussed that how much an individual and can be bombed - - . I'm not quite sure that I believe in the fact that one can really bombard a person. - - Because of the kind that starts to annoy you, you will probably only remember the brand in a short while, and you will have some memory of it, and when you go to the store and see its product, it feels like a brand that makes your hand easier in that direction. (Int 4)

I do not see that there is any real rule that one day one should not make two postings, which is still somewhat visible, or that all thumb rules seem to be what people follow. I'm a little skeptical about them, of course it's good that there are certain ballparks, but no FB account has exploded, if you put dozens of posts in one day. (Int 2)

In addition to being irritating, posting too much can also have the effect, that a brand is concentrating more on quantity, and not quality. If there is for example a deal in place between an agency and a brand of a fixed posting quantity per month, this can lead to thinking first about the quantity and not quality.

If it is dictated by quantity, forgetting quality. If we have the idea that we are forced to be told to do such an always-on, then we are forced to do it, but even if we no longer have the resources to do it, - -, then it can turn against itself if we end up posting some sort of stuff below a certain level of quality. (Int 2)

Perhaps in our minds, when something is done constantly, so that it is done enough, can we always remember and be equally enthusiastic about how to make sure that quality stays or, in fact, quality continues to grow. (Int 4)

If a good plan is not in place, posting too much can also confuse the consumer. When there are many posts and if they are about different themes or topics, consumer gets confused and consistency can be easily lost.

Of course, you can communicate too many things, so first, post on something and gain credibility and make it your case, and then start thinking about other things. (Int 2)

Consistency, it applies to everything. (Int 4)

I don't know an awful lot of people who have been upset that I haven't seen this brand anywhere for a couple of months now, but maybe there is, part of that always on is, of course, when you look for your brand, it's easy to find. - - If there is easy accessibility, then look for the consistency that if you do something that doesn't fit that brand at all, then forcefully pay attention to it. (Int 4)

Best time of the week to post varied a lot, as did the time of the day. Tuesday is said to be the quietest day in terms of news, meaning that it might be easier to catch attention to publish something newsworthy then. Monday is usually seen as the busiest day, and Friday the slowest.

Best time of the day to reach social media users is usually during the time before people go to or are on their way to work. Lunch time and leisure time after work are also good times to target. The worst times are most likely very late in the evening or during the night. This of course depends on the target group, because some type of consumers might be the busiest during the night time, or usually company directors spend more time on social media during the weekend, when they have free time.

One editor who says Tuesday is the best day because it's a quiet news day. Then you should approach journalists and provide good news, just as you do on social media, if you have a quiet news day on social media then you should do something significant - - the way we are approached is that if one day there is significant news, then that is what we are trying to react to. Women's Day or similar (Int 1)

If something happens even at 11 o'clock in the evening, chances are there is a significant amount of less people seeing it on Twitter or Instagram, whereas if it had been 9 o'clock, then it's a much better slot. (Int 1)

As a rule of thumb, everyone in the world are on fire on Mondays, and on Friday, nothing happens anymore. (Int 3)

So probably between getting to work in the morning and having coffee in the morning in style, there is some kind of rope spike, at lunch there is another and then in the evening when you watch the TV so browsing is third. (Int 2)

For example, if you have targeted marketing for your company directors on LinkedIn, then it is noticed that weekends are when these people are most clicked, because then they have the time. (Int 3)

Some might think that it's best to publish during slower hours, because then the post is not fighting with other content. But if consumers are not present in social media when something is published, from the beginning most likely it will not receive that much reactions, leading to the algorithm not picking it up and showing it too much. The distribution on the post will be worse and the visibility will thus be low.

