B2B ORGANIZATIONS CULTIVATING RELATIONSHIPS IN SOCIAL MEDIA

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ABSTRACT

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Relationship cultivation strategies have been studied since 1980s, as part of the organization-public relationships (Cheng 2018, 120; Huang & Zhang 2013, 85; Ki & Shin 2006, 194). It is noted, that interactivity and involvement play an important role in online relationship cultivation. Many of the studies has focused on non-profit or business-to-consumer organizations (e.g. Ki & Hon 2006; Bortree & Seltzer 2009; Waters et al. 2009; McCorkindale 2010; Rybalko & Seltzer 2010; Men & Tsai 2012; O'Neil 2014; Shin et al. 2015), whereas far too little attention is paid to business-to-business organizations (Siamagka et al. 2015, 89; Järvinen et al. 2012, 102). Therefore, this study focused on business-to-business organizations and, how they cultivated relationships online.

The data was gathered from four case organizations' social networking sites and published posts. The total sample size was 272 wall posts and four Facebook and LinkedIn profile pages' "About" sections. Data was analyzed with content analysis.

These results indicate that the studied organizations mainly disseminate information of the organization rather than try to have interactive communication with publics. These results show that the studied organizations are more open on Facebook than on LinkedIn. Organizations use mostly images and try to win publics over by networking and donating to organizations, whom publics are interested. What comes to interactivity, case organizations did not either respond or give reactive responses to publics. Organizations even try to limit the possibilities to contact the organization. These results suggest that interactive communication is used less, even though social networking sites offers great opportunities for this.

This study gives better understanding of how business-to-business organizations use social networking sites for relationship cultivation with publics. The study suggests that investing in interactive communication, organizations can further develop the relationships with their publics. By understanding how business-to-business organizations use social media sites for relationship cultivation, helps organizations to utilize them better for relationship cultivation.

Key words	
B2B, interactivity, organization-public-relationship, relationship cultivation strategies, social media	
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Organisaation ja yleisön välisten suhteiden kehittämistä on tutkittu jo 1980-luvun alusta lähtien, osana organisaation ja yleisön välisiä suhteita (Cheng 2018, 120; Huang & Zhang 2013, 85; Ki & Shin 2006, 194). On huomattu, että vuorovaikutus ja osallistuminen ovat tärkeässä roolissa suhteiden kehittämisessä verkossa. Useat tutkimukset ovat keskittyneet voittoa tavoittelemattomien ja kuluttajamarkkinointiin keskittyneiden organisaatioiden tutkimiseen (kuten Ki & Hon 2006; Bortree & Seltzer 2009; Waters et al. 2009; McCorkindale 2010; Rybalko & Seltzer 2010; Men & Tsai 2012; O'Neil 2014; Shin et al. 2015), kun taas B2B organisaatiot ovat saaneet vähän huomiota (Siamagka et al. 2015, 89; Järvinen et al. 2012, 102). Tämän vuoksi, tässä tutkimuksessa keskityttiin B2B organisaatioihin, ja selvitettiin, miten B2B yritykset kehittävät suhteita online mediassa.

Aineisto kerättiin neljän kohdeorganisaation sosiaalisen median profiilisivustoilta, sekä julkaisuista. Aineiston kokonaismäärä oli 272 julkaisua ja neljä Facebook, sekä LinkedIn profiilisivuston "Tietoja" -osiota. Aineisto analysoitiin teoriapohjaisella sisällönanalyysillä.

Tulokset osoittavat, että tutkitut yritykset jakavat enimmäkseen tietoa organisaatiosta ennemmin kuin yrittävät saada aikaan vuorovaikutusta yleisön kanssa. Tulokset osoittavat myös, että tutkitut organisaatiot ovat avoimempia Facebookissa kuin LinkedInissa. Organisaatiot käyttävät enimmäkseen kuvia, ja pyrkivät voittamaan yleisöä puolelleen verkostoitumalla ja lahjoittamalla organisaatioihin, joista heidän yleisönsä on kiinnostuneet. Mitä tulee vuorovaikutukseen, tutkitut organisaatiot eivät joko vastanneet tai reagoineet vastauksiin. Organisaatiot pyrkivät jopa vähentämään yhteydenottotapoja. Tulokset ehdottavat, että vuorovaikutuksellista viestintää käytetään vähän, vaikka yhteisöpalvelut antavat tähän hyvän mahdollisuuden.

Tämä tutkimus antaa lisää ymmärrystä siitä, miten B2B yritykset käyttävät yhteisöpalveluja suhteiden kehittämisessä yleisön kanssa. Tutkimus ehdottaa, että sijoittamalla vuorovaikutukselliseen viestintään, organisaatiot voivat kehittää suhteita yleisönsä kanssa. Ymmärtämällä, miten B2B yritykset käyttävät sosiaalista mediaa suhteiden kehittämisessä, antaa organisaatioille eväitä sosiaalisen median käyttöön suhteiden kehittämisessä.

Asiasanat	
B2B, sidosryhmäsuhteet, sosiaalinen media, suhteen kehittämisen strategiat, suhteiden hallinta, verkkoviestintä, vuorovaikutus	
Säilytyspaikka	
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1   INTRODUCTION

1.1   Theoretical foundations

Cultivating relationships and engaging publics in digital environment is important for the organizations. Engaging publics can create and enhance social capital and contribute organizational legitimacy (Luoma-aho 2015, 3; Taylor and Kent 2014, 384). Good relationships with different publics create the base for organizations to operate. It is said that good relationships are symmetrical, and they benefit both parties in the relationship (Hon & Grunig 1999, 11). To achieve goals, organizations must develop the relationships with their publics (Hon & Grunig 1999, 8).

Today the use of social media and digital platforms is a reality in almost all organizations. Different social media platforms have good tools giving the opportunities for organizations to build, cultivate, maintain relationships, and reach different publics (Men & Tsai 2012, 729). Active use of social media can "Emphasize conversion, brand positioning, and continued brand sustenance" (Allagui & Breslow 2016, 28). It is also said, that

> The increasing interactivity of and relationship building with the target audience across social media are becoming the winning formula to gain attention and response among members of today's audiences. (Allagui & Breslow 2016, 28.)

