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Vision impossible?

How B2B companies communicate their vision to stakeholders on social
media channels

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ABSTRACT:

Tämän tutkimuksen tavoite on selvittää, miten suomalaiset pörssiyritykset viestivät visioitaan sosiaalisessa mediassa ja miten se näkyy yritysbrändissä. Tutkimuksen vertailuun on valittu kilpailevat metsäteollisuusyhtiöt Metsä Group ja UPM-Kymmene Oyj sekä hissiteollisuuden yritys KONE Oyj, ja näiden konsernikäyttäjätilit sosiaalisen median kanavissa Facebookissa, LinkedIn:ssä ja Twitterissä. Aineisto koostuu yritysten verkkosivuilta löytyvistä visio- ja missiokuvauksista sekä sosiaalisen median postauksista valituista kanavista ajalta 1.9.–31.12.2016.

Analyysissa hyödynnetään Hatchin ja Schultzin (2001) kehittämää yritysbrändin analysoinnin työkalua, joka koostuu yritysbrändin eri osa-alueisiin liittyvistä kysymyksistä. Työkalun taustaoletuksena on, että yritysbrändi muodostuu yrityksen visiosta, imagosta ja kulttuurista. Aineisto on analysoitu poimimalla ensin yritysten sosiaalisen median postauksista yritysten visiota kuvaavia attribuutteja. Jokaisesta postauksesta on yksi kerrallaan laskettu käsitelty teema ja aihe, visio- ja missioattribuuttien esiintyminen sekä postauksen kyseisessä kanavassa keräämät reaktiot. Tässä tutkimuksessa lähdetään siitä, että yritysten eniten käyttämät tai näille tyypilliset teemat ja aiheet rakentavat yrityksen imagoa sosiaalisen median kanavissa valittuna ajankohtana.

Tutkimus osoittaa, että tarkastelluilla kolmella yrityksellä on erilaiset visiot, mutta siinä missä Metsä Group ja UPM korostavat omia kyvykkyyksiään, KONEella on ihmis- ja ratkaisukeskeinen visio. Kaikki kolme yritystä hyödyntävät visiotaan sosiaalisessa mediassa yritysbrändin rakennuselementtinä, mutta ainoastaan UPM:lle visio näyttäytyy selkeänä kilpailuetuna visioattribuuttien runsaan käytön vuoksi. Kaikille yrityksille muodostuu erilainen imago näiden valitsemien teemojen ja aiheiden mukaisesti. Metsä Group painottaa vastuullisuutta, kehitystä ja uraa, UPM vastuullisuutta, kehitystä, tapahtumia ja yhteistyötä ja KONE puolestaan ihmislähtöisyyttä, kehitystä, asiakaspalvelua ja tuotteita. Kaikkien yritysten yritysbrändejä olisi edelleen mahdollista vahvistaa varmistamalla, että imago ja visio olisivat yhteneväisemmät.

KEY WORDS: corporate branding, corporate branding toolkit, corporate image, corporate vision, impression management, social media, stakeholder relations

1 INTRODUCTION

Unless companies have a clear vision about how they are going to be distinctly different and unique in adding and satisfying their customers, then they are likely to be the corporate failure statistics of tomorrow.

-Graham Beaver (Rao, Rao & Sivaramakrishna 2008: 75)

We live in a world full of images. When there is so much information available everywhere, influencing consumers has shifted to speaking to them through meaningful images. Selling happens via stories and dreams that appeal to buyers. Therefore, branding has increased its importance in any business. Though a brand is commonly understood as a label, a logo or a name, it requires some added value in order to be a brand. (Juholin 2006: 186–192)

In today's global competition, the products companies offer have become similar when it comes to qualities, which makes it hard to differentiate only with the product offering. Therefore, the trend has shifted to corporate branding, where the whole company is being branded and hence positioned in the minds of all stakeholders. (Hatch & Schultz 2001: 1041) The reputation of the corporation as well as the images stakeholders carry affect heavily the competitiveness of the company (Ingenhoff & Fuhrer 2010: 83). By branding the whole corporation it is possible to systematically influence the images stakeholders form of the company. However, the image of a corporation is the sum of all information, contacts and feelings that stakeholders get of it, so influencing is not as straightforward a process as just stating the target image out loud. (Juholin 2006: 186–192)

Corporate identity is the core of the company and explains why the company exists and who it is and communicating the identity to stakeholders the company communicates its values and principles. These immaterial assets can be a major source of differentiation to a company. The company's vision and mission statements are a common channel to convey these values and usually these statements are expressed on company websites. (Ingenhoff & Fuhrer 2010: 84) Companies aim to create positive images of them in the eyes of their stakeholders. As social media has taken an important part in our social life, it is not enough to communicate only via the corporate website but it has become important

for the companies to be present on various social media channels where they can contact their stakeholders and share chosen messages to them. (Paliszkievicz & Madra-Sawicka 2016: 203, 205)

1.1 Aim

The aim of this research is to investigate how companies communicate their vision to stakeholders and how that vision builds the corporate brand on social media channels. A strong corporate brand provides the company a competitive advantage in relation to its competition (So, Parsons & Yap 2013: 405), and communicating the major elements constructing the brand, being the company's identity and personality, can be done via vision statement (Ingenhoff & Fuhrer 2010: 84). According to Hatch and Schultz (2003), the corporate brand can be strong when its strategic vision, corporate image and corporate culture are aligned. Therefore, it is important to investigate if the corporate vision is visible to the stakeholders on social media channels and if this message is in line with the corporate image created in these channels.

In this research I analyse how three globally successful Finnish listed companies communicate their corporate vision to stakeholders on social media channels. Social media is one place where the company and its stakeholders are in contact, so it is important to know what image of the company is created there. The companies studied are Metsä Group, UPM-Kymmene Oyj (later UPM) and KONE Oyj (later KONE), and their channels under investigation are LinkedIn, Facebook and Twitter. The companies were chosen so that two of them operate in the same industry and the third in a different one. This enables analysis of the possible similarities in the way Finnish companies communicate of their vision in general, if the industry affects the ways of utilising the corporate vision, or if the corporate vision is of varying importance from company to company. These three channels were selected for they are globally the three biggest social media channels and hence they enable a large audience to get the brand messages (Safko 2012: 30–31).

The research questions are:

1. How is the corporate vision described to stakeholders on corporate websites?
2. What themes are discussed on social media?
3. To what extent is the corporate vision visible on the social media posts?

A corporate vision conveys what the company wishes to be in the future (Rao et al. 2008: 71). My hypothesis is that the vision is visible on social media channels as the company itself decides what is favourable enough for it to be shared in these channels. Therefore, the social media channels are highly affected by the corporate identity (how the company sees itself) and how it also wishes stakeholders to see it.

Corporate branding emerged in the 1970s and it has been a popular phenomenon ever since (Fetscherin & Usunier 2010: 739). It has been realised by both practitioners and researchers that the corporate brand is a significant asset with which companies can differentiate from the competitors (Biraghi & Gambetti 2015: 260). There has been a lot of debate and unclarity of the concepts related to corporate branding, such as corporate identity, vision, image and reputation, and e.g. Abratt and Kleyn (2012) have defined these concepts and explained their linkages instead of using these as substitutes to each other. Also Biraghi and Gambetti (2015) agree that the discussion of corporate branding has been lively, partially because of the fact that the research field has become multidisciplinary, representing marketing, management and communications (emt. 262) as well as strategy, graphic design, public relations and psychology scholars and practitioners (Fetscherin & Usunier 2012: 734).

During the twenty-first century research has been focusing on the presumptions that better corporate image leads to improved financial performance as well as that companies engage in behaviours and activities that are likely to underpin their corporate image. Even though there is clearly a large pool of research from various disciplines, majority of research is centred in the US and UK. (Fetscherin & Usunier 2012: 736, 740) This research focuses on the vision of three Finnish listed companies that operate globally and especially on the role of the vision in being a source of differentiation. Therefore, the focus of this research provides a new angle and perspective from a small Nordic country.

1.2 Data

The data of this study consists of two parts. The first part consists of the mission and vision statements of Metsä Group, UPM and KONE which the companies have shared on their websites. The second part consists of the brand messages on the companies' LinkedIn, Facebook and Twitter accounts during September–December 2016. Altogether 280 Facebook posts, 269 LinkedIn posts and 937 tweets have been analysed.

The companies were chosen because they all are Finnish listed companies operating globally and posting on social media in English. Metsä Group, UPM and KONE all are listed in the Finnish stock exchange and they are on the list of 25 most exchanged companies, OMX Helsinki 25 (Nasdaq Nordic 2015). The Helsinki stock market was founded in 1912 and today it forms a part of the US based OMX group owned by Nasdaq (Sijoitusrahastot 2016). Metsä Group and UPM post in two languages, in English and in Finnish, but KONE only in English. Metsä Group and UPM represent forest industry and are each other's competitors. KONE on the other hand is from elevator and escalator industry. By analysing these three companies we should see if there are similarities in the way companies from the same industry utilise vision in their communications, and how different the utilisation is when going from one industry to another.

1.3 Method

First, the information on company websites was analysed and separated into belonging to mission and vision. Next, these statements were analysed and the defining attributes were identified to be used in the analysis of social media contents. Next, the number of followers and page likes at the time of starting to gather the data were written down. Then the brand messages, i.e. social media posts, were gathered post by post and put in a table for more detailed analysis. The posts were detected for the theme in question based on what topics they addressed, what features the post included (text, photos, links, videos, external content) and what reactions the post had received from the stakeholders. Many posts

included several themes, but the post was categorised under the theme that was the most visible. Finally, the Corporate branding toolkit was utilised to analyse the alignment of corporate vision and image by the help of the questions of the toolkit by Hatch and Schultz (2001). The role of vision is analysed in depth: whether it is visible on social media and how, and is it used as a source of differentiation.

Hatch and Schultz (2001) have created a Corporate branding toolkit for managers to use in developing a strong brand. With the toolkit companies can find the possible gaps between the core brand elements, being the corporate vision, image and culture. These three elements need to be integrated, i.e. support each other for the brand to be strong. The toolkit provides a guideline for managers to analyse possible gaps and identify the weaknesses in the relationships of these three brand elements. The vision represents the corporate identity, which forms the ground for a brand. The organizational culture includes the values, beliefs and ways of doing things in the company. The image then, is how the stakeholders see the corporation as, and it is affected by all encounters the stakeholders have with the corporation. (Hatch and Schultz 2001: 130–132)

In this research, the toolkit is utilised to analyse the alignment of the corporate vision and image. The third brand element, corporate culture, is left out from the scope of this research because the corporate websites do not provide sufficient information about the culture prevailing in the companies and investigating the true culture would require a research of its own. According to Hatch and Schultz (2001), the questions in the toolkit should be retailed based on the company's needs, but in this research, they are utilised as are (see Appendix 1). The questions are divided into three sections, focusing on the image–vision, image–culture and vision–culture alignment. The questions about image–vision alignment are answered in this research. As Hatch and Schultz suggest (2001: 130), using the toolkit properly can take from several months to a year or more. In this study, the toolkit is utilised on a general level without retailing. Hence, in this research the corporate identity is found behind the vision and mission statements on corporate websites, together comprising the corporate vision. The corporate culture is represented by the value statements, and the corporate image is derived from the themes and topics discussed on social media channels.

2 SOCIAL MEDIA AS THE CHANNEL OF MANAGING IMPRESSIONS

Communities comprise of various stakeholder groups which have different needs and interests. Stakeholder theories help companies and other organisations to identify their stakeholders and tune the messages for each group. (Luoma-aho 2010: 4) The use and meanings of stakeholder theory and its concepts are versatile. For example, Stanford Research Institute (1963) has defined stakeholders as the groups vital to a company's existence. Freeman (1984) has extended this definition to applying to any groups or individuals that influence the company's actions or are influenced of the outcomes of a company's actions. (Donaldson & Preston 1995: 66, 72) The first definition suggests that the stakeholders have only direct effect on the company, so Freeman's view is adopted in this research as it counts in a larger group of individuals and groups that can also have indirect influence on the company.

New technologies, such as social media, have changed the relationship between the company and its stakeholders as the new communication channels provide the stakeholders with more power and possibilities to share their opinions, lessening the control the company has over what is discussed about it. Furthermore, on social media topics and issues are in the focus of communication rather than companies. Luoma-aho (2010) presents the concept *issue arenas*, where the companies and their stakeholders negotiate specific issues in question. Companies do not have control over the issue arenas. For this reason, today the corporate communication function not only manages stakeholder relations but also should find the right arenas, monitor the discussions and contribute to them in order to create positive impressions of the company. (Luoma-aho 2010: 4–5)

2.1 Impression management on social media

Impression management means affecting the impression others perceive of the self. In real life, impressions are managed verbally as well as with body language and other information made available of the person. (Paliszkievicz & Madra-Sawicka 2016: 204) Impression management applies also to organisations. Companies use impression

management to attain a wanted corporate image and gain acceptance from the surrounding community (Benthaus et al. 2016: 128–129; Bansal & Kistruck 2006: 167). In an organisational context, impression management is a process where the company and its stakeholders discuss and agree on the company's image. As the audience reacts to the corporate image, the company acts upon it to make changes in its behaviour or justifies its actions. The process is a circle where both parties react, leading to continuous evolution of organisational identities. Acting consistently and according to the community's values, or seemingly so, a company increases trust among stakeholders towards it and strengthens their relationship. (Bansal & Kistruck 2006: 166–167)

Corporate identity guides the company in its decision-making and choosing which actions to take. The company communicates of these actions to its stakeholders as symbolic representations. These representations are the impressions stakeholders perceive. It is up to the company to decide the level and depth of its communications: the representations communicated can reflect the actions made or they can be mere assertions of commitment to specific ideologies that the community shares. For example, environmentally responsible actions have shown positive effect on financial performance, so companies are likely to feel tempted to show commitment to environmental issues. Nevertheless, mere statements of being environmentally responsible might seem superficial to the stakeholders and just a way to enhance the company's image. Transparency is claimed to strengthen the company's stakeholder relations, but the companies need to find a credible way of telling of their actions to the stakeholders. According to Bansal and Kistruck, full transparency might not always be the best option for companies as it leads stakeholders focus on results in the short run and can increase external pressures from the community. (Bansal & Kistruck 2006: 165–167) The importance of the perceived impression of the company affect the extent to which a company uses impression management tactics (Benthaus, Risius & Beck 2016: 128).

The impression management model includes the actor, who does the impression management and the audience, who is in interplay with the actor in the given environment. There are different strategies for the actor: assertive and defensive. Assertive strategy aims to utilise opportunities to enhance the corporate image whereas the defensive strategy tries

to minimize the damages to the corporate image. Both strategies can be divided into two tactics, being direct and assertive, indirect and assertive as well as direct and defensive and indirect and defensive. Utilising different tactics include diverse information shared and hence also diverse effects. Direct tactics include information about the capabilities and accomplishments of the company whereas indirect tactics focus more on sharing people stories and information of the events where the company participates in. (Paliszkie-wicz & Madra-Sawicka 2016: 205)

Web 2.0 technologies, including social media, have created a ground for people to create networks and manage their impression in online environments. Once a community or network is entered, the person decides what information will be shared to this community. On social media, impression management is done by controlling the personal information, photos, videos and other contents shared. The way others perceive an individual or company affects their social behaviour as people tend to want others to share a positive impression of them and be viewed as respectable and reliable citizens. In online environments it is easy to control the information that is shared to the community, which means that the members all manage their impressions. Companies present in social media channels also make decisions on what information they share in order to create positive images among stakeholders. (Paliszkie-wicz & Madra-Sawicka 2016: 204–205)

As social media has taken a big role in communication and information sharing, people using the internet and the social media channels have become an active source of information and influencers of trends. Consumers have started to trust other consumers' experiences in purchasing decisions, so social media users share their experiences with companies with their networks more all the time. Recommendations are powerful but even more powerful are the negative comments companies receive. Therefore, companies should be interested in following the discussions their customers have on social media channels and engage in them to create a positive image among the public. (Benthaus et al. 2016: 127–128)

Today, companies utilise social media channels for a variety of purposes beyond e-commerce activities, such as branding, providing customer service and letting stakeholders

participate in product development (Culnan, McHugh & Zubillaga 2010: 244). One way to shape the company's image is to find the most influential people from the social media channels and make them the company's advocates. By fully utilising the social fundamentals of social media, like building relationships and utilising word-of-mouth, a company can achieve strong brand images and have these shared in the social networks on social media channels. Furthermore, this can result in lower advertisement costs. (Ben-thaus et al. 2016: 129)

2.2 Corporate communication on social media channels

Social media has become the place where everyone is: both individuals and organisations. For companies it is not enough to create a profile and be present on the channel. Social media provides value for companies when they manage to build relationships and communities with their stakeholders. A strong relationship with the company makes external stakeholders, such as customers, feel like insiders of the company: this is likely to lead to the stakeholders speaking for the company in their other networks and not noting the negative comments related to the company as well as being loyal to existing products and readily try the new ones. Building communities around the corporate brands takes time but brings the most value for the companies. (Culnan et al. 2010: 244)

According to Culnan et al. (2010), companies gain value from social media when they create implementation strategies for each chosen channel, encompassing mindful adoption, community building and absorptive capacity. Mindful adoption refers to the deliberation of which social media channels to take into use and how to use them, deciding who takes the responsibility of governing the channels and managing risks within the company, and which metrics to use for following the value creation. (Culnan et al. 2010: 246–247)

Ideally, once the channel to take into use is decided, the company aligns it with the corporate brand, corporate culture, the business objectives and the stakeholders it aims to reach. The objectives set for the channel guide towards the metrics to follow. For

community building purposes, possible metrics are the amount of individuals following the company and whether this number is growing. Also the number of active members out of all in the community and analysing how they react to the company's posts are indicators of the state of the community. On the other hand, if the social media channel is utilised for customer support and sales, the metrics can be related to financials (like cost reduction or revenue gained due to the social media channel), organisation's effectiveness (like improved service times and customer satisfaction) and personnel (such as employee satisfaction). (Culnan et al. 2010: 247)

The adopted social media channels usually are made accessible for all stakeholders for example by placing links to them on the corporate website. This way anyone can find the relevant channels and become members of the community around the corporate brand. The total number of members in the community might not always indicate that the community is a strong one, nevertheless, a critical mass of active members keeps the community alive. It takes time and involvement from the members for the community to be built. The companies can engage the members in the voluntary conversations by providing interesting contents to the stakeholders in the channel. (Culnan et al. 2010: 247–248)

The company faces also risks related to social media presence and communication with stakeholders. The employees might not comply with the company policies and rules and hence affect the corporate image negatively, in addition to causing possible security and confidentiality contraventions. To avoid or diminish the risks, clear rules of how to appropriately use the chosen social media channels can be helpful. (Culnan et al. 2010: 248)

The three social networks investigated here are LinkedIn, Facebook and Twitter. These channels are widely used: Facebook has over 2 billion members (with over 4 million businesses), LinkedIn has 120 million and Twitter over 200 million users. (Safko 2012: 30–31; YLE 2017) The different social media channels have different primary purposes, which can be identified from the elements of which the channel is built on. For example, a Facebook profile includes personal information such as family members, hobbies and personal likings whereas in LinkedIn the profile is focused on professional history and capabilities. When it comes to getting professional informational benefits from the social

media channels, a research showed that the most benefits were gained by the LinkedIn users and next the Twitter users, whereas Facebook provided its users the least informational benefits. (Utz 2016: 2688, 2096)

When a company is on the social media channels, they can have metrics to follow the success of their presence among the stakeholders. The number of followers or page likes indicate that something has been done right if new followers are finding the company's contents. Also the reactions the individual posts receive provide a follow-up tool on how the messages are received. In addition to the number of followers or page likes, also important metrics are the number of retweets, posts shared by followers and comments received. (Belew 2014: 56) According to Safko (2012: 57), the key to networking and building a community is to be present in the channels, listen to certain groups before stepping in to the conversion with something valuable to add to it.