With so many channels, once the content is released, the algorithms measure how the release goes. Will it attract interest, if they do, it will be more widely distributed. If at 3 o'clock Finnish time there is something for the Finnish audience, then the algorithm will conclude that this release is pretty lousy, even though nobody is awake. But when at eight in the morning you are drinking coffee or going on the bus and browsing the channel and then seeing and liking, it feeds the algorithm that this is good content. That is how our activities are constantly being thought and tested more and more. (Int 3)

Even though some very general rules of thumb could be made, still the continuous learning applies here also. The different brands' visitor data can be analyzed all the time with always on, when different results are constantly being received, which is not the case for example with campaign marketing. With campaigns, the brand always has to almost start over every time, because the learnings from the last one can already be out-of-date. Based on these learnings, the best times to publish for that brand can be found, and the knowledge is more detailed and useful. The general rules can of course help from where to start the testing from.

Certainly, you are able to learn continuously. When you do things every month, the touch remains that whatever works here, which way we are heading, and not always starting over, as if you have two big campaigns a year, well, it's a little old to learn from far, that continuous optimization and that we are really present all the time. (Int 5)

Let's learn from customers because we have continuous knowledge, and we can develop and test our target groups, so that continuous learning. One can also get business done through it, test different messages and realize that this message works better than this. - - The great thing is that we start off by testing the target audience, then by testing you do not find the right target audience on the channels. We then test what kind of content we should talk about, whether it is video or image, to get people moving and interested. Little by little, the machinery is such that it almost spins on its own, and customers can get through its customer path. Then it's almost automatic. (Int 3)

Doing something all the time will make it much easier and more likely to learn, and you will be able to test new stuff all the time, and the quality will improve as you make it all the better. (Int 4)

When timely content is expected, the possibility of being late is always present. Someone else can come up with the same or a similar idea before, or then reacting to a current event can happen too late. If a brand reacts to a current topic too late, it can even harm the brand, instead of doing any good.

But we had it, worked on one idea for half a year, but one client and another office on the other side of the globe did it before us. - - since everyone thinks a little about the same things when doing these things, sometimes you have to be quick and do it first. (Int 1)

Sure, hurry is present, and it shows up in many ways. It shows you how fast you respond to critical customer feedback, or how quickly you grab the funniest new face-app flap or any meme. You will be in a hurry in many different ways. It also sees that maybe someone else is seizing this same opportunity, that is, hurrying to get this to my client sooner. (Int 2)

The content structure also has to be taken into account, because some formats are easier to produce and take less time, for example an image compared with a video. Reposting, when most of the content is already done by someone else, is the quickest to do if the reaction needs to happen fast. This rush can be eased with careful planning. When it is already known, based on the annual plan, what the brand reacts to and how, it is much easier to react when something worth reacting for actually happens.

If any news comes up or some funny thing that we want to grab, then I have to be able to react to it in the hours if we assume that it could be responded to. Of course, the customer also needs to be able to react quickly to make it live. At its fastest, it can be a matter of a few hours if it's just some re-posting or we have some picture ready. Of course, if you do images or animation, it will inevitably take a bit more time. -- Video is always harder to do, so you may wonder if the image does well enough to think about those implementations, or with animation, which is lighter than video. (Int 5)

They are exactly what we often do at the stage of the always on strategy: what kind of things do we typically respond to, what type answers they would be, and if some-thing happens, how that chain of command goes, then it can be agreed. (Int 5)

One of the defining elements of always on marketing is reacting fast to current events or topic, which is why the timeliness of the content is very critical. The correct processes have to be in place in order to produce content quickly enough. The disadvantage might be that when trying to produce continuous content, it might be too much for some consumers. Also when the content has to be timely enough, the possibility of being late is always preset.

7 CONCLUSION

7.1 Theoretical contributions

The purpose of this research was to investigate always on marketing practices. The first sub-question was, what is always on marketing and how it is conducted. Always on marketing was defined as something that has no start or end points, and mainly creating content, that is used to react to current events or topics. Mostly always on marketing is seen as occurring in social media, because even though advertising through other channels could be seen as continuous, the reaction time is usually a lot longer. For example advertising in TV and buying media space for it can take multiple days, when the reacting in social media can happen within few hours.