Therefore, it is important to understand how organizations are cultivating relationships online and what are the strategies used. Studies over the past two decades have provided important information on construction of relationships, relationship cultivation, and outcomes of good relationships. Much of the current literature on relationship cultivation pays attention to online relationships. When the social presence and media richness is high, the communication resembles face-to-face communication being instant and leading higher involvement of interaction and commitment (Kaplan & Haenlein 2010, 61). Whereas when the self-presentation is high, publics have better possibilities to share or disclose information of themselves, creating possibilities to interact each other and build relationships (Kaplan & Haenlein 2010, 62).

Online relationship cultivation strategies are mainly studied from the perspective of the organization, and how these strategies are incorporated into organizations' social networking sites (Waters et al. 2009, 102). According to Men and Tsai (2012, 725) organizations do not fully utilize social media for relationship cultivation. Organizations should have a better understanding how to engage publics with different strategies and tactics (Men & Tsai 2012, 728).

Many of the studies in public relations focuses on non-profit or business-to-consumer organizations (e.g. Ki & Hon 2006; Bortree & Seltzer 2009; Waters et al. 2009; McCorkindale 2010; Rybalko & Seltzer 2010; Men & Tsai 2012; O'Neil 2014;

Shin et al. 2015). Up to now, far too little attention is paid to business-to-business organizations (Siamagka et al. 2015, 89; Järvinen et al. 2012, 102). For the business-to-business organizations, it is important to define publics strategically and understand what kind of relationship is cultivated with each group (Glowik & Bruhs 2014, 89). By choosing the right communication strategy and tools for each of the strategic public group, relationship cultivation, engagement and long-term relationships can be advanced (Brennan et al. 2011, 177; Glowik & Bruhs 2014, 89). Communication in business-to-business organizations is central for the organizations' strategy and advertising. Communication should focus on engaging strategic publics and build relationships. (Brennan et al. 2011, 175.) Even though business-to-business organizations are slower to adapt social media (Järvinen et al. 2012, 103), one of the biggest reasons for them to use social media is to build trust and create awareness of the brand (Brennan & Croft 2012, 111).

1.2   Purpose of the study and research question

This thesis examines whether business-to-business organizations use relationship cultivation strategies to cultivate relationships online, and whether these strategies creates more interaction between organizations, and their publics. The research question is:

> How do business-to-business organizations in the oil and gas industry use relationship cultivation strategies on their LinkedIn and Facebook sites?

This is a quantitative content analysis focusing on four case organizations' communication on Facebook, and LinkedIn. These two platforms were chosen, because they are the most used social networking sites among the business-to-business organizations (Michaelidou et al. 2011, 1155; Brennan & Croft 2012, 111).

The focus of the empirical setting is how the case organizations cultivate relationships with publics through online communication. The data is collected from the organizations' Facebook, and LinkedIn accounts, and a quantitative content analysis is used for the data analysis.

It is hoped that this research contributes to a deeper understanding of business-to-business organizations' online strategies to cultivate relationships. Understanding what the relationship cultivation strategies are, and how they are used, helps organizations to create long-term relationships.

1.3   Structure of the research, and key concepts

This thesis is composed of five themed chapters. Chapter two begins by laying out the theoretical dimensions of the research; how organizations communicate with publics, organization-public relationships, and relationship cultivation strategies. The next chapter introduces the methodology, data collection, and

data analysis used for this thesis. The fourth chapter presents the results linking them to theory. The chapter five concludes the thesis by summarizing the results, giving some practical suggestions, and explaining the limitations, and suggestions for future research.

Throughout this thesis, the following abbreviations, and concepts are used. The abbreviation of OPR will refer to organization-public relationship. While a variety of definitions of the concept of OPR have been suggested, this thesis will use the definition suggested by Broom et al. (2000, 18) who saw it as "The patterns of interaction, transaction, exchange, and linkage between an organization, and its publics". The reason to use this definition is that relationship is seen in the focus meaning a concept between the formation, and the outcomes of the relationship (Broom et al. 1997, 85), meaning the state of relationship cultivation. When the relationship is in the focus, the relationship is a dynamic, multilayered pattern of actions (Broom, Casey & Ritchey 2000, 18; Heath 2013, 427; Smith 2012, 840). According to Cheng (2018, 122), this definition "emphasizes the dynamic and objective nature of OPR and its testability at any given time by the intensity and reciprocity of information and resource flows".

In public relations research organization means non-profit or for-profit organization (Cheng 2018, 122), and the concept public means adolescents, retailers, activist, and residents (Cheng 2018, 122). Publics are the employees, customers, consumers, competitors, investors, suppliers, NGOs, government, unions, the community, members of associations and nonprofit organizations, the media, and donors to nonprofit organizations and so forth (Grunig & Grunig 2011, 10; Johansen & Nielsen 2011, 206). Publics "influence or have an interest in organizations' activities" (Brennan et al. 2011, 175). In this thesis, *public* will be used to refer to organizations' external publics, such as stakeholders, customers or individuals. The concept *organization* will be used to refer to non-profit and for-profit organizations in the chapters one, and two, whilst in data, results, and analysis it will refer to for-profit business-to-business organizations.

The abbreviation *B2B* will be used to refer to business-to-business organizations, and the abbreviation B2C to business-to-consumer organizations. The separating item of business-to-business and business-to-consumer organization is the customer. In business-to-consumer organizations, the customer is individual consumer such as individual, family or private household whereas in business-to-business organizations the customer is another organization such as manufacturer, wholesaler, distributor, government, university, privately owned hospital, non-profit organization or others (Glowik & Bruhs 2014, 9). The abbreviation *SNS* will be used to refer to social networking sites, which are digital places for networking, and relationship initiation, such as Facebook, and LinkedIn (boyd & Ellison 2008, 211).

2 LITERATURE REVIEW

2.1 Online Public Relations

There is a large volume of published studies describing the role of public relations (Cheng 2018, 120). Much of the literature since the mid-1980s emphasizes the role of relationships (Cheng 2018, 120; Coombs & Holladay 2015, 691; Huang & Zhang 2013, 84; Ki & Shin 2006, 194). It is said, that "Relationship has become a defining aspect of the identity for general public relations research" (Coombs & Holladay 2015, 691).