2.2.1 Professional networking on LinkedIn

LinkedIn is a social media channel that focuses on professional identity and network creation and making business interactions. LinkedIn was founded in 2003 and in 2016 it had over 364 million users in more than 200 countries worldwide. The channel is widely used for promoting recruitment possibilities and finding new career opportunities. Also talent acquisition is done on LinkedIn. (Paliszkiewicz & Madra-Sawicka 2016: 206–208)

The channel users create the contents and hence can decide how to formulate the messages and what information they want to share. Impression management is important on this social media channel as the job seekers are able to influence the recruiter evaluations by choosing what kind of information they want to share in their profiles. In general, the users, both individuals and companies, can choose how they present their identities and this highly affects whether the image created is successful or not. The metrics a company can follow in determining its success on LinkedIn are the number of page followers, recommendations the product or services receive, the amount of likes comments the posts receive and how many times a post has been shared by the followers. (Paliszkiewicz & Madra-Sawicka 2016: 206–208)

2.2.2 Friendly connections on Facebook

Facebook was founded in 2004 and has been growing ever since: in 2012, it was the biggest social media channel with more than 800 million users worldwide and in 2017, the amount of registered users was already 2 billion (Safko 2012: 33; YLE 2017). The idea of Facebook is to connect with family members, friends and acquaintances to create a community with whom information is shared. Facebook also includes company pages, with whom the users can interact with and receive information from if they like. In Facebook, the users can create a community according to their interests. (Safko 2012: 32)

Business pages enable to share professional information and be in contact with the stakeholders. They also provide a good place for a company to do customer service, public relations, marketing and promotion. (Safko 2012: 33) The metrics a company can follow in Facebook are the number of page likes or fans, the amount of likes a post receives, how many times the post has been shared by the followers to their networks and how many comments the post received from stakeholders. The more reactions the company contents receive, the more likely it is that more people in the networks see this content. (Belew 2014: 56) According to Safko (2012: 33), a company's Facebook page should be 85% informative and provide interesting contents to the followers and contain only 15% information about the company's business.

2.2.3 Topic-focused discussions on Twitter

Twitter is a microblogging and social networking platform that started in 2006. Twitter allows users to send and receive tweets that are short instant messages (with maximum of 140 characters in 2016). Microblogging includes not only text-based messages but also videos, photos and attached files. Twitter users can follow any other user they wish, which enables a new kind of conversation among like-minded users. Twitter is used to make friends and engage in conversations, get directions and advice, obtain news, get information about new products and services, and update customers etc. On Twitter, communities are formed around topics of interest, such as politics, health and technology. (Safko 2012: 289–291)

Microblogging followed conventional blogging but provided a shorter and an easier way to blog and share short messages. Both individuals or companies can utilise Twitter as a supplement to their main domain (blog, website etc.) and promote this with brief descriptions and links to drive traffic to other contents. Producing, reading and digesting tweets is fast and easy. The effortlessness of the platform and microblogging is experienced as entertaining, and the easiness has made Twitter a popular social media channel worldwide. The lifespan of tweets is somewhat 24 hours before they are forgotten. Hence the messages are meant to be short (as 140 characters was the maximum in 2016) as well as include abbreviations and hashtags that link the message to appropriate conversation. (Safko 2012: 291–293, 40)

By using specific hashtags a message can be reached by all the users who follow this topic. Individual users use Twitter to stay up to date with the topics they are keen on and people and businesses they are interested in. Because Twitter is an open platform, i.e. getting access to someone's tweets does not require permissions or friend requests, Twitter allows its users to create novel kinds of relationships with celebrities, businesses and brands. Businesses can follow industry leaders and experts, share information and participate the discussions that are important to the company and the industry it operates in. One way of utilising Twitter for businesses is to use it for customer service purposes. (Safko 2012: 40)

3 CONSTRUCTING AND COMMUNICATING OF THE CORPORATE BRAND

In today's much competed global markets, corporations face the difficulty to stand out from one another with their products and services. The strategic development of corporate image and visual identity can be a significant source of differentiation in addition to the strategic vision and corporate culture. Hence, the trend has moved from product branding towards corporate branding, where instead of the products the whole corporation is being positioned. (Hatch & Schultz 2003: 1041; Gyrd-Jones, Merrilees & Miller 2013: 578).

3.1 Strategic management and external communications

All companies need to consider strategic management in order to cope with competition, customer needs as well as changes in the market and environment. Strategic management comprises three elements: strategic analysis, strategic formulation and strategic implementation. Strategic analysis encompasses analysing the company's internal and external environments as well as determining the company's purpose and long-term goals, i.e. the corporate vision and mission statements. Defining these is the first step in strategic management. Once vision has been defined, it guides the formulation of mission statement, goals and objectives, which concretise as plans. Together, these form a hierarchy of goals which in turn reflects the strategic intent of the company. (Rao et al 2009: 30, 70)



Figure 1. The hierarchy of goals (Rao et al 2009)

The second step in strategic management is making the decisions of where and how the company should operate in, hence formulating the corporate strategy. Thirdly, the company needs to decide on the actions how the strategy is implemented successfully, including organising the company structure and roles effectively, allocating resources and evaluating the implementation process. In the core of strategic management is the idea of finding the right strategy that can differentiate the company from its competitors and hence provide lasting competitive advantage. (Rao et al. 2009: 30)

In research, there are several interpretations of how the terminology related to this core of a company is constructed: for example, Rao et al. (2009: 32) see the foundation of a company being its purpose that can be extended to vision and mission statements. Collins and Porras (2008) on the other hand see that the corporate vision is the broad concept that consists of the purpose, the core values and the mission, which guide the company in every decision it makes. In this research, the view of Collins and Porras (2008) is adopted, because it enables having the corporate identity described rather than just stating the reason for existing.

3.1.1 Corporate vision

A corporate vision is a descriptive image of what the company desires to be in the future. The company's top management defines the vision statement, so it indicates their expectations for the future of the company and directs its focus. A desired statement is exciting, motivating and describes a better future, which make it worthwhile aiming for. (Rao et al. 2009: 70–72) A vision consists of a cognitive and an affective part. The cognitive puts results and the process of achieving them in the centre. This part guides the thinking as it pertains to the information searched for and used. The affective part shares the employees' values and beliefs and hence appeals to them. (Boal & Hooijberg 2000: 527) Working together towards the goal set in the vision unifies the people and increases their commitment to the company (Rao et al. 2009: 72).

A desired vision can lead to improved performance. To achieve this, Nutt and Backoff (1997) have suggested that a vision should include a possibility in the future; be desirable

and link the possibility to the organisation's culture; be realistically actionable in order to guide the actions in the organisation; and be formulated to create vivid images in the minds of the employees. (Boal & Hooijberg 2000: 527) Also Collins and Porras (2008: 120) agree with these, but they see that a vision consists of two components: a guiding philosophy and tangible image.

The guiding philosophy originates from the foundation of the company and its early leaders showing example but is then absorbed in the whole organisation, affecting all decisions made, policies set and actions done. The guiding philosophy is the backbone of the company and hence should be distinct to the whole organisation rather than few individuals. The philosophy consists of the core values and beliefs as well as the purpose. (Collins & Porras 2008: 119–120)

The core values and beliefs reflect how the company views business, the surrounding society and the world in general. The values and beliefs can address an extensive selection of different categories, such as people and society, products and earnings, or ethical and responsible way of doing business. The key is that whatever these are, they are genuine and stem from within the company instead of being forced due to outside pressure. (Collins & Porras 2008: 122–123) With the purpose statement, the company can draw the line between the company members and those not. The purpose is the extended statement of the company's values and beliefs but broader: it encapsulates the spirit of the company and inspires its own people over a long period of time and hence is sustainable. The statement need not speak to the outsiders of the company as its aim is to inspire and commit the company members. (Collins & Porras 2008: 123–127)

Tangible image consists of the corporate mission and a vivid description of it. The mission is a statement that turns the company's philosophy into a more concrete form that inspires and drives the people within the company. A vision can be formulated from various angles: targeting an explicitly defined tangible goal, aiming for organisational transformation, fighting to be better than competition with a common enemy mission, or selecting a role model and formulating the mission to get inspired of it. (Collins & Porras 2008: 128–131)

According to Collins and Porras (2008: 133), many companies mistakenly see mission and purpose as the same, but in fact they are not. Purpose describes the company's essence including its values and beliefs, but mission is more of a goal that directs and inspires the company forward. Where purpose arises from the people, mission is affected by the operating environment, including the trends and technology. (Collins & Porras 2008: 123–133).

3.1.2 Corporate image

There are various definitions to the image of an organisation depending on the school of research. The organisational literature sees image as an internal process within the organisation, such as how the organisation members think the external stakeholders perceive the company as (Dutton & Dukerich 1991), or how the organisation's top management wishes external stakeholders to see the company as (Whetten, Lewis & Mischel 1992). Marketing literature, on the other hand, focuses more on the external processes of image creation. From this point of view, organisational image is defined as the collection of various impressions the external stakeholders have of the company. For example, Bernstein (1992) argues that images are the result of appealing impressions created by the company, hence the company can tamper the corporate image. Alvesson (1990) and Hatch and Schultz (1997) combine both schools of research and define the corporate image as an external stakeholder's holistic and an articulated impression of the company resulted after the stakeholder processing the picture the company has communicated of it. (Hatch & Schultz 1997: 358–359)

Images play a major role in purchasing decisions. Therefore, the corporate image is a strategic tool to achieve competitive advantage and differentiate from competitors. (Tapia, Melé & Almeida-García 2019: 73) The corporate image consists of functional and emotional components: the functional being the measurable material aspects whereas the emotional component refers to the attitudes and emotions that the individuals' personal experiences result in. When managed properly, the corporate image is a reflection of the corporate identity which results in as a positive impression and feelings towards the company. (Taskiran & Gökçe 2017: 43–44) A positive corporate image can lead to increased

customer satisfaction and loyalty, which mean better profits for the company. Also the company seems more interesting in the eyes of possible employees and investors. (Kim, Jeon, Jung, Lu & Jones 2012: 1613)

3.1.3 Corporate culture

Corporate culture begins with the history of the organisation or company, for example in its name, logo, buildings and products to name some, but is developed in all levels of the organisation and affects all employees. The concept of corporate culture is similar to corporate identity (see chapter 3.1) but with a different focus. Whereas research on corporate identity stresses the messages targeted at external stakeholders, studies of corporate culture focus on how the members of the organisation perceive the cultural elements. (Hatch & Schultz 1997: 359–360)

In addition, research of organisational theory has typically viewed the culture to develop within the organisation and all external influence has been related to only top executives' strategy work. The social constructionist view says that instead of managers managing the culture, the corporate culture guides the decision-making of the managers. Differing from these views, Hatch and Schultz (1997) argue that the corporate culture is not a closed system within the organisation in question but a symbolic context that affects both the creation of organisational identity and how the images of the company are managed. Culture affects the way individuals act and what they believe in, which influence the construction of identity to reflect the images of the culture. In organisational context, the symbols of corporate culture create images, which in turn influence the cultural evolution within the company. (Hatch & Schultz 1997: 359–360)

3.1.4 Alignment of corporate vision, image and culture

According to Hatch and Schultz (1997: 361), corporate identity, image and culture are interdependent and create a circular process, where each is affected of and influence each other. A corporate identity is expressed as an image that is shaped by the company's cultural elements. The external stakeholders will then perceive this image according to

their cultures that can be the same or different with the company's. Once these corporate images are communicated to the stakeholders, their interpretations are taken back into the company for reviewing the cultural meanings of who we are and what we do compared to how the stakeholders see these. The circular relationship between these three are expressed in figure 2.

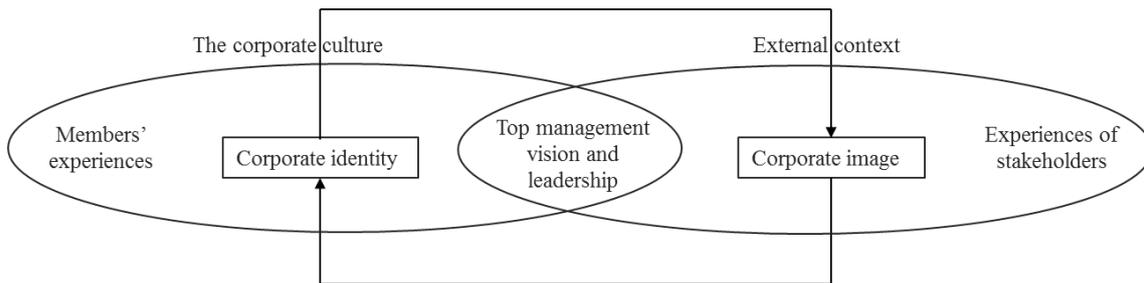


Figure 2. The relationship between corporate identity, image and culture (Hatch & Schultz 1997: 361)

Figure 2 shows that the corporate identity is influenced internally by the top management and all the employees in their work. The context for interpretation of these stimuli is formed around the corporate culture. The corporate identity is then exposed to external influence as it is projected to stakeholders. All forms of communication, whether planned public relations activities, the company and its executives' occasional appearances in media or direct contacts with the company, shape what images are created and how the stakeholders perceive the company. Direct interaction between the company's employees and its external stakeholders inevitably shapes also the corporate culture as the local interpretations have impact on the thinking of the employees. Therefore, the process of constructing the corporate image also affects the process of corporate identity formation. (Hatch & Schultz 1997: 361–362)

The employees are also members of other stakeholder groups among whom the corporate images are formed, so they will compare the image to identity and ration the findings within the corporate culture. Also, as the employees come across comments regarding the company, either negative or positive, they compare themselves to the comments which

again affects the corporate identity. Corporate image has an impact on the company's top management and the vision of the company if the executives care of the impressions external stakeholders hold of the company. Usually they do and hence their leadership activities towards the employees are affected by the images, which in turn affect the shaping of corporate identity. The influences of each element are indicated by the arrows in the figure. (Hatch & Schultz 1997: 361–362)

3.2 Corporate branding and corporate identity

One view of a corporate brand constitutes of decisions made by the three stakeholder groups: the top management, the company employees and external stakeholders. A corporate brand attracts relevant audiences by clearly stated and differentiated values which also create the feeling of belonging in all stakeholder groups. The scholars in marketing area have moved toward “vision driven approach” to management, which sees the corporate identity as a larger whole consisting of the mix of core values, beliefs and voice of the company. The importance of strategic vision to identity and integrated branding has been established by scholars, e.g. Balmer (2001), Van Riel (1995), de Chernatony (2001) and Hatch and Schults (2001). (Hatch & Schultz 2003: 1041, 1046)

There are many definitions for the identity of a company, but what combines all definitions is the description of the basic character of what the company is. For example, the terms *corporate identity* and *organizational identity* have different meanings. An organizational identity refers to what the company's employees think, feel and perceive of the company. On contrast, a corporate identity is a description of the ideal identity, formulated by the company's management, with clear links to the company's vision and strategy. Hence it is a leadership tool for the company's top management. (Hatch & Schultz 1997: 357) In this research, the term *corporate identity* is adopted. By communicating the corporate identity to stakeholders, the corporation can influence first its image and second reputation in the long run (see figure 3), furthermore position itself within the market (Ingenhoff & Fuhrer 2010: 84–85).

The associations of brands are important because when favourable, they help create overall positive brand images and these evaluations are what the consumers remember of the brands. (Lee & Cho 2016: 236) A corporate brand can increase the company's visibility better than compared to product-brands, and it supports the images formed not only of customers but all the stakeholders of the company. (Hatch & Schultz 2003: 1042)

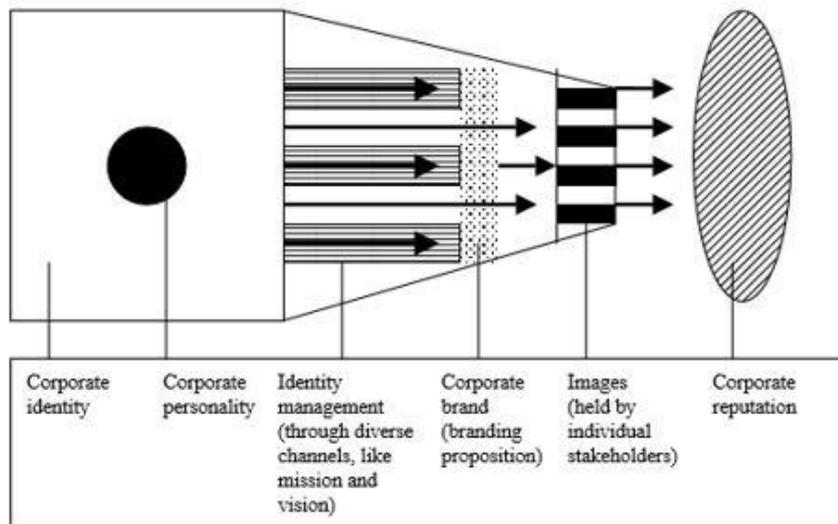


Figure 3. Identity management process and its impact on corporate image and reputation (Ingenhoff & Fuhrer 2010: 86)

Figure 3 depicts how images build the corporate reputation. The single images the stakeholders have of the company can be seen as reflections of the corporate identity that the company has projected. As the figure shows, these images can be influenced, for example with impression management strategies and tactics in a variety of channels. Previous studies from for example Leuthesser and Kohli (1997), Chun and Davies (2001), and Okazaki (2006) have identified the company's mission and vision statements as channels for communicating the corporate identity and values. (Ingenhoff & Fuhrer 2010: 86)

3.3 Crowdcultures change branding

Branding is a process of creating meaning to chosen cultures and appealing to individuals and groups within. Before, branding with branded content worked well for companies when the audiences had limited media sources and the companies could buy the visibility for their brands in magazines, television shows, films and sponsored events. As technologies developed and new ones emerged, people were able to bypass the advertisements and hence the companies had to start creating entertainment themselves, like BMW started creating short films, to gain visibility. This led companies to think that coming up with high-quality entertainment-like branded contents they would gather engaged audiences around their brands. (Holt 2016: 42)

Digitalisation has affected the way cultures work: before the internet a group of people had to meet physically and had limited ways to exchange thoughts but now it is easy to communicate with likeminded people in digital networks and create communities around common interests. Holt (2016) has named this phenomenon “crowdculture”. These digital communities develop the mainstream cultures as well as create new ones. Holt suggests that crowdcultures affect branding as the techniques that worked before, such as the branded content strategy, might not be meaningful in the crowdculture context. Understanding the crowdculture enables meaningful branding for companies. (Holt 2016: 42–43) The crowdcultures can be seen as new stakeholder groups the companies need to consider with their communication. These communities can directly influence the company or have indirect effects on the trends and values in the operating environment of the company. (See Donaldson & Preston 1995)

In the age of social media, the crowdcultures have become the audiences for companies’ branding efforts. Instead of utilising trends, new ideologies enable corporate brands to stand out and appeal to their stakeholders. (Holt 2016: 48–50) Also Luoma-Aho (2010: 6) stresses the importance of knowing the stakeholders in order to manage issues in digital communities. Managing issues requires monitoring the arenas, identifying those messages that indicate problems and solving them before they grow into crises. The social media channels studied in this research are examples of platforms that enable many

different crowdcultures to be formed and affect the issue arenas there. Being aware of the issue arenas the company's stakeholders are present in is also likely to enable the company to provide interesting contents either to these discussions or on their own channels.

According to Holt (2016: 43–45), there are two kinds of crowdcultures: subcultures and art worlds. *Subcultures* can form around any topic of interest, such as food, sports or ideologies. Social media has empowered these groups, and their ideologies, practices and products gain attention and start flourish with little efforts. Crowdculture has made innovators and early adaptors be the same people. *Art worlds*, on the other hand, appear when artists come together to get inspired, learn from each other, work together, challenge each other and come up with ground-breaking innovations. Crowdculture has amplified the art worlds as more participants can be involved and interact with each other in the internet. It is not only artists anymore forming the art worlds but all kinds of cultural actors who can present their ideas, get feedback and make adjustments before bringing new products to the market. Crowdculture enables this process to be fast and the products highly targeted to specific cultures, making them successful. According to Holt, big companies are good in executing massive marketing campaigns but fail to come up with cultural innovations. (Holt 2016: 43–45) The stakeholders of the companies studied in this research are likely to be members in various subcultures as well as art worlds, making it challenging for the companies to create a brand that appeals to them all.