Many marketing goals can be achieved with always on marketing, but when comparing with campaign marketing, recognition and recall leading to brand preference were seen as the most significant ones. Since the marketing activities are constant and non-stopping, consumers are constantly being shown the brand and reminded of the brand, which was seen as in long-term leading to brand preference. In literature (Ganguly 2017) receiving constant revenue was seen as a significant benefit for always on marketing. Even in the study this was recognized as a benefit, it was not seen as one of the main goals of conducting this type of marketing for agencies.

Consumers have different expectations for marketing. Based on Rohm et al. (2013), consumers expect brands to have fresh and timely content. This was supported in the study, since timely content was seen as one of the main features of always on marketing. Hamilton et al. (2016) suggested, that brands should target multiple interactions with consumers at the same time, with multiple platforms. Targeting consumers with multiple messages through multiple platforms in a constant timely manner was seen as being always on marketing. This was still noted with some cautiousness, because consumers can also become overwhelmed, if they receive too many different messages from one brand, in a short period of time.

The second sub-question asked, which content strategies can be applied to always on marketing. This was done by dividing content strategies into content types, content structure and the timeliness of content. Consumers are seen as mostly looking for social interaction, information, entertainment and self-expression in social media (Wagner et al. 2017; Gao et al. 2016). In this study, entertainment and information were seen as very much used and effective content types for consumers. Even though the interactive nature of social media was recognized, interestingly interaction was seldom something that was sought after, when publishing content. Still it was seen as beneficial to have the possibility if interaction, if for example fast reaction to a negative comment was needed by the brand.

Self-expression and meaningful content was also seen as getting popularity and a trend within social media marketing.

Consumers were said to expect promotions and incentives (Rohm et al. 2013). In the study a love-hate -relationship towards these content types was found, because they rarely are closely related to the actual brand, and mostly they are only used for quick wins, since they were not really seen as increasing any brand loyalty or preference over a longer time period. They rarely harm the brand, but they were not seen as the best or preferred content type to be used for a brand.

When timely content is expected, consumers also expect brands to be present in frequently occurring events, for example holiday wishes (Chauhan et al. 2013). In literature this was seen as important with regards to relationship building, but in the study this did not arise as significant content. It is only seen as valuable if at the same time it is closely related to the brand and some of its core messages. Otherwise it was seen as unnecessary.

Posting during the workdays was seen as more useful both in literature and in this study. In literature posting anytime during the working hours was seen as the best time, because people are already sitting behind their computers and are online (Sabate 2014), but in this study the best times were seen as being before or after work, as well as lunch time.

In literature concise messages were seen as the best ones (Sabate 2014), but in the study it was noticed, that the message always comes first, which makes it necessary to sacrifice some commonly known rule of thumb, in order to deliver the message as it was intended by the original idea. This same idea also applies to the structure of the content. Literature related to social media marketing compared the benefits of different channels or different formats. Based on the findings, the channel or format was seen as a secondary feature to consider, because the planning of always on marketing always had to start from the message that is wanted to be delivered. Still, in literature using videos was recommended based on its vividness and effect on engagement (Wondwesen 2015), and also based on the findings, content is usually wanted to have some motion in order to reach attention of consumers.

All in all, all different rules of thumb for the type, structure and timeliness, can be used in order to help the planning of always on marketing. But the ones conducting always on marketing cannot rely on them too much or let them define the content too strictly, because it always depends of the situation and the main idea, that is being communicated.

The third research question was about advantages and disadvantages of always on marketing. Always on marketing has been seen as a challenging way to produce content and conduct marketing, which is why the clear benefits for a brand matter, in order for the company of the brand to be sure that all the activities are worth the efforts and resources put into it.

Always on marketing was defined as continuous. When brands are expected to produce content, in a continuous and timely manner, they can keep the communication channels open with consumers. This means that forward from now on the brand has better capabilities in order to respond fast, if for example negative comments start to build up or an actual crisis happens. Always on marketing can benefit a brand with its capabilities in crisis management and communication.