However, it is argued that the role of public relations should be moved towards communication and relationships' negotiator (Taylor 2018, 112). In the 1980s, the changes of public relations were introduced with four models (Grunig & Hunt 1984, 14). These models were

> 1) the press agent or publicity model (one-way communication (from organization to publics)
> 2) the public-information model (one-way communication (from organization to publics);
> 3) the two-way asymmetric model (two-way communication, asymmetric); and
> 4) the two-way symmetric model (two-way communication, symmetric) which consists more of a dialogue than a monologue (Grunig & Hunt 1984, 23).

As the models show, public relations were seen more from the direction of the communication: as one-way from organization to publics and two-way from organization to publics and vice versa and showing the purpose of the communication by symmetric or asymmetric (Grunig & Hunt 1984, 14). In the eighties, the role of public relations was seen as a technician, handing out media releases (Taylor 2018, 105) whereas in the nineties, public relations developed towards a management function being an important part of the organization by listening its publics (Taylor 2018, 105). This change was mediated with the help of the excellence theory (Taylor 2018, 105) helping public relations to focus on relationships (Ledingham & Brunning 1998, 62). The excellence theory refined the earlier introduced models to

> 1) symmetrical or asymmetrical;
> 2) two-way or one-way;
> 3) mediated or interpersonal; and
> 4) ethical or unethical (Rhee 2004, 24).

It is just 21st century, when organizations moved from one-way communication to two-way communication trying to move measuring from short-term effects to long-term relationships (Grunig & Huang 2000, 26). One reason for this might be the rise of social media, which is seen to flourish from the beginning of the 21st century after Facebook emerged (Kaplan & Haenlein 2010, 60). Different

platforms as such, can provide several different forms of communication (Murphy & Sashi 2018, 3). The role who is message sender, and whom receiver disappears in today's mode of communication where messages are send back, and forth (Murphy & Sashi 2018, 3). Today even the employees are communicators because of the possibility to use e-mail, blogs, social media, and social networking sites (Cornelissen 2017, 37). Social media is important tool for relationship cultivation because of the interactive features for gaining attention, and response (Allagui & Breslow 2016, 28). However, various studies have failed to find interactive communication between organizations, and publics in social media (e.g. Men & Tsai 2012; Shin et al. 2015). It seems that even the platforms enable for interactive communication, organizations, for some reason, do not use this opportunity. Therefore, it is reasonable to think that more effort should be put on interactivity, and responsiveness (Avidar 2013, 440). The more interactive the message is, leads to better quality relationship (Saffer et al. 2013, 213).

B2B organizations have been slower to adapt social media (Järvinen et al. 2012, 103). Reasons for this can be find from prioritizing and understanding how the usage of social media can benefit the business (Jussila et al. 2014, 610). The legal contracts and intellectual property right issues might affect the use of social media in B2B organizations' (Jussila et al. 2014, 608). In addition, information security risks might limit the use of social media in B2B organizations more than in B2C organizations (Jussila et al. 2014, 608; Swani et al. 2017, 84). Organizations have various practices of using social media, some having tighter control for the use (Brennan & Croft 2012, 115).

It is found that one of the biggest reasons for B2B organizations to use social media is to build trust and create awareness of the brand (Brennan & Croft 2012, 111). It is showed that especially social networking sites helps B2B organizations to cultivate relationships with each other by supporting the brand (Michaelidou et al. 2011, 1154). Social media, and even unique features of it can help to cultivate relationships (Saffer et al. 2013, 215; Jo & Kim 2003, 214), even though it is argued that social media has not much to do with relationship cultivation (Valentini 2015, 173). Social networking sites were the most common used social tools in external context for B2B organizations (Jussila et al. 2014, 609). SNSs are used to attract new customers, cultivate relationships, increase awareness of the brand, communicate the brand online, receive feedback, and interact with suppliers (Michaelidou 2011, 1156). The most used SNSs among the B2B organizations are Facebook, and LinkedIn (Michaelidou et al. 2011, 1155; Brennan & Croft 2012, 111), even though some organizations do not see the use of SNSs important (Michaelidou et al. 2011, 1156). SNSs links individuals and organizations as networks, enabling users to be at the focus to present personal information, and create, share, and comment different types of information such as text, image, and audio-visual content (boyd & Ellison 2008, 219; Kaplan & Haenlein 2010, 63;). It is said that "social networks are important for the survival of small firms, and critical in competing with larger businesses" (Michaelidou et al. 2011, 1154).

Having discussed how organizations communicate with publics in social media, and social networking sites, the next chapter describes organization-public relationships.

2.2   Organization-public relationships

Research into organization-public relationships has a long history in public relations. OPRs have been studied since 1980s, when the focus of public relations research was shifted on relationships (Cheng 2018, 120; Huang & Zhang 2013, 85; Ki & Shin 2006, 194). For several years, OPR was not conceptualized, and was studied by measuring participants' perceptions (Broom, Casey & Ritchey 1997, 85). Broom, Casey and Ritchey (1997) first articulated the construct of organization-public relationship, suggesting a concept of relationships, and constructing a theoretical model of organization-public relationships (see Figure 1). They based their concept, and theory of OPR on interpersonal communication theory, psychotherapy, interorganizational relationships, and systems theory. This model presents the formation, and consequences of the relationships, seeing relationship as a concept between the change of antecedents, and consequences (Broom et al. 1997, 64):

> As both the consequences of and causes of other changes meaning that, relationships act as both dependent and independent, as well as intervening (Broom et al. 1997, 94).