Cultural branding is an alternative to traditional branding when it comes to crowdcultures. In cultural branding, the company needs to identify the distinct ideologies from the mainstream culture that can be seized. The company needs to find the right time to exploit the opportunity once people start looking for alternatives. Crowdculture enables various subcultures to form around the ideology, and the companies then choose which ones to target with their messages. Once the company has found the ideology and target subcultures, it needs to continue providing new angles to this ideology to stay relevant within the subcultures and stay true to the ideology it has adopted. (Holt 2016: 46–48) In this research, the crowdcultures are acknowledged to exist on the social media channels but they are not in the focus. On the other hand, cultural branding toward the crowdcultures among the stakeholders of the companies studied is considered in the discussion.

3.4 Identifying gaps between the corporate brand elements

Hatch and Schultz (2001) have created a frame for company managers to analyse the strength of their corporate brand. This frame is called the corporate branding toolkit. The toolkit is divided into three sections with questions related to the alignment of the brand elements vision, image and culture. The questions aid in finding the problem areas of the corporate brand but does not provide answers how to solve them. (Hatch & Schultz 2001: 130) The corporate branding toolkit provides the frame for this paper's analysis: the vision statement on the companies' websites and images created on the social media channels are compared to see if the messages are aligned.

The first section in the toolkit focuses on the alignment of vision and culture and should reveal if the company's managers and employees think differently. The second section analyses the alignment of the corporate image and culture, which looks at the match between the outside perceptions and internal attitudes. The third section reveals the misalignments between vision and image, that is if the external stakeholders approve the company's actions and plans. The questions in toolkit are straightforward but analysing the brand elements in detail can take time and provide overlapping information as the elements are interdependent. Hatch and Schultz note that the questions should be applied to the company's context, tailored and focus put on the major issues identified. (Hatch & Schultz 2001: 130, 132)

Problems between vision and culture emerge when the vision created does not seem realistic to the employees and therefore it does not receive approval. This can lead to conflicts and mistrust between the management and employees as the managers feel that their subordinates oppose changes and the employees become frustrated and suspicious towards the decisions made. The toolkit reveals if the company-wide values are integrated into the vision so that it inspires all employees in the various sub-cultures that might be present in the company. The questions also consider the differentiation of the company from competition with its vision and culture as these show the characteristics of the company. (Hatch & Schultz 2001: 130–131)

Today, the social media channels enable a fast word-of-mouth and experience sharing. Hence, it is more difficult for a company to build and sustain only positive images among its stakeholders. If the company says one thing but does something else, the stakeholders will perceive an ambivalent image that is not in favour for a company. Therefore, it is important that a company knows what images prevail among the stakeholders as well as where the employees interact with the stakeholders. Even when the images are affected by all information and feelings the stakeholders have of the company, the direct contact point between the stakeholder and the company are the most effective ones. For the alignment between image and culture, the toolkit also addresses if it makes a difference to the employees how the stakeholders see the company. (Hatch & Schultz 2001: 131–132)

The third section of image and vision alignment, the toolkit provides questions to analyse if the vision matches the images external stakeholders carry of the company. Having these aligned requires the company to know, who their key stakeholders actually are and what they really want from the company. Also, the way in which vision is communicated to outsiders is important for the formation of the image. The toolkit considers if the company provides what the stakeholders want from it or if the stakeholders' opinions have been left out when creating the vision. (Hatch & Schultz 2001: 132)

4 DIFFERENTIATED VISION IN CREATION OF CORPORATE IMAGE

In this chapter, the companies' corporate messages targeted to external stakeholders on the company websites and social media channels are analysed to see if the corporate identity and image are aligned. This analysis reveals whether the corporate vision is utilised as a source of differentiation when building the corporate brand. For the analysis, the corporate branding toolkit is applied. The companies studied are Metsä Group, UPM and KONE and their social media channels analysed are LinkedIn, Facebook and Twitter. The companies are listed and handled mainly so that first the forestry companies Metsä Group and UPM are listed in alphabetical order, after which KONE from elevator industry comes as third.

The vision and mission statements shared on the company websites make the first part of the data for this research. Following Collins and Porras' (2008) views, the mission is a component of the concept of corporate vision, so these together comprise the first brand element in the triangle presented by Hatch and Schultz (2001). The posts on the three companies' three social media channels make the second part of the data. Altogether, 280 Facebook posts, 269 LinkedIn posts and 937 tweets were analysed from September–December 2016. The themes and topics discussed in the posts were detected as in this research these represent the current corporate image created on the three social media channels studied. The corporate image derived from the themes and topics discussed comprise the second brand element in the triangle.

For the sake of clarity, the term *corporate image* is used in the analysis to conform the theory and toolkit from Hatch and Schultz (1997, 2001). Nevertheless, this is understood as the same thing as the brand image of the companies as the corporate brands are being built with the communication towards the stakeholders. It needs to be noted that the corporate images found in this research are reflections of the current situation in 2016 and they are formed only on the social media channels studied. Therefore, the resulting corporate image is not the absolute image as all the experiences, contacts and information the stakeholders carry affect the overall image.

The third brand element is the corporate culture. The value statements shared on the company websites would represent this element, however, they are the top management's view of the culture. As corporate culture is much broader concept which would require more research in the companies to get a real overview of what the prevailing values and beliefs actually are, it is left out of this research. In addition, the focus of this research is to analyse the alignment between the corporate identity and image to see if the top management's idea of the company creates similar images among the stakeholders. Therefore, the third brand element in the triangle, the corporate culture, is not relevant in this context.

First, the vision and mission statements of the companies studied are presented and analysed. In the second part, the themes of the posts in the social media channels are analysed with examples. In the third part, the two brand elements are compared to each other to see whether they are aligned or if gaps can be identified. The questions in the corporate branding toolkit are utilised when possible. The questions are presented in Appendix 1.

4.1 Vision and mission statements

All the three companies have a corporate website where they share information about the company and its vision, mission and values. The statements used in this research were gathered in February 2017 and may therefore have changed. The corporate visions of Metsä Group, UPM and KONE are listed in table 1.

Metsä Group's vision statement is brief and it conveys the two important aspects to the company: having customers in focus and being the preferred supplier to them. By creating more value to customers than competition, the company can achieve the position of being the preferred supplier. On the other hand, Metsä Group's mission statement is a more detailed description of what the company stands for. The mission statement shares the focus of the company, the value-adding elements their operations provide and how the company pursues its vision. The statement starts by emphasizing the role of the company's customers, which gives the impression that the company has a customer-centric approach in its operations. The focus is in paperboards for packaging business, which

gives a clear idea of what markets Metsä Group puts the most efforts in. Metsä Group's products are made from fresh fibres as well as they are safe, sustainable and of high quality. These are the value-adding elements. The company also stresses growth and profitability, which are elaborated with cost efficiency and healthy sales prices. In addition to having expertise that competitors do not have, these elements describe how Metsä Group achieves a competitive position in the market. (See Metsä Group 2016)

Table 1. Vision and mission statements of Metsä Group, UPM, and KONE

	Metsä Group	UPM	KONE
Vision	Our vision is to be the preferred supplier of premium paperboards, creating value for customers globally.	As the frontrunner of the new forest industry UPM leads the integration of bio and forest industries into a new, sustainable and innovation-driven future. Cost leadership, change readiness, commitment and safety of our people form the foundation of our success.	Our vision is to deliver the best People Flow® experience, by providing Ease, Effectiveness and Experiences to users and customers over the full life-cycle of the buildings.
Mission	We target at growing profitably together with brand owner, converter and merchant customers globally, in businesses that benefit from our safe and sustainable paperboards. Our strategic cornerstones are focus, growth and profitability. We focus on premium fresh fibre paperboards for consumer and retail packaging. Our profitability is based on superior cost efficiency and healthy sales prices, driven by high-quality pulps and unique technical know-how.	We create value from renewable and recyclable materials by combining our expertise and technologies within fibre based, energy-related and engineered materials businesses.	Every day, around 200,000 people move into cities across the globe. At KONE, our mission is to improve the flow of urban life. We understand People Flow in and between buildings, and we aim to make people's journeys safe, convenient and reliable.
	Metsä Group (2016)	UPM (2016)	KONE (2016)

Differing from Metsä Group's vision, customer-centricity is not visible in UPM's vision but it concentrates on describing the company's capabilities. UPM claims to be the leader and a frontrunner in its industry by being ready and able to change as well as innovate. The company's operations are based on sustainability, as it is a forestry company, but this seems to be a very important and intrinsic theme as it is noted like this in the vision statement. The mission continues listing UPM's actions around sustainability, with which the company creates value to its stakeholders. The vision and mission statements together also define the businesses in which UPM operates in. It is very clear that even though both Metsä Group and UPM are forest industry companies, their corporate visions are very different from each other. (See UPM 2016)

KONE operates in a totally different business and environment than Metsä Group and UPM but it is an industrial company similarly to the other two. KONE's vision stands out as being people-centric. The concept *people flow* is KONE's own creation, and it conveys that the company focuses on moving people around in and between buildings, like it says in the company's mission. The company notes especially customers and users of KONE's products in the vision statement. Also the main benefits for the customers and users are noted already in the vision statements. The mission statement complements the vision by describing the operating environment and how the company aims to deliver the promise given in its vision statement. It is highlighted that KONE operates in cities and works for improving the living conditions in them, with the equipment it produces. KONE provides solutions to people's journeys and makes them safe and reliable. Therefore, KONE seems to be a responsible company who truly values people and wishes to make their lives better by providing them the best experiences when it comes to moving around. (See KONE 2016)

From the vision and mission statements, the key words and expressions, addressed here as the defining attributes, were identified. These are listed in table 2. These attributes were then scanned in the social media posts to find out to what extent the companies communicate their vision to their external stakeholders. The regularity of vision and mission attributes is counted to answer the question of how effectively the companies communicate their vision.

Table 2. The defining attributes of the corporate visions

Company	Metsä Group	UPM	KONE
The defining attributes of vision and mission statements	preferred supplier; global value creation; customer; growing together; safe and sustainable product; focus; growth; profitability; sustainable raw material; premium product; packaging; cost efficiency, healthy sales prices, high-quality; unique technical knowhow	frontrunner/leader; integration of bio and forest industries; new, sustainable and innovation-driven future; innovation; cost leadership; change readiness; commitment; safety; value creation, renewability, recyclability, expertise, technology, fibre, energy, engineered materials	best experience; people flow; ease; effectiveness; experience; user; customer; building; improve urban life, safety, convenience, reliability

Next, the social media posts are analysed to see what themes and topics the companies discuss. In addition, the reactions the posts have received in the channels were noted as these tell something about how appealing the contents shared are to the stakeholders. These numbers are also addressed in the third part of the analysis where the corporate branding toolkit is applied.

4.2 Images created on social media channels

The second part of the analysis focused on the social media posts on the corporate LinkedIn, Facebook and Twitter accounts. The posts were analysed one by one to find out what themes the companies have decided to discuss with external stakeholders and hence how they want to control the corporate image created on the channels. Also, the defining attributes in the vision and mission statements were searched in the posts to see if the companies actually utilise the corporate vision on social media. The abundance of the defining attributes in the corporate vision utilised on social media posts is noted when comparing the three companies.

Once all posts including these attributes were identified, they were categorised according to the themes they clearly talked about. One post can include several themes but the most visible one determined how the post was categorised. Altogether twelve themes were identified from the three companies investigated: achievement, career, collaboration, customer service, development, event, expertise, greeting, IR (investor relations), people, product, and responsibility. These were categorised into three groups, depending on whether the theme describes who the companies are, what they do or how they do their business. The categorisation was done according to the main theme of the post, even if there were also other themes discussed in the same post. The themes identified in the social media posts of all three companies are listed and described in table 3.

Table 3. The umbrella themes found on the companies' posts

Themes discussed on the posts	Explanation of the theme
Achievement	Achievement includes posts, which tell that the company has been recognised and/or awarded for its actions by some external player. This theme goes with responsibility theme as the achievements are mainly being recognised for sustainability work, but also for being the best partner and employer, being innovative, trustworthy and reputable.
Career	Career includes posts about open positions, career stories of the employees and information of what makes a typical workday in the company.
Collaboration	Collaboration theme covers posts that tell about the company collaborating with external players to innovate and to build partnerships.
Customer service	This includes posts where the company clearly addresses a question or comment that someone has given them. These posts show to the stakeholders that the company reacts to their messages by thanking, apologising or commenting otherwise.
Development	The development theme is broad but it works as an umbrella theme for more specific topics, being trends, digitalisation, urbanisation, innovation, change and other developments in own business or in the operating environments.
Event	Event theme covers all posts that are clearly linked to a specific event. These can be events organised by the company or about the ones it participates in. Event posts are usually marked with a corresponding hashtag (#).
Expertise	Expertise includes posts where the company is seen as an expert in a specific area. The posts under this theme describe an issue or topic professionally and gives the impression that company has more knowledge about the issue. Expertise is made visible, for example via questions (what will be...) to which the company answers itself, statements, as well as letting the company's employees share insights.
Greeting	Greeting includes posts that clearly note a special day, such as a holiday or a theme day.
IR	IR theme includes posts that are clearly aimed at the investors. Such posts' focus is on telling about the company's business, its profitability, acquisitions and growth plans, future outlooks and financial figures.
People	This theme includes posts that tell about people, the company's stakeholders, but are not the company's employees or partners.
Product	Product theme includes posts that discuss the company's products or product parts and innovations, when the post's focus is on the innovativeness and characteristics of the product and not innovating in general.
Responsibility	Responsibility theme includes posts that discuss sustainability, climate change and safety. This theme can be related to the actions the company does or in general if these topics arise in other connections in the posts.

Ten of the twelve themes listed in the table were discussed on Metsä Group and UPM's social media channels and all twelve in KONE's. In some cases the companies discussed the theme on some of the social media channels but not necessarily on all of them. This

suggests that the channels would be used for different purposes. The most discussed themes for each company are listed in table 4.

Table 4. The most discussed themes on social media channels

Company	LinkedIn	Facebook	Twitter	All channels
Metsä Group	responsibility, development, product, collaboration	responsibility, development, career, product	responsibility, event, development, product	responsibility, development, product
UPM	responsibility, event, expertise, development	responsibility, event, development, expertise	event, responsibility, development, IR	responsibility, event, development
KONE	people, development, product	people, development, product, responsibility	development, event, IR, people	people, development, product

For Metsä Group, a similar trend was visible on all three social media channels: responsibility was the most discussed theme in almost all months, event being the second most visible theme, career theme was discussed more in September and October and expertise was more visible in October. Only on LinkedIn, development theme was rather frequently discussed in September but not that much in other months. In December, there is a slight difference in the main themes discussed: on LinkedIn and Facebook the themes were collaboration and career but on Twitter responsibility and event.

For UPM, clearly the most discussed theme in all channels is responsibility, which includes all responsible actions related to the environment and society. A similar trend was visible on all three social media channels: responsibility was the most discussed theme in almost all months, event being the second most visible theme, career theme was discussed more in September and October and expertise was more visible in October. Only on LinkedIn, development theme was discussed in September but not that much in other months. In December, the most discussed themes were collaboration and career on

LinkedIn and Facebook, but on Twitter responsibility and event. The abundance of event theme is explained by the various events UPM participated in during Autumn 2016.

All the 12 umbrella themes were found in KONE's social media discussions. The occurrence of these varied from channel to channel. The most discussed theme for KONE in all three channels was development: this is because development theme includes the topic urbanisation, and as it is in the centre of the company's operating environment it is a natural topic to be discussed about. Also other topics, such as development, innovation and digitalisation, were discussed but urbanisation is clearly in the focus of this theme. Other major themes are event and IR in September, product in October and people in November and December.

For KONE, the Facebook contents were pretty much the same as in LinkedIn, but there were more differences on Twitter, even though there was a similar trend of discussing the most about the theme development. Also the theme people was discussed a lot in November and in December. Unlike in Facebook, IR was one of the most discussed themes in September just like on LinkedIn, but also in October on Twitter. In October, product theme was also well visible. A theme that was found only on Twitter was customer service, which was not as much visible in November as the other major themes, but this was visible several times during this month only. Even though ten of the umbrella themes were common for the three companies, the topics related to these themes that were discussed in the posts vary to some extent. The topics under each of the twelve umbrella themes for each company is summarised in table 5.

Table 5. The topics related to the umbrella themes

Group	Theme	Topics		
		Metsä Group	UPM	KONE
Who we are?	Career	recruiting, career stories	recruiting, apprenticeship programs, summer jobs, career stories	workday, recruiting
	Expertise	sustainability, circular economy, forest management	sustainability, circular economy, forest management, presentations, trends	market, development, urbanisation, innovation, building
	Greeting	celebration, theme day	celebration, theme day	theme days, celebration, congratulation for others' achievement
	People	-	-	series of #humansofurbanization stories, users of KONE's products
What we do?	Customer service	-	-	customer experience, apology, exception management
	Event	fair, competition, mill visitor day, conference, national and global events	digitalisation and innovation events, fair, competition, conference, national and global events	investor event, conference, innovation events
	IR	profitability	profitability	acquisition, growth, profitability, development
	Product	product, end-use, innovation, market/business	product, end-use, innovation, market/business	product, innovation, product parts
How we do it?	Achievement	responsibility, innovation, people	sustainability reporting, biodiversity, water, climate, memberships in sustainability leader roundtables	responsibility, innovation, trust and reputation, best employer
	Collaboration	sustainability with NGOs, responsibility and growth with partners, competition	digitalisation events with partners, collaboration platform NIA, innovation and research, start-ups, CSR programs	development, innovation, digitalisation, customer experience
	Development	innovation, digitalisation, trends, change, efficiency, bioproduct mill	innovating, digitalisation and IoT, trends, change, efficiency	urbanisation, innovation, change, development, digitalisation and IoT
	Responsibility	sustainability, biodiversity, circular economy, CSR, food waste	sustainability, biodiversity, circular economy, CSR, safety	sustainability, safety, responsible employer, reputation, trust

There are similarities between Metsä Group and UPM, for example in responsibility theme including topics of sustainability and circular economy, but where Metsä Group emphasised minimising food waste UPM discussed of utilising its product waste to new purposes. For KONE, sustainability was related to providing efficient solutions that consume less energy, time and money for the customers. When it comes to IR, the topic mainly related to this theme was profitability for all companies.

Next, the posts where vision was visible are discussed. The themes are grouped according to their relationship to the company: who they are, what they do and how they execute their actions. The themes describing who the company is are career, expertise, greeting and people. The themes describing what the companies do are customer service, event, IR and product. The themes describing how the companies execute their actions are achievement, collaboration, development and responsibility. All themes are listed and analysed in alphabetical order.

4.2.1 Who we are?

The first category identified from the social media posts for the three companies was sharing who the companies are. This is discussed in career, expertise, greeting and people themes. These are divided into both assertive direct and indirect impression management tactics, of which the theme expertise goes under assertive direct tactic and career, greeting and people under assertive indirect tactic.

4.2.1.1 Career

When it comes to the career theme, the basis for all companies is similar: to tell what it is like to work in the company. The formulation and contents of the posts were different, however, and this theme was visible only in some channels. The career posts shared on Metsä Group's LinkedIn account were mainly promotions of open positions. Nevertheless, Metsä Group shared a video on LinkedIn with more details to the different kinds of jobs there were within the company.

- (1) Millaista on työ Suomen tunnetuimpien brändien parissa? Wc- ja talouspaperin sekä leivinpaperin kulutus kasvaa maailmanlaajuisesti. Metsä Tisuen työn tulokset koskettavat päivittäin miljoonia ihmisiä tehden arjesta helpompaa ja hygieenisempää. Katso uusi video: Työ, joka koskettaa kaikkia. *link (MG LI Post 11 October 2016)

Example 1 shows a post with Metsä Group's own video of the work they do which touches millions of people's lives every day, hence going under career theme. It shares the fact that demand for paper products is increasing globally, suggesting for growth for the company. Also, the post claims that the company's products make people's lives easier and more hygienic, which would imply that the products create value to their users. Metsä Group's vision statement clearly says that they want to create value to customers globally, so in this post the vision is visible.