Reacting to current events also gives the possibility for the brand to grab different opportunities and show the brand's values and core message or themes through concrete examples. Even though in literature virality with always on marketing has been thought as challenging, since the posts are usually smaller and have less budget compared with campaigns, in the study it was brought up that since with always on there is more and continuous content, then there is also more and continuous opportunities for content to go viral. This reacting with always on can also happen faster because of the nature of social media. It also makes it able to measure the results of different always on marketing activities continuously. This constant feedback and results lead to constant learning, which is a benefit which cannot be achieved through campaign marketing.

Always on marketing was seen as having disadvantages as well. When communication and content have to be continuous and reacting to current events, in order to do it well requires a lot of planning done beforehand, and even making different materials for different scenarios. This means that some materials will go to waste. Also, sometimes reacting times might occur too late, meaning that the planned idea or content will go to waste also.

It was seen that always on marketing is typically more difficult to larger or more traditional brands, that are used to campaign marketing and have a difficulty of understanding how always on marketing works in contrast. In specific, it is seen as challenging to keep the red thread in place and the core message and idea behind all actions and content coherent and consistent. These challenges can be avoided with careful yearly planning, which is then divided to monthly and weekly plans. Around 80% of content should be able to design beforehand, and only 20% should be something completely surprising.

With careful targeting the message can be made more personal and more potential and motivated consumers can be reached, but at the same time some important target groups can be missed. Always on marketing, for the ones conducting it, requires a new set of skills, and can be very stressful work because of its reactive and fast pace nature.

7.2 Managerial implications

Based on the theoretical contributions made above, some suggestions for managers considering these issues can be made. The suggestions are mostly made for social media,

since it was investigated most in this study. Still it can be kept in mind that other channels can be considered while conducting always on marketing, if they seem suitable for and useful for this type of marketing.

Since always on marketing is continuous, channels and the use of them should be up-to-date. This means that all accounts are easily accessible, for example having the usernames and passwords clearly stored. If for example a crisis occurs, and quick actions are needed in order to react, it should not stop with not being able to access the accounts and respond to the customers. Easy access also helps with fully using the interactive nature of social media and always on marketing, since the brand will then be able to respond to possible messages and questions and interact with the customers.

All processes in order to respond and produce content should also be in place. If a brand needs to react to a current event, producing text and visuals should be clear and in line with the brand. For example, having certain people responsible of different tasks related to social media, and having a brand book which helps with producing content quickly.

It should be determined beforehand, what are the type of events that the brand reacts to, and how. This can make the brand seem more genuine and real, because when the brand is not wildly responding and reacting to everything around it, it seems like the brand's purpose and values are more clear and well defined. Most of the content should also be planned beforehand in order to publish quickly, and also in order to see the general timeline. The content should be timely and continuous, meaning that no large gaps in time should exist.

The target group should be known, and the marketers should be familiar with it. This helps to determine the content type, for example if funny content is required, or maybe more information based. This also helps with when to post, which time of the day or week. Different target groups are available at different times.

The attitude towards always on marketing has to be right for the ones conducting it. The nature of the work is fast, and a lot of materials can go to waste, if the expected events do not happen after all. This type of marketing requires new type of marketers, usually young ones, who are familiar with social media. Always on marketing can produce constant possibilities to learn and get better, which is why these possibilities should be used for the improvement of the brand and business.

7.3 Limitations and suggestions for future research

This research has many limitations, which are acknowledged by the researcher. This research and its results are only based on one method, qualitative interviews. Since this was done as a qualitative research, the aim was not to generalize the findings, but still different

limitations for the generalization can be looked at. The research participants consisted only of employees from Finnish creative agencies, which suggest that these findings could be very different in different cultures. Especially since digitalization and the use of social media might be in very different stages or phases.

All the views were the views of the participants, which means that they are highly subjective, and represent the participants views and learnings from their own work and expertise. This means that one factual reality cannot really be found, but multiple different realities were looked at through these participants. Even though the findings were seen as being saturated after five interviews, still more interviews could had been conducted, in order to be more certain and to get even a wider selection of participants and experts.