The antecedents of relationships are perceptions, motives, needs, and behaviors, which formulates the relationship. The properties of the relationships are exchanges, transactions, communications, and other interconnected activities whereas the consequences of relationships effects on the environment (see Figure 1). (Broom et al. 1997, 94.)
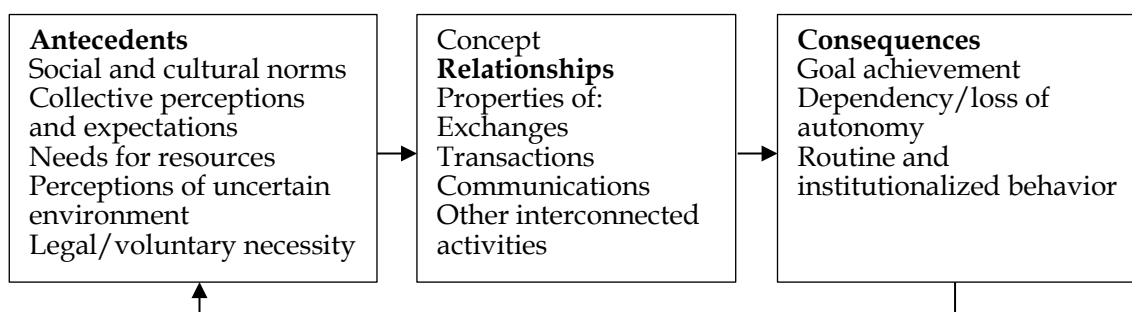

FIGURE 1 Antecedents and consequences of organization-public relationships by Broom, Casey and Ritchey 1997, 94.

This model, followed by Grunig and Huang (2000), was modified to fit the excellence theory in it (see Table 1 on page 13). The antecedents of relationships are based on the excellence theory, the maintenance strategies on the models of

public relations, and the conflict resolution theory, and the relational outcomes of the relationships on the excellence theory (Grunig & Huang 2000, 34). This model explains the theoretical concepts of the relationships, and the measures of the concepts (Grunig & Huang 2000, 41). The antecedents include the behavioral consequences between the organization, and publics, second stage is relationship maintenance strategies, and third the outcomes of the relationship. In this model, antecedents are interpenetration of organization, and the public, which can be measured by environmental scanning. Relationship maintenance strategies are divided according to symmetrical and asymmetrical communication. These are observed by monitoring disclosure by management and publics, expressing legitimacy, and building networks. The outcomes of the relationships; control mutuality, commitment, satisfaction, trust, and goal attainment are measured by perceiving one or both parties, observed by third parties, and predicted for other parties. (Grunig & Huang 2000, 3.)

TABLE 1 Stages and forms of relationships by Grunig and Huang 2000, 34.

Situational antecedents (behavioral consequences on each other [interpenetration])	Maintenance strategies	Relationship outcomes
Organization affects public (O1 -> P1) Public affects organization (P1 -> O1) Organization-public coalition affects another organization (O1P1 -> O2) Organization-public coalition affects another public (O1P1 -> P2) Organization affects an organization-public coalition (O1 -> O2P2) Multiple organizations affect multiple publics (Oi -> Pj)	**Symmetrical** Disclosure (openness) Assurances of legitimacy Participation in mutual networks Shared tasks (helping to solve problems of interest to the other party) Integrative negotiation Cooperation/collaboration Be unconditionally constructive Win-win or no deal **Asymmetrical** Distributive negotiation Avoiding Contending Compromising Accommodating	Control mutuality (Joint acceptance of degrees of symmetry) Commitment (Interdependence, loss of some autonomy) Satisfaction/liking Trust Goal attainment (Complementary behavior)
Measures of Concepts		
Environmental scanning	Ongoing observations of management and publics (such as monitoring of disclosure by management and publics, expressions of legitimacy, building networks with activist groups	Co-orientational measures of management and publics: Perceived by either or both parties Observed by third party (overlap in co-orientation model) Predicted for other party (Accuracy and congruence in co-orientation model)

Organization-public relationships have been explored also from the interpersonal communication, marketing, and social psychology perspectives

(Ledingham & Bruning 1998). This model, presented by Ledingham and Bruning (1998, 59) introduced the five dimensions of relationships: trust, openness, involvement, investment, and commitment. These dimensions were important for generating loyalty towards the organization (Ledingham & Bruning 1998, 63). According to a definition provided by Ledingham, and Bruning (1998, 62) a good organization-public relationship means: "The state that exists between an organization and its key publics that provides economic, social, political, and or cultural benefits to all parties involved, and is characterized by mutual positive regard". This definition focuses on the consequences of the relationship, but do not describe the relationship itself (Cheng 2018, 121). Whereas when the relationship is in the focus, the relationship is a dynamic, multilayered pattern of actions (Broom, Casey & Ritchey 2000, 18; Heath 2013, 427; Smith 2012, 840). However, it is argued that the relationship might not always be as beneficial for publics as it is for the organization. If publics are strongly tight with the organization, they might get "blind" for better, more beneficial options for themselves. (Coombs & Holladay 2015, 693.)

Many of the studies follows the three main categories: antecedents of relationships, relationship maintenance strategies, and relationship quality outcomes (Grunig and Huang 2000; Hon & Grunig 1999; Ki & Hon 2009). In contrast to this categorization, Cheng (2018) argues that organization-public relationship should be described as contingent organization-public relationship (COPR) based on relational management, and contingency theories. Contingent OPR means

> The information flow between an organization and one or more publics who are in the status ranging from mutually beneficial to highly conflictual. COPR accounts for this range and for the dynamism of ongoing relationship (Cheng 2018, 126).

Contingent OPR has five categories: the outcomes -, the antecedents -, the mediation -, the process -, and the structure of OPR (Cheng 2018, 127).
Also, Heath (2013) has challenged the conceptualization of OPR. To understand OPR better, he suggests that OPR is conceptualized as Organizations-Others Relationships (OsOsRs) (Heath 2013, 427). This means that organization-public relationship do not always mean a relationship between one organization, and one public, since organizations have relationships with many publics, "organizations have relationships with one another as well as all of the constellations of stakeholder/stakeseeker combinations that make up the relevant fabric (network complexity and political economy) of society" (Heath 2013, 427). According to Heath (2013, 427), OPR is "multidimensional and multi-layered, but not reducible to something between an organization and its public(s)".