A different kind of post under the career theme was on Metsä Group's Twitter. This is more an ad hoc kind of a post from a training. The post tells that the training is targeted at the leaders of the company by linking the post to business leadership discussions with the hashtags. The post is a good example of assertive indirect tactic, as it tells one story of how the employees develop their skills in Metsä Group.

- (2) #Business #Leadership - #MetsäGoup's key personnel developing competencies. Today kick-start to #strategy projects! #HR #Metsäjobs (MG TW 21.9.2016)

In example 2, the company tells how they support their personnel in developing their competencies. Instead of formulating the message like this, it has been put into a form of a story – they tell of a training with an example of the key personnel, meaning the management level. By including the hashtag *Metsäjobs* the company attaches this post to the discussion where they also inform of open positions within the company and encourage stakeholders to apply. Developing the skills is likely to improve the employer image of MetsäGroup in the eyes of the applicants as they are promised here that the employer supports developing own skills and capabilities.

Like Metsä Group, also UPM uses career-theme to promote its employer brand. However, UPM seems to use LinkedIn for other purposes more than to tell career-related stories or share open positions. Throughout the data studied, there are only a handful of career-themed posts of which only one included attributes from vision and mission statements.

- (3) “Pressure, change and deadlines are a part of our trade and both employee and employer has to be able to be flexible from time to time. For those who value regularity, finances may not be the right choice. I appreciate the company’s internationality, many career possibilities and low hierarchy.” Read what Maiju Salo has to say. She is also hiring! Check out the open position: *link (UPM LI post 20 in October 2016)

Example 3 shares a career story of UPM’s employee and hence goes also under assertive indirect impression management tactic. In the same post UPM manages to convey vision, promote the employer brand and tell about an open position. Using the voice of an employee and sharing her view gives the impression that people are valued in UPM and that they also value their work and employer, which leads to having committed employees. The employee tells that the job is not easy and they need to cope with pressure, deadlines and change which not only is related to finance side but also can be seen to go with all other functions of the company as well. Hence the people need to have change readiness to succeed in the business environment.

For UPM, sharing its employees’ career stories is the typical way of discussing the career theme. Similar posts with longer quotes from an article are shared in both LinkedIn and Facebook. Example 4 shows another career story but on UPM’s Facebook account.

- (4) Svetlana Liiv started her career at UPM Otepää Plywood Mill in Estonia about 15 years ago when the mill was founded. Today the expanded mill celebrates the opening of a new bio plant. Svetlana discusses the investment project that gave her a chance to teach and learn. *link (UPM FB 11.11.2016)

Example 4 conveys information that an investment was made to UPM’s plywood mill in Estonia and now a new bio plant has been opened there. The opening of a bio plant means that UPM produces sustainable energy. The post uses one of the employee’s voice to share the story, as she has been working in the mill since it was founded. This fact

indicates that UPM has committed employees who wish to develop their skills and learn new things. Another notable thing about this post is that it was published on Twitter under IR theme and the text focused on the investment side of the story whereas this post has been formulated to be lighter content to Facebook purposes.

KONE does not discuss career theme in general in the data collected. The content shared under this theme was about what makes a typical workday in the company in numbers (working hours etc.). These posts did not include vision or mission attributes, so they are not addressed any further in the analysis.

4.2.1.2 Expertise

Expertise is another theme describing who the company is. All the companies discussed expertise and promoted their capabilities as it is important for any company to be seen professional. There were differences but also similarities in how each company promoted its expertise. One commonality between UPM and KONE was posts that reflected that the companies follow the markets and prevailing trends there and act upon the changes.

- (5) KONE's Bill Johnson discusses China's next phase of development, digitalization and service business *link (link heading: Coping with China's slowdown) (KONE LI Post 3 in September 2016)

Example 5 tells that KONE's employee is in an interview sharing insights on what developments will take place in China in the near future. These developments are related to digitalisation and improving services. As the post suggests that Johnson knows what is going on in China, it gives an expert image of the person. The post does not speak of KONE but discussing the market trends in China indicates that KONE is present there and mapping out new prospects. KONE clearly wants to be involved in the development and improve the urban life in China by developing its digital solutions and services.

- (6) Painettu #media muuttuu kuluttajien mukana. The Five Megatrends in Print listaa #innovaatio't osoitteessa upmbiofore.fi *link (UPM TW 6.9.2016)

Example 6 is related to current trends and changes in the paper market. It tells of how media needs to change in order to survive as consumers adapt to new innovations and technologies. The post shows that UPM follows the world around it and which trends affect its operations, showing expertise as well as change readiness alongside the changing consumer preferences. Both examples 5 and 6 go under assertive direct tactic, as they share the capabilities there exists in the companies.

Common to Metsä Group and UPM is showing expertise in some specific area with the words of an employee. This kind of a post both makes the company sound like an expert but also conveys that there are individuals and capable people who make the company successful.

- (7) The latest trends in the healthcare market are shaping new ways of packaging medical products. The appearance of packaging in drug stores is an asset to attract attention, especially when selling over the counter. “Pharmaceutical packages must be reliable, promote the brand in question, preserve their quality on the shelf and in handling, be easy to use and maintain safe consumption,” Christophe Baudry, Commercial Director, Beautycare and Healthcare at Metsä Board, points out. “Packaging can also play a large and helpful part in anti-counterfeiting. With the right tools we can help the consumer to identify whether the product inside is real or fake.”
*link (MG LI Post 5 in October 2016)

Example 7 is not about any product brand but about packaging in a specific market, the healthcare market. The attribute *focus* in Metsä Group’s mission and vision statements is visible here as the company’s focus is on premium fresh fibre paperboards for consumer and retail packaging. The post uses the company’s own expert’s voice to share the facts, giving the content credibility but also story-like feeling. The post also tells how packaging can help consumers identify the realness of the product, thus creating value to the customers. This example is a typical LinkedIn post as it includes a longer text part that has been chosen from the article that is shared in the link attached. Both Metsä Group and UPM share posts like this on LinkedIn and Facebook, like the example 8 shows.

- (8) The Marrakech Climate Change Conference is the next annual meeting of the Parties of the UN’s climate treaty. We can never emphasize enough the role of forests in climate change mitigation. Forests purify water, maintain

biodiversity, produce food and medicine, protect against floods, prevent erosion, bind fine particles, produce oxygen, create landscape and nourish our mind and body. Read the thoughts of Timo Lehesvirta on this important UN FAO Forest Action Day. *link (UPM FB 8.11.2016)

Example 8 is related to UN's climate treaty and an event where all the parties meet and discuss the possible actions to mitigate climate change. This post tells how important part forests play in this. The post does not mention UPM or its actions, which is rare to the company's posts, but stating these facts about the climate benefits of forests gives the company an expert image as it knows this well because it manages forests for business. By sharing this post UPM also highlights that it works towards a more sustainable future, hence the post reflects the corporate vision of UPM.

UPM shared a series of 10 tips on all the three social media channels. These tips do not clearly demonstrate expertise in the industry, but rather are related to the events ongoing in the Autumn, indicated with a hashtag *UPMhack*, where the participants need to pitch their ideas to the jury convincingly. These tips are to help the participants create a winning pitch and by providing this mentoring the company seems like an expert in presenting an idea.

- (9) Let us present the #WorkYourPitch tips, from UPM to you! Your audience has an extremely short attention span – grab its attention within the first minute. #UPMhack (UPM LI Post 27 in October 2016)

The first tip in example 9 tells to go straight to the point without starting off with long stories. The tip works for the events for pitching ideas but also to any issue, as in the 21st century the information flow is massive and people simply do not have as long attention as they had before. If the message does not seem interesting enough right away, the reader will move on to the next message.

As is typical of UPM, it creates its own messages and speaks of the company and its actions. This indicates that UPM does not actively monitor the issue arenas on social media but focuses only on creating own content. Example 10 shows another post of this

kind that promotes the company's expertise in the industry when taking the environmental trends and responsibility into account.

- (10) Population growth place strain on Earth's carrying capacity. UPM's #Biofore strategy answers the challenge. *link (UPM TW 24.11.2016)

UPM has created the concept *biofore*, which represents the combination of bioeconomy and forestry. The concept means change as UPM used to be a traditional forestry company but has adopted a new viewpoint and has transformed into a "Biofore" company. Having a biofore strategy speaks the message that the company has clear plans for leading the industry by integrating bio and forest industries like is states in its vision statement. Putting the biofore strategy and the rising strain on the environment due to population growth to the same sentence, UPM send a message that it works towards a sustainable future that can cover the needs of the growing amount of people without using all scarce resources. Having such a confidence of saying that UPM's strategy is the answer to this global challenge, UPM suggests of having expertise in its business.

On the contrary to UPM, Metsä Group shares on its Twitter account others' tweets. This shows that Metsä Group monitors the issue arenas that take place on Twitter and identify the ones relevant to it. By choosing the tweets that speak good of the company and are related to relevant discussions, the company can build its expertise image convincingly. Example 11 shows that Metsä Group has retweeted Yle's, the Finland's national public broadcasting company's, tweet about the techniques of making clothes from wood.

- (11) Retweeted @yleutiset tweet: Metsästä saadaan vaatteita suomalaistekniikoilla – vanhat farkutkin kelpaavat kiertoon *link (MG TW 13.12.2016)

The post is an example of retweeting and bringing external voice to strengthen the company's messages. Example 11 includes Metsä Group's vision attribute of unique technical knowhow. In the post @yleutiset says that now clothes are produced from forest fibres with Finnish technologies and that old jeans can be recycled as well. Even though the company itself is not mentioned, it says that clothes can be produced from wood with Finnish techniques. Hence Metsä Group is in that business and making fabrics out of

wood fibres, the message is linked to them. This is a clever way of storytelling by sharing someone else's post which does not speak of the company directly but is related to the business the company operates in. This post also promotes sustainability and recyclability as the fibres come from renewable raw materials and old cloth fibres. It is carefully selected tweet to be shared as it does promote the company's unique technical knowhow and hence expertise in this area.

Also KONE is able to promote its expertise with outsider's voice, as example 12 shows.

- (12) Retweeted @BKatusabe: Investing in R&D, new technology & being customer oriented has worked for @KONECorporation. A lot to learn here? *link (KONE TW 22.9.2016)

Example 12 shows a tweet by @BKatusabe who has noted that KONE has been doing well and others could learn from them. The good work done relates to investing in research and product development, acquiring and utilising new technology and really showing customer-focus in all actions. Putting efforts in research, development and technology KONE shows that it is ready to change and develop its offering to be able to provide the customers the best experiences. With better solutions KONE can also fulfil its other promise to improve urban life.

Another example of utilising external contents to build own expertise in is the tweet below from KONE's collaboration partner IBM. This tweet speaks of the company itself but the fact that it has been published by another party increases the expert image of KONE.

- (13) Retweeted @IBM_Electronics: Today 9amPT LIVE *link @KONECorporation connects millions of equip predicting failure before it happens #ibmwow #WatsonIoT (KONE TW 26.10.2016)

Example 13 shares IBM's tweet about KONE connecting its elevators and escalators to digital systems so that they can predict the coming failures. This way the experts in KONE can react before the failure occurs and rectify the issue. This should increase the safety and reliability of KONE's products. Also it aims to improve urban life as less failures cause challenges to the users. This post indicates that KONE uses IBM's technology to

enable the predicting, so collaboration with stakeholders is important for KONE to develop its products and services into better ones.

4.2.1.3 Greeting

The third theme describing who the companies are is greeting. This theme goes also under the assertive indirect tactic, as the greetings posted are casual gestures towards the stakeholders and share stories of the companies related to the theme day. All three companies share greetings on their social media channels, some more than others. For example, KONE shared only a couple of posts where it has noted a theme day and greets its stakeholders.

- (14) Making cities better places to live. Happy #internationaldayofpeace!
(KONE FB 21.9.2016)

Example 14 shows that KONE has found a link between International day of peace and its corporate vision. Even though this greeting has been shared on Facebook, where Metsä Group and UPM generally post long texts, KONE keeps the post simple and short. The post is completed with an image where animated people form the symbol of peace. Combining the text and the image gives the impression that when people living in cities are at peace with each other, the cities are also better places to live. KONE contributes to making life in cities easy and this lessens the friction between people, hence supporting peace and goodwill. This way, this post can be seen to reflect KONE's vision statement.

Also UPM and Metsä Group have identified theme days and greet their stakeholders. However, the days noted are mainly different, so it seems that even though these two companies operate in the same industry, their objectives are not identical and hence also some theme days fit their agenda better than some other. For example, responsibility is clearly a very important theme for UPM and this is reflected in example 15.

- (15) Happy UN Day! Looking for ways to participate? UN's 17 steps here:
*link, we're innovating, too *link (UPM TW 24.10.2016)

In this post, the company's agenda has been cleverly put in a form of a greeting on the UN day. In the photo there is more information of UN's goals for sustainable development addressed to industries and companies. The text in the photo encourages to "think of new ways to repurpose old material", which would be related to circular economy. The post tells that there are 17 sustainability goals and that UPM is participating in innovating new uses for old material, in UPM's case meaning most likely the production side streams (UPM 2019). This post speaks directly of innovating for a more sustainable future, which is in UPM's vision statement.

Metsä Group on the other hand greets its stakeholders on Finland's Independence day and utilises the opportunity to share more details of the company's focus in the coming year, the 100th year of independence. The coming year is important to Finland and a year of celebrating being Finnish, and also Metsä Group points out its operations related to Finland: the construction of the bioproduct mill which is the biggest forest industry investment in Finland, and the Finnish products the company produces. Example 16 conveys the wish and ability to create value to the customers, this time focusing on the Finnish customers in specific. It also highlights that Metsä Tissue's, one of Metsä Group's business' products are safe and sustainable, which are some characteristics that create value.

- (16) Hyvää itsenäisyyspäivää 99-vuotias Suomi! Metsä Groupilla on vahva, Suomalainen identiteetti ja tuleva vuosi on tärkeä myös meille. Kärkiteemoinamme Suomi100-juhlavuodessa ovat tulevana vuonna käynnistyvä biotuotetehdas sekä Metsä Tissuen suomalaiset kuluttajatuotteet, jotka ovat läsnä miljoonien suomalaisten arjessa. *link (MG FB 6.12.2016)

Also UPM has found a value-adding link between its core product and a theme day. Typically UPM shares only its own posts but here it has retweeted the tweet by one of its businesses, named UPM_Papers in Twitter. Example 17 is a greeting on the World Teachers Day and UPM_Paper uses the chance to communicate that by manufacturing paper they help teachers in their work that is highly valued globally. Hence it is related to UPM's product that creates value to the users.

- (17) Retweeted @UPM_Papers tweet: Teachers all around the world are doing amazing work – and we are proud to supply #paper to help them #WorldTeachersDay (UPM TW 5.10.2016)

Metsä Group shares a post of its forest services' (@metsapalvellee) tweet with a greeting on the Entrepreneurs' Day in Finland. As the company's partner entrepreneurs are most likely Finns, it makes sense to greet them in Finnish. In general, Metsä Group posts more in Finnish than in English which would suggest that majority of its stakeholders are Finnish.

- (18) Retweeted @metsapalvellee: Hyvää #yrittäjänpäivä'ä! #Yhteistyö sopimusyrittäjiemme kanssa on win-win: Hyvin tehty hakkuu tuo uusia puukauppoja & töitä. (MG TW 5.9.2016)

Example 18 describes how a partnership with forest contractors is beneficial for both parties as a well harvested forest leads to more contracts with forest owners to Metsä Group and more work to the contractors. Metsä Group benefits of the work that the entrepreneurs do because the company does not have to hire the workers itself but takes care of the promises it has made to the forest owners. When the forest owners are happy with the quality of the harvesting, they are likely to purchase more services from Metsä Group. Collaboration with partners leads to profitable growth for both parties when they both do their part well.

4.2.1.4 People

The fourth theme describing who the companies are is people. However, this theme could be identified only in KONE's posts. KONE shared a series of posts under #humansofurbanisation, which all tell people stories from various cities – all in which KONE most likely operates in.

- (19) Living the sky life – find out why Alexander James chose to live in a high-rise. *link (KONE LI Post 7 in December 2016)

Example 19 tells of a man living in a city in a tall building. The trend driving KONE's operations is urbanisation which means that more people move to cities, leading to the growing need for more and higher buildings. KONE's products improve the experiences of living in these buildings, and hence the company shares the stories of these people living in the buildings and using their machinery. KONE's vision and mission statements note the customers but also users of their products, so telling stories of people living in cities and especially in tall buildings convey the company's people-centric view. KONE wishes to send out the message of how easy and convenient it is to live in the upper floors of high buildings, when the transportation works smoothly. As the posts under theme people are clearly people stories, they go under the assertive indirect impression management tactic.

4.2.2 What we do?

In addition to the companies sharing posts on their social media channels of who they are, they also tell more of what they do. This is described with themes customer service, event, IR and product. The theme customer service goes under defensive strategy as it aims to diminish the harm a failure with KONE's product might cause to the corporate image. The themes of IR and product go under assertive direct tactic and the theme event goes under assertive indirect impression management tactic.

4.2.2.1 Customer service

Customer service is a theme that is found only on KONE's Twitter account six times during the time period of gathering data. The cases are similar, so only one is shared in example 20.

- (20) Thanks @slaqr, and, again, apologies for the downtime. Our colleagues at @KONEamericas are working hard to get this fixed! @MitchellAirport (KONE TW 4.11.2016)

Example 20 shows a reply from KONE to a Twitter user. The user has obviously contacted KONE publicly with @-symbol and not sent a private message as KONE also notes

the person with @-symbol. The post indicates that the user has contacted the company about a failure with its products at Mitchell airport and now KONE apologises for the inconvenience caused. KONE also assures that its employees are already working on it to resolve the issue as soon as possible. This post shows that KONE reacts to customers and users' feedback, which is an important part of creating a positive experience and image of the company, especially when it comes to claim handling. Even if replying to @slaqr on Twitter does not make the situation any easier at the airport, it shows to the person who contacted the company but also other stakeholders that KONE reacts to these contacts and tries to make the situation better. Similar defensive impression management strategy was visible only in one other post by KONE, where the reason for a stakeholder to contact the company on Twitter was also due to a failure. Social media channels enable two-way communication between the companies and their stakeholders, such unforeseen contacts from KONE's stakeholders come as a surprise to the company. The way these situations are handled tell how well the companies are prepared for the risks that social media can cause to the companies. KONE seems to have an implementation strategy in place, of which the mindful adoption and especially handling risk management is under control. (Culnan et. al 2010: 246–247)

4.2.2.2 Event

All three companies participate in events. All of them most likely participate in many kinds of events during a year, but the time period of this research revealed only specific events and happenings which affect the image created. Like Paliszkievicz and Madra-Sawicka (2016: 205) note, telling of the events the companies participate goes under assertive indirect impression management tactic. The way in which the companies presented themselves during these events varied: Metsä Group clearly wanted to seem like an expert, like example 21 shows, but UPM and KONE are more openly asking for help to innovate better solutions. However, also UPM shows expertise like is visible in example 22.

- (21) Quoted @hkalliomaki: Hyvinvointia ja arvoa monella tavalla mm. Suomeen, kertoo Riikka Joukio Uusi puussa, with own text: #MetsäGroup luo arvoa paikallisesti, kansallisesti & kansainvälisesti #arvonluonti #biotalous @RiikkaJoukio @UusiPuu (MG TW 2.9.2016)

Example 21 discusses how Metsä Group creates value. The original tweet by @hkalliomaki says that Metsä Group's employee Riikka Joukio is speaking in an event (@UusiPuu) and says "welfare and value in many ways to Finland among other countries". This is followed by Metsä Group's own tweet, saying that Metsä Group creates value locally, nationally and internationally. By including the hashtags *value creation* and *bioeconomy* the company guides the readers to understand under which topics this post goes and also indicates the discussions it wishes to partake. If the reader does not know Metsä Group from before, the hashtag *bioeconomy* directs to what this value creation is related to. As Metsä Group's employee is speaking in an event, the reader gets the impression that the person is an expert and has hence been invited to speak in the event.