At this stage in time this proved to be difficult, since not many experts on this topic exists in Finland. If this same study was conducted later on in the future, the results might be different, because new experts would be available, and maybe always on marketing would be more commonly known way of marketing communications. Also, creative agencies were interviewed, and not any representing the brand's company. The results might have been also different, if companies were interviewed, since they might look at creative marketing and have different knowledge than agencies do. The way the results were analyzed, represent the researcher's views of the world as well.

In the future this same subject, always on marketing, could be investigated in another culture to see how it is conducted there. Also, as social media and its different platforms develop, and even new ones are published all the time, this type of way of marketing could be very different in a few years, or it might not even exist anymore. New types of marketing are developed all the time, and new ones can replace old ones. This is why this same topic could in researched later in time, in order to see if conducting it has changed somehow as social media develops.

During the interviews, it was noticed that always on marketing and conducting it can differ between business-to-consumers and business-to-business companies. Thus more research could be done between different industries, since the content might be different. Also, a similar research could be done in a quantitative way, investigating in numbers how different always on content might work in different social media channels.

8 SUMMARY

The purpose of this research is to investigate always on marketing practices. This goal was broken down into three different sub-questions, that were taken a closer look at:

1. What is always on marketing and how is it conducted?
2. How different content strategies can be applied to always on marketing?
3. What advantages and disadvantages does always on marketing have?

First previous literature on this topic was researched. Always on marketing is a fairly new term and topic, which is why no literature related could be found that much. This is why the theory part of this study mostly concentrated on marketing within social media in general, and what different content strategies can be used in social media.

Understanding and targeting consumers, planning social media marketing and also measuring it were the starting points. These affect how the content strategies are then used. Content strategies were mainly divided by the content type, the structure of the content and the timeliness of the content. Content types can be divided to informational, entertaining, benefitting and relationship formatting, as well as with an additional type related to the meaningfulness.

Qualitative interviews were conducted. Five people from Finnish marketing agencies participated in these semi-structured theme interviews. Interviews were held in June-September in 2019. They were transcribed and analyzed afterwards by sorting the answers by pre-determined themes.

As the most significant finding as well as a benefit for brands that conduct always on marketing was the opportunities created by this type of way of marketing. When brands continuously react to current events and topics, they are at the same time responding to the continuous opportunities provided by the world that it brings up. When brands respond to these, they have the opportunity of providing valuable content, and the opportunity of keeping communication channels open with the consumers or other followers. When these communication channels are open, the brand has the opportunity to engage in a two-way communication with the consumers and interact with them in a better way. This constant and open communication creates also the opportunity for the brand to respond faster and better prepared to potential crisis situations. When continuous content is provided frequently, brand also has an increased opportunity for its content to go viral, because it has more opportunities for it. This means that the opportunity for earned visibility is much higher, benefitting the brand and how well it is known among the general public, possibly leading to brand preference in a long run.

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APPENDICES

Appendix 1 Questions for interviews

BACKGROUND

What's your own background in education and work?

For how long have you done always on marketing?

In what role have you conducted always on marketing?

For what kind of customers have you offered or done always on marketing?

Do you offer always on as it own service, or part of a bigger offering?

GENERAL ABOUT ALWAYS ON

How would you define always on marketing in your own words?

Is it only a social media phenomena, or does it also show elsewhere?

Why have you started conducting always on marketing in the first place?

What are the general goals of always on marketing?

How are these goals measured?

How do you plan always on marketing?

What expectations might consumers have?

CONTENT

Do you categorize content, and how (e.g. information, entertainment...)?

Why do you categorize in that way?

If yes, how has it affected/ worked?

Would you like to categorize in another way?

Do you categorize consumers?

STRUCTURE

Do you categorize by structure?

How has it affected the brand?

What structures do you use the most? Why?

How do customers respond to different structures?

TIMELY CONTENT

How much do you post on average per week/ month?

What time of the week/ day?

How many themes do you have per month?

How does the amount effect?

What pace do customers expect?

Why these amounts?