Another view to see organization-public relationships is issue arenas, where stakeholder relationships have been divided in three categories: faith-holders, hateholders and fakeholders (Luoma-aho 2015, 2). Faith-holders are positively engaged stakeholders, hateholders negatively engaged stakeholders

and fakeholders, are "unauthentic persona produced by astroturf and algorithms" (Luoma-aho, 2015, 2). Issue arenas are places where the conversations and discussions between organizations and publics happen. The control of discussions is changed from organizations to issue arenas. (Luoma-aho & Vos 2010, 322.)

It is also argued, whether applying interpersonal relationships to public relations research is accurate, especially, when the relationships happen in social media, and should be explicated more (Coombs & Holladay 2015, 691). An interesting view of organization-public relationship is that the relationship between organization and publics is parasocial. Parasocial relationships originate from the mass communication literature, where television viewer has a parasocial relationship with television persona. (Coombs & Holladay 2015, 693.) Coombs and Holladay (2015, 693) suggested, that organization-public relationships reflect more parasocial interaction than interpersonal relationship. Publics are more like faithful fans supporting the organizations and "social media helps to strengthen the relationship illusion with organizations" (Coombs & Holladay 2015, 693).

This section has attempted to provide a brief summary of the literature relating to organization-public relationships theory. In the chapter that follows the relationship cultivation strategies will be examined more carefully.

2.3   Relationship cultivation strategies

> Cultivation strategies are the communication methods that public relations people use to develop new relationships with publics and to deal with the stresses and conflicts that occur in all relationships. (Grunig 2002, 5.)

Relationship cultivation strategies have been studied both offline, and online media. The most used relationship cultivation strategies in offline setting are based on interpersonal communication, from which the dimensions of the strategies were fitted in public relations and organization-public relationship theory (Stafford & Canary 1991). For relationship cultivation strategies online, the theory behind leads to dialogic communication.

As described earlier, relationships where first conceptualized as the properties of exchanges, transactions, communications, and other interconnected activities (Broom, Casey & Ritchey 1997, 85). Next, the concept of relationships was described as relationship maintenance strategies based on the models of public relations, and conflict resolution theory (Grunig & Huang 2000, 34). In this model the dimensions of relationships are access, positivity, openness or disclosure, assurances, networking, and sharing of tasks. *Access* in the earlier literature means the possibility to access contact information for both organizations, and its public (Hon & Grunig 1999; Ki & Hon 2009; Men & Tsai 2012; Shin et al. 2015; Waters et al 2011). Access enables for conversation and it is critical for maintaining a healthy dialogue (Waters et al. 2011, 92). *Positivity* can be explained as the easiness or comfortability for the user to use, or navigate in

organization's web site, or social networking site (Hon & Grunig 1999, 14; Ki & Hon 2009, 7). In some studies, this means the easiness to use the website of the organization (e.g. Ki & Hon 2006; Waters et al. 2011). *Assurances* means that organization listens its publics, and takes actions based on this showing that it is worth of it (Hon & Grunig 1999, 15; Ki & Hon 2009, 9). *Sharing of tasks* has been explained in earlier literature as solving problems together, and sharing responsibilities between the organization, and publics (Hon & Grunig 1999; Ki & Hon 2009; Waters et al. 2011). It can mean, for example, taking actions for environment, or community. Both the organization, and publics are working together towards the same goals and strengthening their relationship. *Networking* means networking, or coalitions of organizations, and groups, such as communities, environmentalists etc. which benefit both the organization, and the public (Hon & Grunig 1999, 15; Waters et al. 2011, 92).

Earlier all of these relationship cultivation strategies were seen as symmetrical communication (Grunig & Huang 2000, 37; Hon & Grunig 1999, 14) whereas today on social media era access and positivity can be seen as one-way, asymmetric communication (O'Neil 2014, 13; Shin et al. 2015, 191), and networking and sharing of tasks as interactive, two-way symmetrical communication (O'Neil 2014, 13). As the literature states (Grunig 2002, 6), symmetrical maintenance strategies are more effective than asymmetrical ones. Therefore, organizations should concentrate on relationship building with strategies using symmetrical communication (Grunig 2002, 6). However, as argued by Kent and Taylor (1998, 323), "To fully understand symmetrical communication, however, one must first understand dialogic communication".

Kent and Taylor (1998, 322) used dialogic communication as a theoretical framework to build relationships between organization, and publics through internet. They introduced five strategies for relationship building on internet: the dialogic loop, the usefulness of information, the generation of return visits, the intuitiveness, or ease of the interface, and the rule of conservation of visitors to create dialogic relationships (Kent & Taylor 1998, 326). However, when discussing dialogue and dialogic communication, it is notable, that it is almost impossible to say, that organizations today use dialogue on their online communication, because of the lack of dialogic characters (Lane 2018, 663). As stated by Lane (2018, 664): "True dialogue is the two-way communication that occurs when participants interact respectfully, openly, and deeply with each other, leading to mutually-beneficial and acceptable outcomes". When looking at the discussions on SNSs, it is hard to find interaction to be respectful, and open, organizations might even limit the communication possibilities between publics, and the organization.

For online relationship cultivation, the most important characters are interactivity, and engagement for which the social media gives best opportunities. Therefore, today, the most used strategies to study online relationships are openness and disclosure, information dissemination, and interactivity or involvement (Men & Tsai 2012, 324). These strategies can explain best the characters of SNSs and are explained next.

2.3.1 Openness and disclosure

Openness and disclosure strategy mean the general information of the organization what it reveals of itself. It can describe the honesty, and the nature of the organization to release information (Ki & Hon 2009; Men & Tsai 2012; O'Neil 2014; Shin et al. 2015). It can also refer to transparency of the organization, meaning for example informing on the SNS who is responsible for maintaining the site; the logos and visuals available; and the hyperlinks connecting to corporate website, or other social media sites (Waters et al. 2009, 103). Men and Tsai (2012, 724) explained disclosure as "The willingness of the organization to engage in direct and open conversation with publics". Whereas Shin et al. (2012, 191) described it as "The extent to which an organization discloses information about the nature of the organization".