- (22) #Junction2016 hackathon is just days away and #Slush16 is approaching fast too. This is a good time to read a blog post about how digitalisation supports UPM's Biofore strategy. Did you know that the future is bio-digital? *link (UPM FB 18.11.2016)

Example 22 has been attached to the discussions of two events UPM participated during the Autumn 2016: Junction hackathon and Slush. As they both are innovation events where the latest digital technologies are available and in use, this post shares insights to how a forest industry company benefits of digitalisation. Therefore, this post also justifies UPM's participation in these events. The post points out that digitalisation does support UPM's pursue of integrating bioeconomy and forest industries. It also says that the future would be bio-digital, making UPM sound an expert as it knows this and work towards mastering the digital side as well as the bio side. Hence, the post conveys vision attributes of leadership in the industry and creating a new, innovative and sustainable future.

Like already stated above, common to UPM and KONE is also openly asking for help and collaboration partners to innovate better solutions with them. For example, UPM participated in ADIC which is an event targeted at students. Example 23 tells about the

reasons why UPM participated the event. For UPM to be able to innovate and get new ideas, it needs to collaborate with different stakeholders. Such an event provides a natural place to have discussions with students. This post indicates change readiness and willingness to get new thoughts to be able to create “new, innovation-driven future” like stated in UPM’s vision statement.

- (23) ”Students from a variety of fields and nationalities represent a great source of ideas and new ways of thinking. The #ADIC16 innovation challenge is a way for us to open the rigid corporate world and initiate a dialogue between students and UPM”, writes Esa Laurinsilta, the Director of Strategic Partnerships, in his blog post. Read the whole story at upmbiofore.com! (UPM FB 2.11.2016)

KONE, on the other hand, participated in Slush and as is typical of that event, is looking for partners. The event is a meeting place for mature companies and start-ups where they can find common collaboration projects together. As KONE’s expertise is in the elevator products, they might not master the data side so asking for start-ups to collaborate and achieve responsible solutions together is a good way to develop own processes and operations.

- (24) Retweeted @SmartClean_FI: @kimmokuj @KONECorporation asks #startup to help in turning people flow data into actions such as sustainability #slush16 #smartclean (KONE TW 1.12.2016)

The hashtag *smartclean* indicates a side event that took place in Slush in 2016 (Sitra 2016), where KONE’s representative @kimmokuj seemed to be on stage and address the start-ups to innovate new sustainable solutions for them. Also, the term *people flow*, which is in the core of KONE’s vision and mission, is visible in example 24.

4.2.2.3 IR

The theme IR conveys quite well what the companies do. The acronym is derived from term *investor relations*. As these posts are targeted at the investors who fund the company’s operations, the companies face pressure to prove that they make good decisions and are profitable. The investors are looking for to benefit of their investments in the

companies, so they are interested in the financial figures and growth aspects. All the three companies studied shared IR themed posts with similar topics. All posts under the theme IR represent assertive direct impression management tactic (Paliszkievicz & Madra-Sawicka: 2016: 205).

- (25) Kari Jordan: “Compared to the previous year, Metsä Group’s profitability in 2016 was impacted by the lower market price of pulp and the start-up phase of Husum’s new folding boxboard machine. However, this year too we have surpassed the 10 per cent target we have set for comparable return on capital employed”. *link (MG LI Post 1 in October 2016)

Example 25 discusses the profitability of Metsä Group and what has affected it in 2016. Even though the ongoing year (2016) has not been as profitable as the previous year due to lower pulp prices and a new machine not being on full run, the company says that they have nevertheless achieved the target set for comparable return on capital employed. This suggests that the company is profitable anyhow and can achieve even profitable growth when the new machine is fully employed. Investments tell the story of being profitable as the demand needs to be covered with more or better machinery. If the outlooks were not too great, no company would make investments.

Also UPM shares a post related to its profitability. Example 26 focuses on the investments made in UPMs plywood mill and how this affects the production there. By almost doubling the production units, UPM strengthens its leader position in Plywood market in Europe. This post gives the impression that UPM was the leading producer already before the expansion, but they saw developing their assets an opportunity to grow and now the outlook is even stronger. Getting the investment speaks the message of being profitable and aiming for growth, which tell the investors that UPM is a good company for them to invest in and that they would benefit of it.

- (26) UPM strengthens its position as the leading plywood manufacturer in Europe with the recent 40 million euro investment at UPM Otepää Plywood Mill in Estonia. The expansion brings the mill’s production to almost double at 90,000 m³ per annum. Today, UPM Otepää Plywood Mill celebrates the expansion and the opening of a new bio plant. *link (UPM LI Post 14 in November 2016)

KONE tells of its profitability in a different way. It tells about acquisitions and winning deals which reflect that the company is doing well and manages to grow market shares.

- (27) Retweeted @ElevatorWorld: @KONECorporation has won an order to supply 32 elevators and four escalators to One Central in Dubai. *link #Dubai #KONE (KONE TW 15.11.2016)

Example 27 shares the news that 36 of KONE's products will be installed to a building in Dubai. It can be assumed that there had been a competition for the deal but KONE was the best supplier and won. This speaks the message of having high quality products from a reliable company. This post shows that KONE executes its mission of improving urban life one deal at a time. Hence the profitability and growth aspect are strongly visible in this post, which should be of interest to the current investors but also encourage new ones to invest in the company.

UPM and Metsä Group also share their business plans and focus areas to investors. In example 28, Metsä Group tells that it will have a clear focus in its product portfolio in the future.

- (28) Quoted @MetsaBoard with own text: Jatkossa Metsä Group keskittyy korkealaatuiseen ensikuitukartonkiin, jota käytetään kuluttaja- & myymäläpakkauksissa. (MG TW 2.11.2016)

Example 28 clearly conveys what the company has stated in their mission and vision statements: they focus on premium fresh fibre paperboards. Having a strong focus tells the story to investors that Metsä Group has identified the markets they want to operate in and will use their resources to produce high quality products. This will guarantee their profitability which should attract investors. Like Metsä Group, also UPM shares some of its focus areas. As UPM has many business areas, they all need to share information about their way forward. Example 29 shows UPM Paper Asia's focus plans in an event targeted to investors specifically.

- (29) UPM Paper Asia EVP Bernd Eikens: Growth focus on attractive segments #UPMCMD *photo with a list of focus areas for the business (UPM TW 1.9.2016)

The tweet indicates that UPM Paper Asia is doing well and has the possibility to grow. This message is strengthened by the text in the photo, saying that UPM operates world class cost competitive assets, has a global leadership position in labelling materials and is among the largest paper suppliers in Asia Pacific. These all suggest of the company being a frontrunner in the industry but also in position of cost leadership. The text in photo also discusses UPM being a global industry leader in safety and sustainability. This is the only time when safety is discussed on UPM's Twitter account.

- (30) CEO at #KONEcmd16: "We have a clear roadmap on how we will continue to bring more value-adding solutions to customers" (KONE TW 28.9.2016)

In example 30, KONE tells about its focus being in having clear plans for providing more solutions to customers which create value to them. By saying that KONE will provide more solutions indicates that the company is committed to innovating and developing new products and services or improving the current ones. These aim to provide great experiences to all customers and users, which is stated in KONE's vision. Instead of speaking of specific markets or investments, KONE focuses on value creation to its customers and people living in cities. This is a proof of realizing the corporate vision.

4.2.2.4 Product

All three companies post about their products from different angles, but all posts represent the assertive direct impression management tactic. The first angle is to represent the product as a solution, and especially a sustainable one. In example 31, Metsä Group discusses the market development when it comes to wine packaging and how they answer the need for sustainable solutions.

- (31) Bag-in-box packages are gaining more and more foothold in some of the largest wine drinking countries in north America and Europe. Box-wine packaging will enjoy the most significant growth in mature markets, while the area will grow more speedily in developing countries. Both categories, however, share the need for more sustainable packaging solutions. Metsä Board's patented Elevated drink box may be a potent solution to this need. *link (MG LI Post 14 in November 2016)

This post describes the focus on fresh fibre paperboards for consumer and retail packaging that Metsä Group has stated in their mission statement. The post introduces the company's packaging product that answers to growing demand of box-wines, suggesting growth for the company in this market. This would mean that the company is able to not only maintain its profitability but to grow as well when more of the product is demanded. The post makes it clear that Metsä Group offers a sustainable packaging solution, but Metsä Group only modestly suggests this product being "a potent solution to this need".

On contrary to the modesty of Metsä Group, KONE states in a more daring manner that their products offer a fast solution to move in a building in New Zealand. Typically, KONE names the product in question, but for this post this is left out, so the end-result is given more emphasis.

- (32) A faster ride to the top of New Zealand *link (link heading: Sky Tower Auckland, New Zealand – Faster, greener, stronger!) (KONE LI Post 1 in September 2016)

Example 32 is related to the lifts KONE produces. The post says that with their elevator installed in the Sky Tower in Auckland, people can get from ground to the top much faster than obviously before. The message is that KONE can provide effective solutions that are convenient for the users. In the link heading the elevator is described as "faster, greener and stronger", where "greener" is related to being more sustainable solution. The post does not reflect exactly what makes the elevator more sustainable, but as it can take people up and down in less time, it is likely to be more efficient and consuming less energy. For being more sustainable, the product is also a responsible choice.

UPM also shares a post about its sustainable solution to transportation. In example 33, the product is named and it being renewable made clear, but the emphasis is on how the expert creating the product experiences his innovation in use.

- (33) First journey using pure renewable diesel UPM BioVerno was special to family man Ville Vauhkonen. At work, Ville is a researcher and product specialist of UPM's wood-based advanced biofuels. Read all about Ville's shared journey. *link (UPM LI Post 14 in October 2016)

In this post, the commitment of UPM's employees is visible. The post shares a story of a talented man who has been innovating a sustainable product to replace fossil fuels, which is now in use. Using the product also conveys the value of the product – it works as well as fossil fuel but is a sustainable choice, produced from renewable raw materials. This type of a post is the typical way for UPM to raise its personnel and their expertise, while still promoting some other element of its vision or mission.

Another angle from which the companies discuss their products is the actual value the products bring. UPM tells of the increasing consumption of logs in construction due to the benefits of the wooden material.

- (34) The popularity of log construction is increasing especially in public projects. The rise is due to the health benefits, ecological aspects and long life span of log houses. *link (UPM FB 6.10.2016)

Example 34 tells about one of UPM's businesses, UPM Timber, and how its products create value to users. The logs are made from sustainable raw material but in addition log buildings last long and are healthier environments compared to other building materials. In Finland the in-house air conditions have been heavily discussed during Autumn 2016, so pointing out this aspect shows that in this case UPM has monitored the issue arenas and what its stakeholders are concerned about and shows that it can answer to those concerns.

Whereas UPM tells more widely why its product has faced increased demand, Metsä Group and KONE speak of the benefits of a product made for a specific purpose. For Metsä Group, the product is developed for making food easily.

- (35) Metsä Tissueen SAGA Suomi toi markkinoille kertakäyttöisen paistovuokan, jonka sisäpinta on vuorattu leivinpaperilla. Käyttövalmis paistovuoka ei vaadi voitelua ja mikä parasta, sen voi kierrättää kompostijätteenä. SAGA Paistovuoka on lyömätön tuote silloin, kun leivottavaa on paljon tai kun leipoo myyjäisiin tai tuliaisiksi. Vuokaa saa Keskon myymälöistä ja Tokmannilta tästä päivästä alkaen. Lue lisää [*link](#) (MG FB 1.9.2016)

The example 35 tells of a new biodegradable product added to the product brand SAGA portfolio. This oven tray is told to be ready-to-use without the usual preparations of greasing the tray before the food or dough can be put in the tray. The other benefit stated is that the user can recycle the tray among other biowaste after using it. The post works as a good example of how Metsä Group realises the value it creates to its customers as easy to use, sustainable products.

Like Metsä Group, also KONE points out the benefits its elevator provides to the customers and users of the products. This example utilises the voice of an external stakeholder.

- (36) “With this advanced equipment, that means a saving of more than a million working hours during the project,” says Mr. Wang Wuren, Deputy Chairman and General Manager of CITIC Heye Investment Co., Ltd. (China Zun developer) when asked about the benefits of KONE JumpLift [*link](#) (link heading: “There must be a better way” – How to speed up construction time without compromising safety?) (KONE LI Post 4 in October 2016)

Example 36 shares a quote from the Chairman of an investment company about the benefits they get by using KONE’s products. As he describes, they manage to save a great amount of time during the construction phase, which makes the customers’ work more efficient and convenient but also saves the investor’s money. KONE’s elevators provide reliability but also safety to the construction workers, as the link heading proposes. Therefore, KONE’s product is not only effective but also a responsible choice. Constructions

are an important part of urbanisation as new buildings mean more residents, offices and business. Therefore, improving the construction phase with better solutions KONE improves urban life, as stated in its mission.

The third angle for promoting products is representing them as innovations. KONE conveys its innovativeness by using the hashtag *worldsfirsts*, indicating that nobody else has done this before.

(37) We've installed the world's first curved escalators at Hamburg's #Elbphilharmonie concert hall *link #worldsfirsts (KONE TW 19.12.2016)

Example 37 tells of the world's first curved escalator in Hamburg concert hall. The new shape of the product is a sign of innovating and developing the already existing products, which shows ability to change and improve own operations. By providing newly shaped escalators KONE is able to install its products to various kinds of locations, such as architecturally impressive buildings, where the regular escalators could not be installed. This benefits both KONE and the new buildings as they will have more possibilities to move people around, providing the visitors of the building easier and more convenient experiences.

Also UPM speaks of being innovative via its product GrowDex, which belongs to biomedical industry and hence is not a typical product in the forestry businesses. Example 38 tells of the company's ability to transform and find new business areas and end-uses made of wooden raw materials.

(38) GrowDex is one of UPM's product developments that show the forest industry's ability to transform. *link #lifescience (UPM TW 3.10.2016)

The post reflects UPM's vision statement well as GrowDex is an actual proof of the company being able to transform from what is used to be and innovate new end-uses. GrowDex is hence an example of integrated bio and forest industry together. In addition, this post conveys that the company is a frontrunner and really dies innovate a more sustainable future.

Metsä Group, on the other hand, introduces one of its products that is not very well known in Finland. The post tells that this product is the result of a lot of development and research, which indicates that the product has some innovative features making it highly demanded in some markets.

- (39) Quoted @MaasTul tweet: Metsä Boardin Kemin kartonkitehtaan #Kemiart tuntematon Suomessa mutta Kemi-laatua halutaan Yhdysvaltoja myöten *link” with own text: @MetsaBoard’in ”Kemi” on kovaa huutoa Yhdysvaloissa. Kemissä valmistettava #ensikuitu’laineri on pitkän kehitystyön tulos. #kartonki (MG TW 23.11.2016)

Example 39 tells about Metsä Group’s paperboard product “Kemi”. Even though it is unknown in Finland, in the United States of America it is on high demand. The quoted tweet speaks of a high-quality product, which resonates with high quality pulp stated in Metsä Group’s mission and vision statements. The product is a paperboard innovation that tells of the company’s focus being in this product category with safe and sustainable products. Even if the product is not well-known in all markets where the company operates in, it indicates that the demand is growing in other markets, meaning profitable growth for Metsä Group. The post manages to include various vision attributes, being focus, quality, profitable growth, and safe and sustainable product.

4.2.3 How we do it?

The companies engage in a variety of actions that reflect of the values of the company. How the companies have chosen to conduct their business is described with achievement, collaboration, development and responsibility themes. The themes achievement, development and responsibility go under assertive direct tactic and the theme collaboration under assertive indirect tactic.

4.2.3.1 Achievement

The companies have shared news of achievement in several ways. The achievements are notices by an external party, such as a non-governmental organisation or a global index

that are used as a prove of either responsible or sustainable actions. According to Paliszewicz and Madra-Sawicka (2016: 205), sharing of the company's achievements is an assertive direct impression management tactic. The achievements of UPM and KONE are mainly related to responsibility, and more specifically sustainability. Examples 40 and 41 show posts of UPM and KONE receiving positions in the CDP's Climate A list.

- (40) We point the way towards new climate goals together with other #ClimateAList companies recognized by CDP. *link (UPM TW 25.10.2016)
- (41) 2016 marks the second year we've earned a place on the Climate A List by CDP, the international not-for-profit organization that drives sustainable economies *link (KONE LI Post 9 in October 2016)

Even though UPM and KONE operate in totally different businesses, they both have achieved an acknowledgement of being a responsible player of the society who take actions towards mitigating climate change. The way the two companies tell of the achievement are different: in example 40 UPM uses the acknowledgement for promoting its leadership position whereas KONE, in example 41, explains to its stakeholders what this achievement means. Both posts reflect the visions of the companies: UPM as the industry leader and frontrunner working for a sustainable future and KONE as a people-centric company. This achievement promotes both companies' image as a responsible and reliable company.

Both UPM and KONE share also other sustainability-related acknowledgements. Example 42 shows that UPM has been listed in the European Dow Jones Sustainability Index for the fifth time: as the name of the list suggests, it lists the best companies in Europe that have worked for sustainability.

- (42) Great news from UPM! We have been listed as the industry leader position in the Dow Jones Sustainability Europe Index for the fifth time in a row. Committed people are behind this excellent result. They ensure that all operations are run responsibly, efficiently and innovatively. The motivation at UPM is high, and it's great that it is valued by our stakeholders, such as RobecoSam, who recognises companies across all industries that outperform their peers in sustainability metrics. *link (UPM FB 8.9.2016)

Receiving a position in the list gives UPM an industry leader position when it comes to sustainability. The post indicates that achieving a position in this index is a sign of being better than UPM's competitors in sustainability issues, hence being the industry leader. The post gives credit to UPM's employees of being the ones doing the work which has led to UPM receiving the recognition. The people in the company are committed and motivated, which leads to them achieving results and being innovative.

KONE, on the other hand, shares news of its sustainability report being chosen as an exemplary documentation of sustainability work by a non-profit organisation. This is shown in example 43.

- (43) Our Sustainability Report was awarded as the NGO's choice of the year in Finland by Greenpeace. Read more on how we make cities better places to live: *link (KONE LI Post 11 November 2016)

KONE's business is producing elevators and escalators and it operates in cities. Hence, the first impression of such a company is not being interested in sustainability matters. Therefore, posting of having a sustainability report and being awarded for that promotes the company's reliability and responsibility. By focusing on sustainability matters the company also makes the urban life more sustainable. KONE posts also of a different kind of achievement, being chosen as Finland's most reputable company. The tweet in example 44 shows the achievement.

- (44) Retweeted @maxalfthan: Finland's most reputable company. Very proud to receive this award on behalf of @KONECorporation #luottamusmaine (KONE TW 16.9.2016)

The news is shared as a retweet rather than tweeting from the corporate account directly. This indicates that this achievement is not as remarkable as being listed in the CDP's climate list, but still worth sharing. On the other hand, retweeting shows that KONE monitors the channel and shares relevant contents to it. The hashtag attached says trust and reputation. The post indicates that KONE has been able provide reliable products and services to its customers, which has led to customers trusting the company and it gaining good reputation. Getting a reward would suggest that KONE has provided the best people flow experiences to its customers, like it says in KONE's vision.

4.2.3.2 Collaboration

Collaboration theme is visible in all companies' posts, but the topics and contents have variety. However, also similarities could be detected. The collaboration themed posts go under assertive indirect impression management tactic, because these posts tell stories of how the companies work together with other players and do not directly address the capabilities the companies have (Paliszkiewicz & Madra-Sawicka 2016: 205).

KONE discusses its vision attribute of providing the best experience to its customers and the end-users by collaborating with other players. Examples 45 and 46 both reflect this. The post in example 45 includes a video, but the text already goes directly to the point why this collaboration exists without having to see the story in the video.

- (45) Sailing with the best. This video tells the story of #KONE and shipping group #STXFrance *link (KONE TW 12.10.2016)

Example 45 tells of the collaboration between KONE and a French shipping company. The attached video shows the interiors of the ship and the elevators KONE has installed there. The text compliments both companies by writing "sailing with the best", where the shipping company is made the best in its area and KONE in the equipment side. The post conveys that these two together can provide the best experience to customers taking a cruise on the ship. Another example of collaboration is between KONE and its partner Salesforce. Salesforce's expertise lies in customer relationship management (SalesForce 2018), so this collaboration enables KONE to provide better service experiences to its customers.

- (46) We have teamed up with Salesforce to deliver faster, smarter and more personalized service for our customers worldwide. Hugues Delval, SVP and head of KONE's Maintenance Services Business explains some of the details behind the news. *link (KONE LI Post 16 in November 2016)

Example 46 tells that KONE has started collaboration with Salesforce which the company expects to lead to improved services to KONE's customers. The post reflects the customer focus KONE has in its vision statement and here the company aims to providing

better service experience by collaborating. Collaborating with a customer relationship management expert provides ease and convenience for KONE when it can have the guidance and tools from an expert as well as to the customers when being in contact with KONE is easy and smooth for them. Both examples from KONE highlight that there are various stakeholder groups who are important to a company: its customers and end-users of the products but also the other companies from totally different businesses who become its partners.

Like KONE, also Metsä Group aims to provide its customers quality by having long term partnerships with harvesting entrepreneurs.

- (47) Hyvää Yrittäjän päivää arvokkaat kumppanimme! Talven kiivaimpina puunkorjuuaikoina Metsä Groupilla on metsässä yhteensä 3500-4000 työntekijää. Heistä 97 prosenttia on sopimusyrittäjiämme ja heidän työntekijöitään. Meillä on sopimussuhteita yrityksiin, joissa ensimmäisen sopimuksen on tehnyt isoisä ja nyt neljäs polvi jatkaa yhteistyötä kanssamme. Pitkäjänteinen yhteistyö tarkoittaa sitä, että voimme luottaa yrittäjiimme. He tietävät aina, mitä Metsä Groupin laatu edellyttää. (MG FB 5.9.2016)

Example 47 starts as a greeting to the partner entrepreneurs on the Entrepreneurs' Day in Finland. However, the main focus in this post is on collaboration and therefore this post has been categorized under collaboration theme. The post tells that 97 percent of the workers during the most hectic harvesting are partner entrepreneurs and their workers, with whom the collaboration has been ongoing for many generations. Long collaboration has enabled both sides to trust each other and the quality of harvesting to remain on a high level as the workers always know what Metsä Group expects from them. In Metsä Group's case, partners form a crucial stakeholder group of whom Metsä Group is dependent on in order to be able to harvest enough wood and serve all their customers, not to mention being able to grow, like mentioned in the mission. Another attribute in Metsä Group's mission and vision is high quality: for the pulp and end products being of high quality, the forest management and harvesting need to be done right to ensure the quality of raw material. Therefore, it is very important that all areas of the value chain are handled well. This is a commonality with UPM as well, who also needs to collaborate with

entrepreneurs to ensure the supply chain of wood is responsible and of high quality as the company expects and promises its customers. This is visible in example 48.

- (48) Resource manager Pekka Pöllänen writes about the important role UPM key entrepreneurs have in ensuring the sustainable supply chain of wood. “We work in forests year-round. Almost all of the work related to these functions...” *link (heading: Key entrepreneurs form an essential part of our responsible supply chain) (UPM LI Post 51 in September 2016)

This post discusses the partnership with forestry entrepreneurs, without whom UPM could not serve all customers who need wood. It is not enough that UPM has others do the harvesting, the quality of their work needs to be on the high level UPM promises to its stakeholders. Sustainability is important to the company, so it expects the entrepreneurs to value it as well. The post does not tell much, but what it manages to convey is the commitment of the key entrepreneurs and the expertise they and UPM share for being able to manage the forests sustainably.

Another example of Metsä Group collaborating with players in the value chain is visible in example 49.

- (49) Wisdom in collaboration with Arizona Chemical. Arizona Chemical, world’s leading innovator in sustainable chemical solutions, included us in their Sustainability Report 2015. Why? “Together the forest industry value chain actors turn renewable raw materials into innovative high value-added products in an efficient, intelligent and sustainable way.” Metsä Group delivers tall oil and turpentine to Arizona Chemical. We agree, that the value chain is about industrial symbiosis that makes it possible to use the world’s best raw material, northern wood as efficiently as possible.” *link (MG LI Posts 2 in September 2016)

The post tells that Metsä Group’s customer Arizona Chemical has included Metsä Group as a sustainable player in its Sustainability report. The post highlights the importance of collaboration between the various players in the forest industry value chains so that all raw materials can be as efficiently used as possible. The post compliments both companies as being responsible for contributing to sustainability.

Some collaboration themed discussions are related to innovating. For example, UPM discusses collaboration with start-up companies in general for innovating to be possible. This is visible in example 50.

- (50) Jyrki Ovaska, Executive VP, Technology: Collaboration with #startups is key to #innovations at UPM #slush2016 *link (UPM TW 29.11.2016)

The post shares a link to UPM's own article with more information of how UPM collaborates with start-ups. The hashtag *slush2016* tells that this post is related to the event and the themes that are highly visible there: start-ups, innovations and collaboration. The post conveys the message that UPM innovates itself but also collaborates with its stakeholders to enhance its business prospects in areas where UPM's expertise may not lie in. Participating in such events as Slush sends out the message that UPM is able to change and willing to innovate in collaboration with smaller start-ups.

Another example from UPM of innovating in collaboration is visible in example 51. This post discusses a specific end-use to which the innovating is focused on.

- (51) UPM and Yara Finland will start cooperation in developing fertilisers out of forest industry side streams, ash and sludge. The need of supplementing the recycled fertilisers by mineral fertilisers will be studied to enhance the efficiency in plant nutrition. The forest industry side streams contain valuable nutrients which suitability will be tested in the field trials. The aim is to offer a safe nutrient solution with minimum environmental impact. It's time to roll up our sleeves. Read the press release at upm.com. *link (UPM LI Post 9 in November 2016)

Example 51 discusses a research project to utilise UPM's production waste in fertilisers in collaboration with Yara Finland. Putting the waste into use is circular economy at its best and an important topic to UPM as it aims to reach a zero solid waste target by 2030 (UPM 2019). Circular economy goes under the responsibility theme and is an important topic to UPM but also one focus area of the Finnish government (Valtioneuvosto 2018) which is likely to have a boost for companies working around circular economy in Finland. Finding new solutions for production waste will create a more sustainable future, as stated in the vision statement. Also safety is reflected in this post: UPM's vision states

that safety of its people is in the core of the company's success. Here safety is related to the solution under development, however: safety is related to not only the people working on the research and product development, but also all the end-users (farmers) and all people living in the communities.

Also Metsä Group posts of collaboration related to end-uses, like is visible in example 52. However, this post does not mention any specific partner but rather emphasizes the raw material and the innovative end-uses that can be produced from pulp.

- (52) Until recently, ideas of running pulp production on a vast scale and of using wood as raw material for clothes, musical instruments, the interiors and upholstery of cars, and the surfaces of household appliances, seemed Utopian. Now they are about to become reality. *link (heading: pulp processed into new shapes in the hands of partners) (MG LI Post 12 in September 2016)

In Metsä Group's vision and mission statements is stated that they target at growing together with their customers and they use fresh fibres as raw material in their products. These both elements are visible in the post. The link heading supplements the post and explains that other players in the value chain use Metsä Group's product, being pulp, and refine something out of it.

4.2.3.3 Development

The development theme has the most variety of topics discussed of all the twelve umbrella themes. The topics discussed range from changes in the market, innovating and trends to investments, resource efficiency and developing technologies. For Metsä Group and KONE, the development theme includes the most unique topics for only them: the investment project of the bioproduct mill for Metsä Group and urbanisation topic for KONE. For UPM, there were no topics emphasized to the same extent under this theme as is for the other two companies, however, there are many topics UPM discusses under development theme. The development themed posts go under assertive strategy but can represent both direct and indirect impression management tactics, depending on the topic the post discusses.

Innovation is a topic common to UPM and KONE. For KONE, one post indicates that innovation is in the core of the company. This is visible in example 53.

- (53) A vision for innovation. Read more in the newest issue of People Flow magazine. Out now. *link (KONE FB 2.12.2016)

Example 53 encourages readers to read KONE's newest magazine, where the core theme seems to be innovations. This kind of company publications tell stories and news about what is going on in a company, so this post indicates that KONE is focusing on innovating. With innovations KONE can have better products and services, which help them improve urban life and create value to customers and the end-users of its products.

Both KONE and UPM discuss their innovative products. In example 54, KONE tells that it has innovated escalators with different shapes than the usual.

- (54) New possibilities for vertical travel *link (link heading: The world's first arched escalators) (KONE LI Post 10 in December 2016)

By speaking of new possibilities, the company indicates that this has not been possible before but now KONE has been able to innovate new features to their basic products. When the escalators' shape can be transformed, they are easier to install in various locations that would have been impossible before. This also enables architects to design buildings more freely when knowing that moving around in them is possible. By this innovation KONE executes its vision by providing better experiences to people living in cities, making their life easier and more convenient.

- (55) A vanishingly thin #labeling solution makes it possible to label cans sustainably. Innovated by UPM #upmraflatac *link (UPM TW 9.12.2016)

Example 55 shows UPM's innovative product. The post tells of one of the UPM's business', UPM Raflatac's, labelling product that is described to be thinner than what is common. In this post, UPM shows that it innovates new sustainable products that create value to customers, as a thin label requires less raw materials.

Common to both UPM and KONE is also developing their ways of working and trying out new approaches. Both companies participated in a hackathon, which focused on their challenges, to which the participants innovated solutions for. In example 56, KONE discusses its participation in REDIHACK and in 57 UPM discusses its reasons to try out a hackathon approach with its partners. These posts represent the assertive indirect tactics as they are put in a form of a development story and are also related to events they participated in.

- (56) Quoted @SRVYhtiot: @JussiHerlin kicking off day 2 of #REDIHACK: Cities are made out of people – how to Make People flow as good as possible? @KONECorporation” with text: “We’re excited to be part of the #REDI project, which represents a completely new way of thinking for #construction and #urban development” (KONE TW 20.9.2016)

Example 56 tells of a two-day event REDIHACK where KONE’s representative participated. As hackathons need a challenge to which the “hackers” start looking for solutions, it seems that KONE has given the challenge as Herlin from the company has been quoted. KONE’s own text tells that there is a totally new approach used for the construction of REDI and hence for urban development. Being part of this project is a prove of KONE executing its mission of improving urban life and providing the best people flow experiences to their customers and elevator users.

- (57) “Because of the global nature of our business, we generate huge amounts of information every day. IoT enables us to gather data at every stage of our operations – often in areas that would have been invisible in the past. That’s why we’re excited to be running a new ‘hackathon’ approach alongside our partners Tieto and IBM”, writes Turkka Keskinen, CIO at UPM in @Tieto guest blog. Read more *link (UPM LI Post 31 in October 2016)

Example 57 is related to the event Junction Hackathon where UPM participated in Autumn 2016 with its partners Tieto and IBM. UPM is not a technology company so collaborating with two companies who have expertise in utilising data is important to find new solutions for UPM’s business. As Keskinen explains on the post, trying the hackathon approach is something new to UPM, and taking this step speaks the message of change

readiness. Participating with partners also provides a good learning experience, which could lead the company to develop its technologies and technological skills in the future.

Metsä Group, on the other hand, discusses a lot about its investment in the bioproduct mill. As this is an investment as well as a development project, all posts that are related to the bioproduct mill are categorised under the development theme. Examples 58 and 59 both are related to the mill but share more details of what is being developed.

- (58) The most important new operating models and technologies of the Metsä Group's bioproduct mill involve the recovery line. "It is pretty grand to be involved in the implementation of the biggest-ever forest industry investment in Finland. No one has ever done this before, we are creating entirely new standards for the industry..." *link (MG FB 23.9.2016)

Example 58 tells that the new technology in question is the recovery line but does not tell any details about it, leaving the reader wanting to know more about it. There is the possibility that there is more about this behind the link, so this post encourages to open it. The post uses an expert's voice to tell that the company is a frontrunner in the business setting new standards for competitors as well. This gives Metsä Group an expert position. This post is related to the attribute of having unique technical knowhow. Example 59, on the other hand, discusses the development in the product portfolio of the company produced in the mill under construction.

- (59) Quoted @biotuotetehdas: Tehasta pukkaa: Biotuotetehtaan napanuorassa *link with text: Tulevaisuudenkuvissa Nelostielläkin voisi pian tankata #äänekoski'laista #biopolttoaine'tta. #EcoEnergy (MG TW 28.10.2016)

This post describes the outcomes of Metsä Group's development project, construction of the bioproduct mill in Äänekoski. This has been so far the biggest forest industry investment in Finland and as the name suggests, the mill will produce various products out of wood once ready. By using the hashtag *ecoenergy* the company emphasizes that the bio-fuel the mill will produce is sustainable and an ecological choice. The massive investment in this development project is another evidence of the company's profitability and aim to grow in the markets it operates but also gain share from new markets as well.

Urbanisation is a topic unique to KONE. This topic has been placed under the development theme, but it could also be seen as a theme of its own. However, in this research urbanisation is seen as a trend and development in the living environments and hence is categorised under the theme development. KONE posts clearly the most about urbanisation, reflected in example 60.

- (60) What's your favorite? *link (link heading: The 10 Best Cities to Live In (2016)) (KONE FB 16.9.2016)

Example 60 shares a link which lists the 10 best cities to live in. This post is a good example that KONE does monitor the issue arenas in the internet and can find contents that are relevant to it and its stakeholders. KONE addresses the readers by asking, which of the cities they prefer being the most convenient one. Urbanisation and living in cities are in the core of KONE's mission and its posts revolve around these topics a lot. Most likely KONE operates in all or at least some of the cities that have been listed in the article, so KONE has been working on improving the urban life in these locations and hence shares this article in specific. This post and all others which discuss urbanisation are examples of utilising assertive indirect impression management tactic as these posts do not note KONE's capabilities directly but are rather stories related to the company.

Circular economy and handling production waste is an important topic to UPM. Example 61 discusses the development made in the company's production processes to lessen the amount of waste produced and hence is as example of assertive direct tactic.

- (61) The increasing volume of online commerce, smaller packaging sizes and bigger selections are changing the priorities of packaging. Efficient use of materials is growing in importance. UPM has worked hard to increase the sustainability of its labelling material products. "We have improved our paper release liner recycling and developed thinner labelling products that will decrease the amount of waste." More about the global trends of packaging *link (UPM FB 22.9.2016)

Example 61 tells about the ongoing change in packaging business. It says that efficient raw material usage is appreciated by the customers and UPM has worked to improve its production so that they can recycle their production waste better and create less waste by

product development. Creating less waste and recycling the amount that is unavoidable is an act towards a more sustainable future, as UPM's vision guides the company. Circular economy and using waste for other purposes is an important trend helping to achieve this goal. This post also tells that UPM has developed both its operations and products, which shows change readiness and ability to innovate.

UPM also discusses resource efficiency and development actions to become more efficient. This is visible in example 62 below.

- (62) When it comes to saving energy, a simple act can have a big impact. Sometimes all it takes is closing the door when it's cold outside or switching off the lights when there's no one in. The future of the paper industry – with renewable energies and smart technical solutions at the front – will bring unprecedented reforms to energy consumption. We all need to stay alert and keep up with this progress. Read to find out more about smart sensors and how they can help to save energy. (UPM FB 13.10.2016)

Example 62 discusses the importance of saving energy both for individuals and industrial companies. The post indicates that the future paper industry is more sustainable than the public has thought of because of more supply of renewable energy as well as new technologies enabling corporations to save a lot of energy. This indicates change readiness and developing own processes into more efficient ones. The reader gets the impression that UPM is an expert in this area, as it does recommend to read more about smart sensors from the link.

4.2.3.4 Responsibility

Responsibility is a theme visible especially to UPM and Metsä Group but also to a lesser extent to KONE. For the forestry companies, the theme was mainly related to sustainability. For KONE as well, sustainability was visible but not to same degree. All responsibility themed posts go under the assertive direct impression management tactics as they tell of the companies' values and ways of operating. Example 63 is from UPM and it speaks directly of creating a sustainable future and creating value from renewable and recyclable materials.

- (63) Our most important input on climate work is our Biofore strategy. We aim to replace fossil fuels and raw materials with renewables, maintain forest carbon sinks, promote biodiversity and continuously improve the resource efficiency of production. Due to our climate actions and transparent climate reporting, we are recognised by CDP for the eighth time in a row, this time on Climate A List. *link (UPM LI Post 43 in October 2016)

All the elements to focus on are issues that have been on debate widely in the national media and forest industry companies need to convince the public that they are not destroying the nature and polluting the air and waters. Especially when talking about the climate change, the discussion of carbon sinks has been vivid and different views on harvesting forests have been brought up heavily. This post does not comment further how the carbon sinks are maintained but, nevertheless, UPM promises to maintain them. They also promise to promote biodiversity which is the concern of many NGOs, such as WWF. A bit more concrete promises are replacing fossil fuels and raw materials with renewables as the biofuel UPM BioVerno has already been introduced. UPM's mission also states that the company creates value from renewable materials. For long, the impression has been that industrial companies pollute heavily, so it is important to communicate to the stakeholders that this is not the case in today's mills. Speaking of own production and using scarce resources efficiently is another factor that is to enhance the polluting image of the mills. Receiving a position in CDP's Climate A List is a prove that the company actually works towards a sustainable future.

Similarly, Metsä Group brings up that it works for sustainability and hence is a responsible company.

- (64) Target 14 – Life below water. We use efficient water purification systems to minimise emissions to water. We monitor the fish stock in the seas, lakes and rivers near our mills. Using our biodegradable products doesn't increase the amount of marine debris. Metsä Group's activities support UN sustainable development goals. (MG FB 2.9.2016)

Example 64 is included in the group of similar posts related to the UN sustainable development goals for 2030. This group describes how Metsä Group has committed to work for achieving the sustainability goals in different matters. This post is about water and

gives an idea of what actions Metsä Group does in this area. Forest industry sector has received critique for polluting the environment, especially in the past, and this burden still lives in the minds of many stakeholders. Like examples 63 and 64 reflect, it is important for Metsä Group and UPM to share their responsible actions and prove that they actually take care of the environment and use scarce resources efficiently. The message in example 64 is also directed towards Metsä Group's products being safe and sustainable, so choosing to use them is environmentally friendly act by the consumers.

Sustainability is not highlighted in KONE's discussions but it has been included in the posts. This is visible in example 65.

- (65) Developing sustainable cities one project at a time *link (link heading: KONE equips Sydney's high-energy-efficiency commercial tower in Australia) (KONE FB 7.10.2016)

Example 65 shares the news of KONE winning a contract to install its elevators to Sydney's new commercial tower. Getting new customers by winning this kind of deals means growth for KONE, which goes under the development theme. Growth also shows that KONE has created good experiences to customers before, which builds an expert image and enables a good reputation. The link heading in this post says that the building in question is an energy-efficient building, so having its products installed there speaks also the message that KONE's elevators are energy efficient. By being part of building a responsible choice for buildings, KONE also drives the improvement of cities and living in them.

For UPM, responsibility is visible also in other contexts than sustainability. Safety is mentioned in UPM's vision statement as being a foundation of the company's success. Nevertheless, it has not been highlighted too much in social media. However, below is an example of safety being discussed.

- (66) Lyreco, the French worldwide distributor of office products audited UPM Changshu mill in China in January 2016. "We noticed a number of positives at the mill. Everything was in order with the buildings, the organisation and the working environment. The premises were clean and bright. A

lot of attention had been focused on safety and hygiene.” Deficiencies were also found. *link (UPM FB 29.9.2016)

Example 66 tells of the audit made to UPM’s mill in China. The post clearly highlights that safety was one of the best marks in the audit and this shows that safety has been a focus area within the company and that measures have been made to create a safe working environment and a safety culture among the people working in the mill. By admitting that deficiencies were also found and there still being work to be done, the company seems to be reliable and willing to take responsibility to tackle also the rest of the challenges noticed in the audit.