Shin et al. (2015, 202) found that on Facebook, the most used types of disclosure were company logos and links to the corporate web sites, none of the organizations shared information of key people. These results are similar with Men and Tsai (2012, 727), who found that logos, description of the organization and link to organization web site were the most used strategies. Also, Waters et al. (2009, 104) found that nearly all the studied organizations shared description of the organization on their Facebook profiles. Logos and links to websites were used more than 70% of the organizations (Waters et al. 2009, 104). Openness and disclosure are studied on both the offline, and online media.

2.3.2 Information dissemination

Information dissemination is seen as sharing, and disseminating organizational information (Men & Tsai 2012, 725; Shin et al. 2015, 191; Waters et al. 2009, 103). Shin et al. (2015, 191) defined information dissemination as "The extent to which an organization provides useful information to its public about what it offers". Whereas, Men and Tsai (2012, 725) says that it "Addresses the needs, concerns, and interests of publics while disseminating organizational information". Information dissemination strategy can also include the characters of the offline relationship cultivation strategy called positivity, meaning the use of images, audio, and videos on the posts (Waters et al. 2009, 103).

Shin et al. (2015, 202) found that on Facebook, about 80% of the wall posts contained at least one type of information. The most used ones were sharing news, announcements, product – and service information (Shin et al. 2015, 202). By contrast, the most used information dissemination strategy on Waters et al.'s (2009, 104) study was the use of discussion boards, and the next ones were posting images and providing links to external news stories, both more than 50%. Waters et al. (2009, 104) found that organizations used more images than audio or video. Also, Men and Tsai (2012, 727) found that the most used strategies were sharing images and announcements and press releases of the organization.

2.3.3 Interactivity and involvement

Earlier studies have shown that interactivity, and multimedia orientation have an important role on relationship building (Jo & Kim 2003, 214; Men & Tsai 2012, 725). It is argued that organizations should use two-way communication strategies, based on the analysis of the interaction, to engage publics (Avidar 2018, 508). Therefore, whilst discussing interaction as a relationship cultivation strategy, it is important to clarify also the concepts of interactivity, and engagement.

Many of the studies explains interactivity as a concept based on computer-mediated-communication (CMC) (Avidar 2018, 506; Ji et al. 2019, 90). Interactivity can be divided in three levels: perception-related variable, functional interactivity and contingency interactivity (Avidar 2018, 506). Interactivity as a perception-related variable focuses on how the users perceive the level of the interactivity of media (Avidar 2018, 506). Functional interactivity studies the different characters, or features of the interface, enabling interaction with the users (Sundar et al. 2003, 33). Contingency interactivity, also called as a process-related variable (Avidar 2018, 506), means that the interaction happens between the message sender and the receiver, each of the message is contingent of the previous message (Sundar et al. 2003, 35). Contingency interactivity can be divided by the type of the responses: non-interactive, reactive, and interactive responses (Avidar 2018, 506). Non-interactive responses mean, that organization do not respond to messages send. Reactive response means that organization respond to the initial message send, but do not encourage for further interaction. Interactive responses mean that organization respond to messages send and continue the discussion further. Interactive responses are the most important for the OPR, because they enhance the interaction between the organization, and public. It is said that interactivity requires responsiveness, but responsiveness do not necessarily involve interactivity. (Avidar 2013, 447.)

Engagement means organizations effort to engage and embrace publics to conversations and give inputs (Shin et al. 2015, 191). In dialogue strategy, both the organization and publics, have mutual two-way symmetric communication where both parties want to engage each other. Both parties' work towards the same goals. (Cornelissen 2017, 71.) Whereas interactivity is exchange, and transmission of information, and a change of responses between participants, engagement also involves feelings, and attitudes and the goal are a two-way relational give-and-take (Avidar 2018, 508). It is said that "Interactivity mainly involves information exchange, while engagement also involves feelings and attitudes" (Avidar 2018, 507).

Many studies measure the engagement as the numbers of likes, comments, and shares (Ji et al. 2019, 95). It is said, that "Each behavior has a psychological (at least cognitively) implication that is different from the other" (Kim & Yang 2017, 443). The number of likes shows the sentiment towards the post (Saxton & Waters 2014, 287), it is also the lowest of the behaviors which do not require much of commitment (Kim & Yang 2017, 442). It is also argued, that "A single like can spread a message to over 130 friends" on Facebook (Swani et al. 2013, 285),

making Facebook as a relevant channel for information sharing, and marketing purposes. The number of comments indicates the level of public engagement (Saxton & Waters 2012, 287), and need more effort from the user than like (Kim & Yang 2017, 442). Comments can be seen on the organizations' post (Kim & Yang 2017, 442). The number of shares shows the significance of the message to the reader (Saxton & Waters 2012, 287). It can be said to show the most commitment of the actions (Kim & Yang 2017, 442), because the user feels importance to share the message. However, it is argued whether counting these actions can help to build relationships (Valentini 2015, 173). Instead, it would be more important to understand better, what happen in the messages and how they effect on publics (Valentini 2015, 173).

Interactivity, according to Men and Tsai (2012, 725) can mean navigation or opportunity to contact organization or share organization's content, and opportunity to contact organization or other stakeholders by commenting. Shin et al. (2015, 191) integrated the concepts of involvement, interactivity, dialogic loop and networking under engagement. They referred engagement as organizations efforts to engage and embrace its stakeholders to conversations and giving inputs.

Shin et al. (2015, 203) found that on Facebook, most of the organizations did not share information of phone numbers or geographic locations, and more than 60% of the organizations did not respond to the customer wall posts. Waters et al. (2015, 105) found that organizations did not provide many possibilities for publics to be involved in the organization. The most used strategies were providing e-mail address; other strategies were providing phone number, message board, calendar of events, volunteer and donation opportunities (Waters et al. 2009, 105). Also, Men and Tsai (2012, 727) found that the most used strategies were sharing to one's own page, navigation, commenting opportunity and response to user posts and the least used organizational contacts and action features for online participation.

As discussed earlier, theories behind each of the relationship cultivation strategy and differences of the definitions of the strategies vary among the researchers. Many of the relationship cultivation studies rely on the five dimensions: access, positivity, openness or disclosure, assurances, networking, and sharing of tasks, but because of the rise of social media, more and more attention is paid to relationship cultivation on online environment. Organizations understands the importance of social media for their brand positioning, and relationship cultivation. For online relationship cultivation, the most important characters are interactivity, and engagement for which the social media gives best opportunities. By engaging publics, organizations can create and enhance social capital and contribute organizational legitimacy (Luoma-aho 2015, 3; Taylor and Kent 2014, 384). Online relationship cultivation strategies openness and disclosure, information dissemination, and interactivity and involvement can best explain the characters of SNS, therefore this view is followed on this research.

3 METHODOLOGY

3.1 Empirical setting

This is a case study, adopting a content analysis approach to study the use of B2B organizations' relationship cultivation strategies with publics online. Four case organizations' Facebook and LinkedIn accounts were analyzed to understand the use of relationship cultivation strategies. Earlier studies (e.g. McCorkindale 2010; Men & Tsai 2012; O'Neil 2014; Shin et al 2015; Waters et al. 2009;), analyzed platforms such as Facebook, Twitter, and Renren, but any studies of LinkedIn were not found. The reason to choose B2B organizations was, that B2B organizations are not studied much, and the researcher did not find any other OPR studies focusing on B2B, or oil- and gas industry. Also, the researcher has own interest towards this industry. While looking at the data, it was found, that organizations in oil- and energy industry, use different social media communication strategies, and their publics are very active. These were reasons to choose this industry.

The following criteria was used to choose the organizations: a global business-to-business organization; posting in English or Finnish; having active accounts on Facebook and LinkedIn; and working in oil, and gas, or energy industry. All the organizations were in the Forbes 2000 The World's largest public companies 2018 –list.

TABLE 2 Revenue, number of employees and number of followers for chosen organizations.

Organization	Revenue*	#Employees**	#FB likes***	#FB followers***	#LinkedIn followers***
Chevron[1]	158 902	45 047	1 172 708	1 145 821	73 731
Exxon Mobil[2]	279 332	71 000	3 155 805	3 154 591	63 010
Neste[3]	17 066	2 355	30 579	30 965	32 972
Phillips 66[4]	111 461	14 200	15 272	15 476	85 429

* millions of dollars, at the end of 2018, **at the end of 2018, ***collected 21.2.2019
[1]Chevron 2019a.
[2]Exxon Mobil Corporation 2019a.
[3]Neste 2019a.
[4]Phillips 66 Company 2019b.

The reason to examine the case organizations communication on their Facebook and LinkedIn sites was to understand better the content, and interaction used for relationship cultivation. What comes to B2B organizations on Facebook, as larger the fan base of the organization grows; the number of likes gets higher (Swani et al. 2013, 280). As can be seen in Table 2, regarding the revenue, largest of the companies is Exxon Mobil, next largest Chevron, and then Phillips 66, and the smallest Neste. The number of Facebook followers can almost follow the size of the revenue, whereas on LinkedIn, it is not the case.

3.1.1 Chevron

Chevron is one of the world's largest energy and chemical corporations headquartered in the United States. Its history leads until 1879. The sales and other operating revenues, at the end of 2018, was 158 900 million of dollars, and it employ 45 047 employees around the world. (Chevron 2019a, XV.) Chevron's major business strategies include upstream, downstream, chemicals and midstream (Chevron 2019a, XVI).

Chevron has accounts in following social media platforms: Facebook, Instagram, LinkedIn, Twitter, and YouTube (Chevron 2019b). According to Chevron (2019c), they want to "Build trusting and mutually beneficial relationships by collaborating with their stakeholders". As stated by Chevron, their stakeholders are "customers, trading partners; joint venture partners; U.S. federal, state, and local regulatory bodies; governments; contractors; suppliers, and individuals, employees, stockholders, and local communities" (Chevron 2019a). Chevron use social media, for example, to disseminate information of corporate responsibility projects (Chevron 2019e), and to support local partnerships (Chevron 2019d).

3.1.2 Exxon Mobil

Starting over 135 years ago from the petroleum market, Exxon Mobil is one of the largest energy providers, and chemical manufacturers in the world. Known also from the brand names of Exxo, Esso, and Mobil, Exxon Mobil's revenue, at the end of 2018, was 279 332 million of dollars, and it employ 71 000 employees. (Exxon Mobil Corporation 2018; 2019a.) It represents the largest corporation of this study. Exxon Mobil operate in upstream, downstream, and chemical sectors.

Exxon Mobil has social media accounts in Facebook, Twitter, LinkedIn, Instagram, and YouTube (Exxon Mobil Corporation 2019b). One reason for social media use is communication with stakeholders (Exxon Mobil Corporation 2017). Exxon Mobil is having an interactive dialogue with the stakeholders (Exxon Mobil Corporation 2017), whom include customers, suppliers, governments, and other publics (Exxon Mobil Corporation 2019a). The focus in stakeholder communication is "To foster mutual understanding, trust and cooperation on key issues" (Exxon Mobil Corporation 2017).

3.1.3 Neste

Founded 1948, today Neste is the 3rd most sustainable company in the world (Neste 2019a). Its revenue, at the end of 2018, was 14 918 million of euros, which is about 17 066 million of dollars. Neste employ 2 355 employees, and it represent the smallest organization of this study. (Neste 2019a.) Neste is headquartered in Finland, and the main business areas are oil products, renewable products, and marketing and services (Neste 2019c).

Neste has accounts in following social media platforms: Facebook, Twitter, LinkedIn, Instagram, and YouTube (Neste 2019c). According to Neste (2019a, 24),

they "Aim for continuous, active, and open dialogue with their stakeholders and regularly review stakeholders' views on Neste's operations". Key stakeholders, according to Neste (2019b), are "corporate customers and consumers; analysts and shareholders; authorities, decision makers and legislators; suppliers of goods, raw materials and services; non-governmental organizations, industry associations and cooperation bodies; universities and research organizations; local communities; media; own personnel, and management". Neste invite annually its stakeholders to Neste's Stakeholder Advisory Panel. (Neste 2019b.)