4.2.4 Image-vision alignment for Metsä Group, UPM, and KONE

Next, the Corporate branding toolkit is utilised to investigate if the brand elements vision and image support each other. First, all the brand elements are put in place in the triangle by Hatch and Schultz (2001). The questions provided in the Corporate branding toolkit are utilised for vision-image analysis when fit for the data available in this research (see Attachment 1).

For vision, the defining attributes found in the companies’ mission and vision statements are put to the top corner of the triangle. These are attributes determined by the top management and tell what the company stands for and what it aims at. For culture, the values stated in the company’s website are put to the left corner of the triangle. For image, the most visible and distinctive themes and related topics are picked to reflect the image created on social media channels for each company. Some of the themes picked are the most discussed ones and others are less but they are unique to the company when compared to the others. For example, responsibility theme is the most discussed for both Metsä Group and UPM. All companies shared career themed posts, but only Metsä Group used LinkedIn mainly for promoting its open positions, so career theme is distinctive to this company. KONE was the only company of the three who had the themes people and customer service visible, so these are picked to KONE’s image corner in the triangle. The

brand elements for each of the companies are visible in figure 4 for Metsä Group, figure 5 for UPM and figure 6 for KONE.

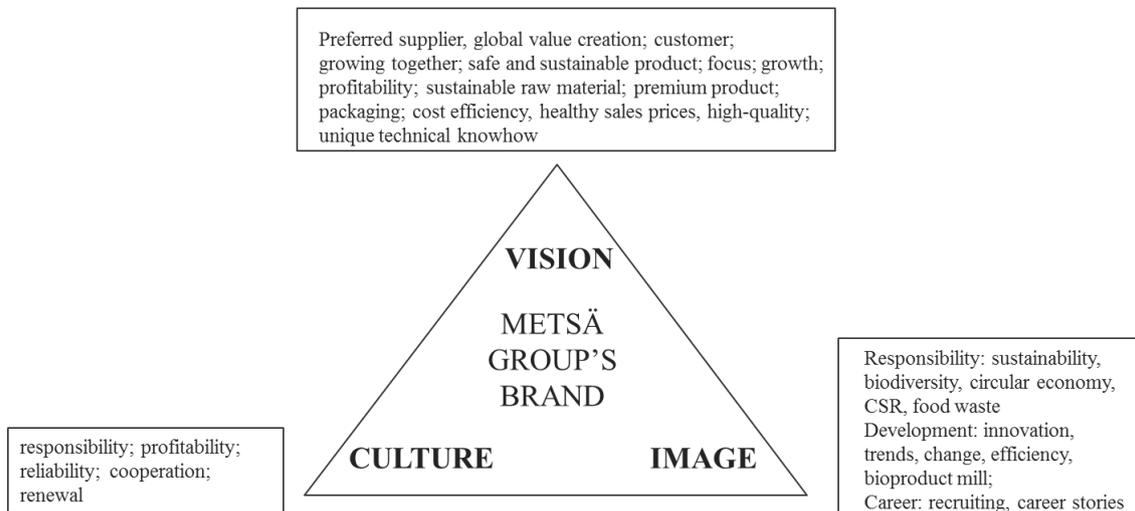


Figure 4. The brand elements of Metsä Group

The image of Metsä Group is diverse and focused on responsibility, development and career themes. The company posts a lot of various responsibility topics but mainly these are related to sustainability actions the company does in its everyday work. Sustainability is in the core of a forestry industry company's operations, but Metsä Group has also utilised this topic to appeal to the crowdcultures who care for the environment. These are for example the people living in the communities where the company operates in and environmental activists. For development, the company shares a lot of posts about the progress of the construction of the bioproduct mill in Äänekoski. This has been described as the biggest forest industry investment in Finland ever and that the mill will be something nobody has done before, giving Metsä Group a frontrunner position. All posts related to the bioproduct mill are under development theme, which explains why this theme is one of the most discussed themes in the four-month time. Career is the most visible in the form of promoting open positions but also as stories of people working in Metsä Group.



Figure 5. The brand elements of UPM

Also the image of UPM created in the three social media channels is diverse but focused on responsibility, event, development and collaboration themes. Like its competitor Metsä Group, the most important theme for UPM seems to be responsibility and the communication of this theme revolves around the company's actions: for example, how UPM supports sustainability and the welfare of the people in communities close to it. Especially circular economy is highlighted a lot. Also UPM utilises sustainability to appeal to the subcultures formed around responsibility issues. UPM posts a lot about the events it participated during the Autumn, which reflects that the company is active and willing to collaborate and find new solutions. The event and development themes are somewhat superimposed, as they both include topics of digitalisation, innovation and change. UPM does communicate quite clearly that it has transformed and is still willing and capable to change when it is needed. Also, collaboration with external parties, such as Yara, for innovating and researching for new solutions shows change readiness and willingness to take on challenges and possibly find new businesses to operate in. These events and collaboration stories reflect the art worlds where UPM participates in, gets feedback and validation to its ideas and can bring new products and concepts to the market it operates in. However, the time period studied shows only the beginning of this process. Hence, the results of collaboration with stakeholders can be seen only after a longer period of time.

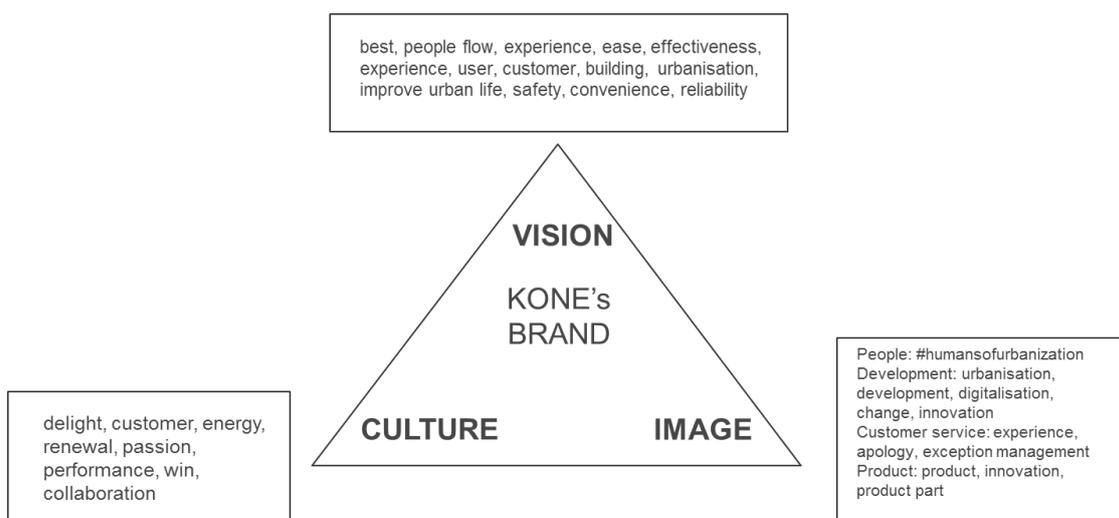


Figure 6. The brand elements of KONE

KONE's image created on social media is very different from UPM and Metsä Group's: it is focused on customers, people, products and development. People-centricity comes through in various themes but for KONE the customer service theme especially shows that the company does care what its stakeholders think of it and replies if it is contacted. Even if replying on social media does not make failures undone, it affects the impression the one contacting the company gets and hence this works as an important way of exception management and providing good experience for the users of KONE's products.

The posts telling of KONE's products convey the value they bring to customers and users, which is another way of showing people-centricity. Also, these product themed posts show expertise in the business. The angle of discussing the products varies from telling where the products are used, at which phase of the building's lifecycle (construction or ready) and what concrete benefits the product brings to users. The development theme is the most visible on all three social media channels. This is because KONE posts a lot of urbanisation, which includes many kinds of posts that discuss living in cities. Urbanisation is seen as part of development theme because most of these posts include the aspects of change or trend and making something better. Urbanisation could also be seen under some other theme or being a theme of its own, but in this research, it is under development

and hence also those posts that do not speak of development directly (the article about suburbs, the 10 best cities to live in) go under the same theme.

Next, the questions in the Corporate branding toolkit are utilised (see attachment 1). For analysing the image-vision alignment, there are altogether three questions. When it comes to the first question of who the stakeholders are, on social media it is hard to distinguish for a company who your followers are as all the three social media channels investigated are open in nature, meaning that anyone can start following the company accounts. However, a good indicator of the frequent readers is the number of followers on Twitter and LinkedIn and page likes on Facebook. For all companies, these at the time of gathering the data (February 2017) are listed in table 6.

Table 6. The number of page likes and followers on the social media channels

Social media channel	The number of page likes / followers		
	Metsä Group	UPM	KONE
LinkedIn	12 583	35 501	106 313
Facebook	3 763	5 056	23 197
Twitter	4 010	7 241	9 522

For all companies, their LinkedIn accounts have the biggest number of followers. This suggests that LinkedIn is the most important of these three social media channels for the companies. KONE has a lot more followers on LinkedIn and Facebook than Metsä group and UPM, but when it comes to Twitter the difference is not so huge anymore. Whereas Metsä Group and UPM have the smallest communities on Facebook, for KONE Twitter is the least followed channel. The difference could be explained by the contents shared on the Facebook pages: whereas Metsä Group and UPM post about themselves, KONE shares more posts related to the industry and rarely speaks of itself directly. Like Safko (2012: 33) suggests, effective Facebook communications for business pages consists of only 15% information about the company's business, and KONE seems to have captured this essence. Twitter on the other hand is more informative in nature because of the short

lifespan of the tweets and following is based on interest towards specific topics, so Metsä Group and UPM's style works better in this channel (Safko 2012: 40).

The second question of what the stakeholders want from the company cannot be fully answered in this research. However, the reactions the posts receive tell something of how interesting and useful the contents are to the stakeholders following the companies on LinkedIn, Facebook and Twitter (see Belew 2014: 56). The average reactions from the data analysed are summarised in table 7.

Table 7. The reactions on average for the social media posts

Reactions to posts							
	LinkedIn		Facebook		Twitter		
	Likes	Comments	Likes	Comments	Likes	Comments	Retweets
Metsä Group	24,3	0,09	54,7	0,5	4	0,4	2,7
UPM	25,2	0,2	9,1	0,02	4,1	0,02	2,3
KONE	127,5	1,5	198,9	4,3	6,3	0,1	3,8

For Metsä Group, the reactions varied on every channel: on average, each post received 24,3 likes on LinkedIn, 54,7 likes on Facebook and 4 likes in Twitter. When it comes to comments, on average each post received only 0,09 comments on LinkedIn, 0,5 on Facebook and 0,04 on Twitter. The quality or contents of the comments are not considered in more detail in this research. The amount of comments does not seem to be linked to having vision and mission more visible in the posts: for example, in September there were 27 posts in Facebook, of which 10 reflected vision and mission attributes, 21 comments left and the posts were liked altogether 1790 times. On the other hand, in December there were 16 posts, of which only one reflected the attributes, 8 comments were left and the posts were liked altogether 901 times. Metsä Group's tweets were retweeted on average 2,7 times.

For UPM, likes varied the most of the reactions: on average, each post received 25,2 likes on LinkedIn, 9,1 on Facebook, and 4,1 on Twitter. Comment-wise, on average there were only 0,2 comments altogether during the four-month period on LinkedIn, 0,02 on

Facebook and also 0,02 on Twitter. On Twitter, each tweet was retweeted 2,3 times on average. At the most, UPM received 16 comments on LinkedIn in September 2016, during which it posted 40 times with 11 posts in Finnish and 17 posts in English reflecting the vision and mission attributes. On the other hand, on Twitter in December, no comments were left for the 94 tweets, of which 23 in Finnish and 14 in English reflected vision and mission. This indicates that the visibility of vision does not have an impact on the reactions for neither UPM. The reactions on average are pretty similar to those of Metsä Group, but a difference can be found on Facebook, where Metsä Group five times more likes and more comments altogether. These figures indicate that UPM's contents in Facebook are not very interesting to the stakeholders on this channel.

KONE posted less frequently than Metsä Group and UPM but it received the most reactions on all channels. On average, each post received 127,5 likes on LinkedIn, 198,9 on Facebook, and 6,3 on Twitter. KONE received quite many comments in each month as well: on average each post received 1,5 comments on LinkedIn, 4,3 on Facebook but only 0,1 on Twitter. Each tweet was retweeted 3,8 times on average. It seems that KONE provides interesting contents to its followers on LinkedIn and Facebook by the amount of likes and comments received, which is a lot more when compared to Metsä Group and UPM. The difference in reactions received on Twitter is not significant. The reason for such a drop of reactions on Twitter for KONE might be explained with the nature of the social media channel, but this should be validated in further research focusing more in the differences of the social media channels.

The third question in the toolkit of how effectively the corporate vision is communicated to the stakeholders is addressed next. In this research, effectiveness is interpreted as the frequency of vision and mission attributes on the social media posts combined with the reactions the stakeholders have given to the posts where the attributes are visible. The visibility of the vision and mission attributes tell to what extent the companies studied utilise their corporate vision in their communication towards external stakeholders. The reactions, on the other hand, tell if the stakeholders feel that the contents shared by the companies on the channels are interesting to them. By combining these two aspects, the effectiveness of using the corporate vision can be analysed.

Table 8 shows the extent to which the vision and mission attributes are visible on the posts of Metsä Group, UPM and KONE for the time period of the data analysed. The table lists all the posts under the umbrella themes and the amount of posts under these where vision and mission attributes were visible. The percentage is counted per each umbrella theme, so the number indicates the proportion of the posts categorised under each theme reflecting the corporate vision. The themes with a percentage higher than 50% reflect the corporate vision effectively. On contrary, if the percentage is below 50%, the theme is seen to reflect the corporate vision ineffectively. In the table, the most effective themes are bolded and the least effective italicised.

Table 8. Visibility of vision and mission attributes on the social media posts

		Visibility of vision and mission attributes in the social media posts					
		Metsä Group		UPM		KONE	
Group	Theme	Number of posts where vision and mission attributes are visible (of all posts of this theme)	% of vision visibility in posts	Number of posts where vision and mission attributes are visible (of all posts of this theme)	% of vision visibility in posts	Number of posts where vision and mission attributes are visible (of all posts of this theme)	% of vision visibility in posts
Who we are?	Career	9 (38)	23,7 %	10 (41)	24,4 %	0 (2)	0 %
	Expertise	21 (41)	51,2 %	88 (91)	96,7 %	15 (22)	68,20 %
	Greeting	5 (15)	33,30 %	8 (18)	44,4 %	2 (8)	25,00 %
	People	-	-	-	-	6 (65)	9,20 %
What we do?	Customer service	-	-	-	-	5 (6)	83,30 %
	Event	20 (120)	16,70 %	63 (221)	28,5 %	14 (29)	48,30 %
	IR	22 (42)	52,40 %	26 (61)	42,6 %	4 (27)	14,80 %
	Product	59 (70)	84,30 %	54 (61)	88,5 %	18 (24)	75,00 %
How we do it?	Achievement	4 (24)	16,70 %	59 (67)	88,1 %	5 (13)	38,50 %
	Collaboration	34 (58)	58,60 %	41 (56)	73,2 %	14 (16)	87,50 %
	Development	35 (110)	31,80 %	101 (114)	88,6 %	33 (85)	38,80 %
	Responsibility	56 (162)	34,60 %	211 (275)	76,7 %	10 (13)	76,90 %
	Altogether	265 (680)	39,00 %	661 (1005)	65,80 %	126 (308)	40,90 %

As table 8 shows, almost all themes reflect the corporate vision with few exceptions: for UPM and Metsä Group the themes of customer service and people were totally missing. The most effective themes reflecting the corporate vision for all companies are expertise, product and collaboration. Other effective themes for Metsä Group is IR, for UPM achievement, development and responsibility and for KONE customer service and

responsibility. When it comes to the least effective themes, career theme is common to all three companies. KONE had only 2 posts under this theme in the data but neither included vision or mission attributes. For UPM and Metsä Group, event theme is the second commonality in the least effective themes. In addition to these, also achievement goes into this category for Metsä Group. For KONE, other least effective themes are greeting, people and IR. The image-vision gap exists in these least effective themes, so the companies should consider if they can include vision attributes to the posts when they discuss these themes or if the vision statement should be modified to better resemble the image created in the posts.

As table 8 shows, the visibility of corporate vision on social media posts varied between the companies: 39% of Metsä Group, 40,9% of KONE and 65,8% of UPM's posts reflected the mission and vision attributes. Metsä Group and KONE have only a slight difference between their percentages, but UPM has a bigger lead. UPM posts the most frequently of the three companies, so having also high visibility of vision indicates that the posts are well planned before sharing them to the channels. Another possibility is that the vision statement is so familiar or true to the employees managing the social media channels that the messages include vision and mission attributes naturally. KONE, on the other hand, posts the least frequently, so its number could be expected to be higher as there are less posts to plan. Metsä Group is more similar to UPM with its posting frequency but does not post as often on all channels as UPM.

All companies had specific focus areas they communicated of during the study period: Metsä Group discussed a lot about its development project in Äänekoski, UPM had several events during the Autumn and KONE had a campaign related to people living in cities. The topical subjects can have an effect on the overall percentage of vision visibility, as these might not be the typical every day matters the companies are involved in and hence communicate of. For Metsä Group, the posts about the construction of the bioproduct mill go under the development theme, to which altogether 110 posts are categorised to. However, only 35 posts reflected the corporate vision. The posts related to the bioproduct mill covered various areas of the construction itself, the new technologies available in the mill, products developed there and the people working on the construction, so

not all posts might find a natural place for the corporate vision. Secondly, UPM posted a lot about the events it participated in all channels but during the events from Twitter. Some of the posts have been planned and include the vision and mission attributes, but those posts that tell how the events proceed and what happens during them not so much. This is one possible reason explaining why UPM's percentage is not higher. Clearly for KONE, the #humansofurbanization series of posts was a campaign that was highly visible in all the three channels but as these posts did not include vision and mission attributes, the overall visibility of vision is lower.

Next, the gaps in the companies' image-vision alignment are addressed. First, Metsä Group's image – vision alignment could be enhanced with some changes. As career theme is in heavy use, this could be utilised better to promote the corporate vision Metsä Group has. The open position descriptions could utilise the vision and mission attributes to highlight to the possible applicants what the company stands for and where it is heading. On the other hand, Metsä Group's vision and mission statements could highlight some aspects that they currently do not include, such as emphasize the importance and capabilities of Metsä Group's employees. Now the vision is customer-centric, but the mission statement notes only having unique technical knowhow, which is not clearly speaking of the people in the company. Also, what is missing from the vision and mission statements is the ability to change and take on new opportunities. The mission statement gives a clear focus for the company but on the social media posts the company speaks of also other businesses than only packaging, which can be confusing to the readers. Also, the construction of the one of a kind bioproduct mill is something new to the industry and Metsä Group posts about this topic heavily. From this point of view, there is room for improvement in the image–vision alignment.

For UPM on the other hand, the image–vision alignment seems to be working well in general. Majority of the vision and mission attributes are discussed on social media. A gap between UPM's image and vision is the absence of collaboration attribute in its vision and mission statements. This is a major theme visible on the social media discussions but not in the vision statement. UPM communicates a lot about various collaboration projects or events with different stakeholders, so if this is the reality to the company then this

aspect could be addressed somehow in the corporate vision. This seems to be the one biggest gap in UPM's image–vision alignment and when fixed could strengthen UPM's brand. However, the main focus for UPM seems to be in the responsibility area and for that the alignment is in good shape.

Thirdly for KONE, not all themes were well aligned with the vision and mission attributes, and this creates the gap between KONE's vision and image. The absence of career themed posts could be fixed with simple actions: including more career stories or open position posts on LinkedIn, as that would be the natural place for this theme. When these posts were added, their descriptive texts should be formulated to include vision and mission attributes. Events on the other hand are not too easily included in the vision but not everything needs to and can be included there. Nevertheless, some attributes could be added to the corporate vision. For example, collaboration is not discussed in any way in KONE's vision or mission statements but on social media the company shares collaboration stories and highlights the importance of collaboration for a company wishing to succeed. Therefore, collaboration creates one of the greatest gaps for KONE's image-vision alignment.

5 DISCUSSION

This chapter discusses the findings of the analysis. The discussion is divided into two sections: the alignment of corporate vision and image and the strength of the corporate brands.

5.1 Distinct vision and images

The first research question was answered in the first part of the analysis where the vision, mission and value statements were identified on the corporate websites and they were dismantled into defining attributes. For answering this question, both the vision and mission attributes were used to get a more profound understanding of what the company's identity is all about.

Metsä Group has customers in focus and wishes to create value to them with its safe and sustainable products. Metsä Group highlights a clear focus for its operations with high quality, profitability and expertise. Sustainability is clearly in the core of this company. UPM on the other hand highlights being the frontrunner in a changing business. Change is well visible in many of the attributes listed on UPM's vision and mission statements, such as new and innovation-driven future and change readiness. UPM also stresses expertise, safety and sustainability. As Metsä Group and UPM are competitors, it is interesting to see that the corporate visions are mainly different from each other even if some same attributes can be found. As both companies are in the forest industry, their raw materials come from forests and are renewable so highlighting sustainability is not a surprise. Also both companies mention expertise and cost efficiency, which is probably due to the companies being run by engineers. The main differences are in Metsä Group's customer-focus, profitability and being the preferred supplier and for UPM speaking of change, commitment and recyclability.

KONE is a people-centric company who wishes to provide the best experiences when it comes to moving around in cities. KONE's vision and mission attributes share a clear focus and convey the values of the company. As KONE is in the elevator and escalator business, it is not a competitor to Metsä Group and UPM. Therefore, it is not a surprise that there are other attributes used to describe this company. The biggest difference in the vision and mission statements between KONE and the other two companies is that KONE speaks to the customers and users whereas Metsä Group and UPM seem to talk more about themselves and their characteristics. KONE clearly states that they want to provide the best experience to their customers and product users, followed by what benefits they receive. Even if Metsä Group has customers in the focus as well, KONE has taken the people-centricity further. What combines all companies is having the safety attribute in their mission statement.

The second research question was answered in the second part of the analysis where the social media posts were analysed to find out what themes and topics are important to the companies. For all companies the topics discussed were identified, after which the broader umbrella themes were named. The umbrella themes are mainly the same for all companies which enables comparison, but the topics that go under the themes might differ. In addition, there were two different themes found for KONE that were missing from Metsä Group and UPM's communications, being people and customer service themes. This finding supports KONE's identity being really people-focused and not only customer-centric.

As Metsä Group and UPM operate in the same industry, they had a lot of similarities in especially the themes but also in the topics discussed. The biggest difference between these two companies was in the focus: Metsä Group focused on responsibility, development and career themes whereas UPM focuses on responsibility, event, development and collaboration themes. The main themes for KONE were people, development, customer service and product. For responsibility theme, the differentiating topics discussed by Metsä Group were sustainable forest management in collaboration with WWF, reducing food waste and affecting the local schooling in Äänekoski because of the construction of the bioproduct mill. For UPM on the other hand, the differentiating topics for

responsibility were circular economy, resource efficiency and different CSR projects related to schooling in Uruguay and aiming to increase reading among male students in Finland to name some. The development theme is common to both companies but the focus in the topics is mainly different, even though similar issues are discussed. For KONE responsibility theme was not very much discussed, however, KONE was also rewarded for sustainability work on climate issues. Clearly the company works on sustainability, but it is not the most important topic to be discussed on its social media channels.

The main reason for Metsä Group having development as one major theme is that it posted a lot of the development project in Äänekoski. The theme includes, among others, investment, innovation, change, development and efficiency, and these all were covered in the posts about the bioproduct mill. This was a topical issue for the company as the construction was ongoing, so the theme might not be this visible in the future, hence the image of the company would have a different focus. For UPM, the development theme included similar topics, but the main focus was in innovations, digitalisation, trends and change. Digitalisation and innovating were mainly related to the events UPM participated in Autumn 2016, hence these topics were heavily discussed in various kinds of contents, such as promoting the application to UPM's teams in the events, blog posts and quotes from top management in investor events.

For KONE, development was also one major theme. This is highly because of the topic urbanisation going under this theme, and KONE posts a lot about this topic. Urbanisation posts included external links about different cities and buildings but also KONE's operations and the series of people stories living in cities. Other topics under development theme were development, digitalisation and innovation. The development topic is related to KONE developing its own processes via collaboration with Salesforce and IBM, improving the environments where its products are used or general development of the Chinese market. For innovation topic, KONE was rewarded for being among the most innovative companies, its products were described as revolutionary and it discussed having a vision for innovation in its stakeholder magazine. As can be seen, even when the theme is highly affecting the image the contents are different for each company.

The differences in the most discussed or distinctive themes were career for Metsä Group, event and collaboration for UPM and customer service and product for KONE. The career theme was visible in all companies' contents but Metsä Group used it the most, especially on LinkedIn where it mainly promoted its open positions. The employer brand was promoted on other channels as well in form of videos showing what it is like to work in the company. The texts around these videos discussed the products being a part of millions of people's daily lives, which tells that working in Metsä Group does affect its stakeholders' lives. The career themed posts for UPM were mainly career stories of its employees, and for KONE this theme were nearly non-existing. UPM does a lot of collaboration with different parties in research, CSR projects and in events, which mainly focused on digitalisation and innovation. Also the other two companies discussed collaboration but not as much and in as many cases. All companies participated events during the Autumn 2016 but UPM promoted them a lot more than Metsä Group and KONE. UPM even created a hashtag for the innovation events and posted a series of tips on how to make a good pitch of a new idea.

All the companies posted about their products, but the proportion of product themed post compared to all others was higher for KONE than the other two. KONE posts in general a lot less frequently than Metsä Group and UPM, which can explain this high number to some extent. However, the biggest reason is the difference in KONE's vision and mission statements. As KONE focuses on providing the best experience to people living in cities, the products are the solutions creating the value. Therefore, KONE's products are in an important part of the company's identity as they are the ways to improve the urban life. When compared to the forest industry companies, for them the products are proofs of being innovative, sustainable or profitable, but they are not as much in the centre of the identity as it is to KONE.

The theme customer service was found only from KONE's posts and it indicates the customer-centric vision the company has. As KONE aims to provide the best experiences, it also does this on social media when its stakeholders contact the company. The theme appeared when there seemed to be a failure in KONE's product in Mitchell airport, for which the company apologised and convinced that the local employees are fixing the

issue. Also, one case showed that a Twitter user asked KONE a question, to which the company answered. Applying defensive impression management strategy and taking such simple actions the company can positively affect the image its stakeholders get of the company (see Paliszkiewicz & Madra-Sawicka 2016). The people theme was a major one discussed on KONE's social media channels, but it was not visible in Metsä Group or UPM's contents. This theme included the series humans or urbanization, which were people stories which are not about KONE's employees but rather regular citizens of different cities. These people most likely represent the users of KONE's products, so these posts could reflect the corporate vision, but as they are now presented on the social media channels they mostly do not reflect vision nor mission attributes.

Digitalisation has affected the operating environments and models of companies. Customers expect that they keep up with the trends and provide new solutions based on their changing expectations, so the companies need to react. This would indicate why Metsä Group, UPM and KONE all discuss innovating and participate in events where the focus is on digitalisation and collaboration. The events these companies participated in Autumn 2016 worked as art worlds, suggested by Holt (2016), where the companies met their stakeholders and received ideas and validation to their operations. Such events can provide valuable input for the companies' product and service development to meet the customers' expectations.

The most discussed and distinctive themes are tightly connected to the companies' identities but can also be the issue arenas the companies have identified to be necessary to engage in. (Bansal & Kistruck 2006: 165–167; Luoma-aho 2010: 4–5) For Metsä group and UPM especially, responsibility seems to be an issue that really is in the core of the companies' operations and hence also identities, but as this theme has caused debate in the public for long, this clearly is an issue that needs to be communicated to their stakeholders. Furthermore, responsible and sustainable choices have become more important to not only companies and industries but also to individual consumers. Therefore, this theme is likely to appeal to the crowdcultures that exist among the stakeholders of Metsä group and UPM. However, as the scope of this research included only analysis of the companies' own social media accounts, the degree to which the companies monitor the

responsibility discussions and engage in those in other channels and accounts cannot be addressed in this study. Furthermore, it could be argued that both forestry companies use cultural branding by emphasizing responsibility and sustainability issues in their communication to stakeholders (Holt 2016: 46–48). The variance in the topics these companies discuss under the same theme shows that they have identified topics to which they can effectively contribute to and aim to gain a positive image by discussing these topics.

The stakeholders and crowd cultures of Metsä Group, UPM and KONE would require a separate research in order to get a comprehensive picture of who they are and what they want from the companies. These affect the way how the companies should brand themselves and communicate to their stakeholders, as stakeholder and crowd culture theories suggest (Luoma-aho 2010: 4–5; Holt 2016: 42–43). Having more information about the stakeholders would also reveal the important crowd cultures that the companies could target with their branding efforts. Having a better understanding of the stakeholders would also help in the corporate image–vision analysis done in this research. However, as Hatch and Schultz (2001) point out, analysing the corporate brands and identifying the gaps between the brand elements takes a long time and would require a deep-dive into all of the three elements, but this was not the scope of this study.

When it comes to the third research question, the visibility of the vision varied for each company. For Metsä Group, 39% so less than half of the posts reflected vision and mission attributes. The proportion of posts reflecting vision and mission was the highest in LinkedIn, which is interesting as Metsä Group uses the channel mainly for recruitment purposes. UPM on the other hand manages to reflect the vision and mission attributes in majority of its posts in all channels, as 65,8% of all posts reflect vision and mission attributes. The least reflecting themes are career and event, but for all other themes almost all posts include some vision and mission attributes in all months in all channels. It seems that either UPM's vision and mission statements are formulated so well that they are really in the core of the everyday work of the employees so the messages of the posts naturally involve the attributes, or the company has a social media strategy that aims to convey the vision and missions attributes efficiently (see Culnan et al. 2010). For KONE,

40,9% of all posts reflected vision and mission attributes. For KONE the number could be higher if the mission statement was dismantled to include the attribute *urbanisation*.

All companies have a clearly differentiated corporate vision from each other with different attributes used, even the competitors Metsä Group and UPM. Especially for UPM, its vision seems to be a source of differentiation as the company communicates of the vision strongly to its stakeholders. Metsä group and KONE do not take advantage of their visions to similar extent, however, they also do communicate of their vision on social media channels. For KONE, the people-centricity comes effectively through both on the vision statement and the social media posts, making the company stand out from the forestry industry companies. For Metsä Group, the vision stands out from UPM and KONE's but does not have as strong basis in the communications towards external stakeholders. However, throughout the data, producing safe and sustainable product and having unique technical knowhow were the attributes visible in both the corporate vision and on the social media channels under product and development themes.

When it comes to impression management, all companies seemed to utilise mainly assertive strategy on all three social media channels. Both direct and indirect tactics were found for all companies in all channels, but only for KONE the defensive strategy was visible in Twitter in few cases of failures pointed out by a user. The themes discussed under assertive direct tactics are expertise, IR, product, achievement, development and responsibility and under assertive indirect tactics are career, greeting, people, event and collaboration. (Paliszkiewicz & Madra-Sawicka 2016: 205)

5.2 The strength of the corporate brands

The second part of the analysis looked at the alignment of the brand elements of corporate vision and image. For all the three companies analysed, there were identifiable gaps in their vision–image alignment. Once the misalignments are fixed, the coherence of brand messages on corporate website and social media channels would be better and hence the corporate brands would be stronger (see Hatch & Schultz 2001). However, it is up to the

companies to decide how important they find communicating efficiently of the corporate vision.

There are few misalignments in Metsä Group's brand elements. Metsä Group wishes to be the preferred supplier, but this is not directly visible in its image. What actually is visible in image side is the heavy use of career theme, which however does not reflect the vision too much. This could be improved with little efforts if the job openings were promoted with some vision and mission attributes. This would lead to the possible candidates seeing from the posts what Metsä Group stands for and if that is in line with what the person wants. There are also possibilities for Metsä Group to improve its mission and vision statements to take into account the employees of the company. The vision shows customer-focus but it could also highlight more clearly the capabilities and talent the employees possess. Currently the company's mission refers to having unique technical knowhow which does not highlight the human aspect but rather technology and ability to use machinery. Another thing missing from the corporate vision is change, which is discussed a lot in the form of development on the social media channels. The vision and mission statements convey a clear focus being in the paperboards for packaging industry, but the company does speak of fibre-based clothing business, which is something new and definitely an opportunity. Also the investment project bioproduct mill is a proof of development and the ability to try something new, but this aspect is totally absent in the corporate vision. Overall, to get the corporate image and vision better aligned, Metsä Group could make changes to both brand elements.

For UPM, a gap in the image–vision alignment is the absence of collaboration attribute in the corporate vision. This is a major theme visible in the image side but that is not visible in the corporate vision. UPM communicates a lot about various collaboration projects or events with different stakeholders which definitely could be visible in the company's vision. This seems to be the one biggest gap between corporate image and vision and when fixed could strengthen UPM's corporate brand. However, the main focus for UPM seems to be in the responsibility area and for that the alignment is in good shape.

For KONE the absence of career themed posts could be fixed with simple actions: including more career stories or open position with mission and vision attributes used in the descriptions on LinkedIn, as that would be the natural place for this theme. Moreover, KONE could include some attributes to its vision and mission statements. For example, collaboration is not discussed in KONE's corporate vision but is highlighted on the social media discussions as the vital element in success. Therefore, collaboration creates one of the greatest misalignments between KONE's corporate vision and image.

The brand elements vision and image are mainly aligned for all three companies, however, there are gaps for all that could be taken into account by the top management. Referring to the questions in the toolkit, the stakeholders in social media are difficult to identify due to the open nature of the channels. However, the number of followers and page likes indicate the size of the audience, even though on social media channels the audience can be a lot wider if the followers share the messages to their networks (Belew 2014: 56). Nevertheless, finding out who the stakeholders are was not important in this research. The second question of what the stakeholders want is also not addressed thoroughly in this research, even though the reactions to the posts might indicate if the content is seen as satisfactory or not, like Belew (2014: 56) suggests. However, this aspect was not in the focus of this research, but in future studies it could be beneficial to investigate if the stakeholders receive contents that provide value to them on social media channels. The third question regarding the effectiveness of communicating the vision to stakeholders is answered. However, the interpretations for this can vary for different people. This research has shown that all companies have utilised their vision on social media channel discussions: Metsä Group and KONE about the same amount and UPM clearly the most.

When it comes to the strength of the corporate brands, Metsä Group, UPM and KONE all seem to have rather coherent and strong brands. They all discussed specific themes and topics, which indicates consistency and makes the companies seem reliable (Bansal & Kistruck 2006: 166–167). In addition, they all utilised their corporate vision when trying to influence the corporate image created on LinkedIn, Facebook and Twitter. All companies had some deficiencies in the alignment of the corporate brand elements vision and image, but no contradictions were found. Therefore, the companies seem to have good

corporate brands at hand which could be improved to become even stronger ones by fixing the issues that were raised in the analysis and including more vision and mission attributes to the posts. In further research, the brand element culture should be addressed. By adding the culture element in the triangle, the strength of the corporate brands could be analysed in a more comprehensive manner.

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ATTACHMENTS

Attachment 1. The questions in the Corporate branding toolkit

1 The image–vision gap (Hatch & Schultz 2001: 132):

- Who are your stakeholders?
- What do your stakeholders want from your company?
- Are you effectively communicating your vision to your stakeholders?

2 The vision–culture gap (Hatch & Schultz 2001: 130–131):

- Does your company practice the values it promotes?
- Does your company’s vision inspire all its subcultures?
- Are your vision and culture sufficiently differentiated from those of your competitors?

3 The image–culture gap (Hatch & Schultz 2001: 131–132):

- What images do stakeholders associate with your company?
- In what ways do your employees and stakeholders interact?
- Do your employees care what stakeholders think of the company?

Attachment 2. Themes and topics discussed on the posts and the vision attributes used in these

	Metsä Group		UPM		KONE	
Theme (image)	Topic	Vision attribute	Topic	Vision attribute	Topic	Vision attribute
Achievement	responsibility, innovation, people	raw material, growth, safe and sustainable product	Sustainability reporting, biodiversity, water, climate, memberships in sustainability leader roundtables	leader/frontrunner, sustainability, innovation, committed people, integration of bio and forest, change readiness, value creation	responsibility, innovation, trust and reputation, best employer	Best experience, reliability, improving urban life, people flow
Career	recruiting, career stories	talented people, profitability, value creation, safe and sustainable product	recruiting, apprenticeship programs, summer jobs, career stories	Expertise, committed people, energy, change readiness	Workday, recruiting	-
Collaboration	sustainability with NGOs, responsibility and growth with partners, competition	grow together, unique technical knowhow, high quality, sustainable raw material, efficiency	digitalisation events with partners, collaboration platform NIA, innovation and research, start-ups, CSR programs	innovation, change readiness, recyclability, sustainability, expertise, integration of bio and forest industries, committed people	Development, innovation, digitalisation, customer experience	Improving urban life, people flow, best experience, customer, building, safety, reliability
Customer service	-	-	-	-	Customer experience, apology, exception management	Customer, user, best experience
Development	innovation, digitalisation, trends, change, efficiency, bioproduct mill	grow together, talented people, profitability, safe and sustainable product, unique technical knowhow, focus, high quality, value creation, customer	innovating, digitalisation and IoT, trends, change, efficiency	innovation, change readiness, sustainability, leader/frontrunner, recyclability, expertise, integration of bio and forest industries, energy, value creation, sustainability, cost leadership, technology, committed people	Urbanisation, innovation, change, development, digitalisation and IoT	Improving urban life, building, reliability, best experience, ease, convenience, effectiveness, customer, building, safety, users, people flow
Event	fair, competition, mill visitor day, conference, national and global events	value creation, raw material, efficiency, grow together, profitability	Digitalisation and innovation events, fair, competition, conference, national and global events	innovation, sustainability, integration of bio and forest industries, leader/frontrunner, recyclability, change readiness, value creation, expertise, technology, safety, cost leadership, energy	Investor event, conference, innovation events	Improving urban life, user, best experience, people flow, customer, reliability, building, effectiveness
Expertise	sustainability, circular economy, forest management	talented people, unique technical knowhow, sustainable raw material, profitability, efficiency, growth, high quality, focus, safe and sustainable product	sustainability, circular economy, forest management, presentations, trends	committed people, change readiness, recyclability, leader/frontrunner, sustainability, innovation, expertise, energy, technology	Market, development, urbanisation, innovation, building	Improving urban life, reliability, building, customer, people flow, best experience, safety
Greeting	Celebration, theme day	grow together, value creation	Celebration, theme day	sustainability, innovation, value creation, energy, expertise, change readiness, committed people, technology	Theme days, celebration, congratulation for others' achievement	Improving urban life, people flow
IR	profitability	profitability, focus, preferred supplier, sustainable product	profitability	energy, change readiness, safety, leader/frontrunner, cost leadership, technology, expertise	Acquisition, growth, profitability, development	Best experience, people flow, improving urban life, customer
People	-	-	-	-	series of #humansofurbanization stories, users of KONE's products	User, building
Product	product, end-use, innovation, market/business	safe and sustainable product, profitability, sustainable raw material, value creation, focus, packaging, grow together, high quality, customer	product, end-use, innovation, market/business	value creation, sustainability, safety, recyclability, innovation, change readiness, integration of bio and forest industries	Product, innovation, product parts	Ease, effectiveness, convenience, people flow, building, reliability, safety, improving urban life, user, best experience
Responsibility	sustainability, biodiversity, circular economy, CSR, food waste	safe and sustainable product, value creation, efficiency, sustainable raw material, talented people, grow together, focus, unique technical knowhow, packaging, profitability	sustainability, biodiversity, circular economy, CSR, safety	recyclability, energy, sustainability, change readiness, leader/frontrunner, integration of bio and forest industries, innovation, safety, technology, expertise, committed people, value creation, renewable materials	Sustainability, safety, responsible employer, reputation, trust	Effectiveness, convenience, reliability, improving urban life, safety, users, building, best experience, people flow