3.1.4 Phillips66

Phillips 66 is a diversified energy manufacturing and logistics company headquartered in Houston, United States. It works on refining, midstream, marketing, and chemical sectors. (Phillips 66 Company 2019a; 2019b.) Phillips 66 was established almost 130 years ago, and its revenue, at the end of 2018, was 111 461 million of dollars (Phillips 66 Company 2019b). It employs 14 200 employees around the world. Phillips 66 stakeholders are employees, customers, partner and communities. It has accounts in following social media platforms: Facebook, Instagram, Twitter, and YouTube (Phillips 66 Company 2019a). Phillips 66 use social media for information sharing, expressing opinions, and strengthening relationships (Phillips 66 Company 2018, 29). They use it for communicating sustainability, and Environmental Social and Governance (ESG) programs, and performance trough social media (Phillips 66 Company 2019c). They believe that the usage of social media "Can shape the way the general public views Company products, services, employees, partners, vendors, customers and competitors" (Phillips 66 Company 2018, 29).

3.1.5 Facebook

Facebook is the most common used social networking site around the world. It was founded in 2004 (Facebook 2019a). It was first open only for students, starting from Harvard, expanding then to other universities, and to be open around the world (boyd & Ellison 2008, 218). It had on average 1.52 billion daily active users on December 2018 (Facebook 2019a). It offers two different kind of possibilities as user profiles; "Profiles" for individual users, and "Pages" for organizations. Organizations can invite other users, individuals, and organizations, to like their pages. When the user "Like" an organization, she can choose, whether she wants to follow the organization. If the user chooses to follow, she will get personal alerts regarding new posts on organizations' wall. User can choose who can see their profile; contact them, and what features user enable to share. Users can write directly to other users' wall; show support with an emoji, and comment or share each other's posts, if these features are enabled. Users can also contact each other with direct messaging. This is also one of the tools, which enable organizations to do marketing. Facebook has its own mobile application, and its pages are created bearing in mind mobile users. (Facebook

2019b.) Facebook give organizations a possibility to reach its publics and share information of the organization. Organizations can show their interest, promote their values to publics, and overall, create an image of the organization to publics. Organizations can also promote their events and do direct selling. It is said that Facebook is used to influence users' perspective of the organizations' image, and reputation (Haigh et al. 2012, 66).

3.1.6 LinkedIn

LinkedIn was launched in 2003. It is a business-focused social networking site, used by professionals. According to LinkedIn, it has more than 610 million users from more than 200 countries. (LinkedIn 2019a.) LinkedIn as a platform provide profile pages for individual users, "LinkedIn Pages" for organizations, and several different kind of activation tools for organizations. Platform has its own mobile application, which make it easier to use on a mobile phone. Organizations can create their own "LinkedIn Pages" to show their publics more about the organization, products, services, and job opportunities. Organizations can create their pages with detailed information of the organization. (LinkedIn 2019b.) Organizations can link a LinkedIn Career Pages on their LinkedIn Page (LinkedIn 2019d). Individual profile pages allow individuals to search for organizations, look for their updates, and look for job opportunities. If individual user is a Premium LinkedIn member, she can look for more detailed information such as: trends in the number of employees; average employee tenure; employee distribution; headcount growth by function; company alumni who occupied a senior-level management function; new hires, and total job openings by function. (LinkedIn 2019c.) As on Facebook, if the features are enabled, individual users can like, comment, and share each other's posts, and send direct messages. Unlike Facebook, writing directly on another users' wall or messaging directly on organization, are not features on LinkedIn. Like on Facebook, organizations can share their values, and create their brand on LinkedIn. Overall, LinkedIn enable organizations to share professional information of themselves, share new job offers, and link colleagues with each other.

3.2   Data collection

The data was gathered from the chosen B2B organizations' Facebook, and LinkedIn accounts. These two platforms were chosen, because Facebook is one of the most used SNS around the world, and LinkedIn is known more as a SNS in business environment. These are also the most used SNSs by B2B organizations (Michaelidou et al. 2011, 1155; Brennan & Croft 2012, 111).

The data was collected manually and each of the collected data or case were given a case number, which was made to be sure, that the researcher has the possibility to get back to each of the case later, if needed. The variables were gathered from the organizations' information pages and wall posts on both platforms. The sampling units of analysis were:

a) The Facebook profile page (the 'About' section) of the organization (*N*=4)
b) The LinkedIn profile page (the 'Company details' section) of the organization (*N*=4);
c) A systematic random sample of wall posts (e.g. news feeds posted by the organization) from one-year period on each Facebook page (*N*=106);
d) A systematic random sample of wall posts (e.g. news feeds posted by the organization) from one-year period on each LinkedIn page (*N*=166) and;
e) 10 newest questions on Facebook wall posed by publics (*N*=20).

A set of variables were looked from each of the organization profile pages' "About" section and from the wall posts. Wall posts were gathered by a systematic random sampling. This was made, because of the possibility for organizations to delete, or edit the wall posts. The samples of wall posts were collected from one-year period, between 1.2.2018-31.1.2019, choosing every fifth post. The primary criteria for one-year period was to avoid bias of the weekdays, seasonal variations, or other regularly repetitive topics, and make sure that all posts had the possibility to be part of the sampling. To meet inter-observer consistency, the wall posts were coded during one day, to make sure, that the researcher had the same idea of each coded variable.

To meet stability, a codebook was created based on earlier literature (e.g. Bortree & Seltzer 2009; McCorkindale 2010; Men & Tsai 2012; O'Neil 2014; Shin et al. 2015; Waters et al. 2009). The codebook was tested first for smaller number of variables to meet internal reliability. After pretesting the codebook, it was fixed to its final form.

The total sample size was 272 wall posts and four Facebook and LinkedIn profile pages, as can be seen in Table 3 on page 25. 39% of the wall posts was on Facebook, and 61% on LinkedIn. The mean for the posts on Facebook was 26,5, and on LinkedIn 41,5. Minimum number of posts per organization on Facebook was 22, and on LinkedIn 19, whereas the maximum number of posts per organization on Facebook was 29, and on LinkedIn 75. These amounts show, that half of the organizations posted more on Facebook than on LinkedIn. It also shows the variation of the amount of the posts by organization on both platforms (min, max and mean).

TABLE 3 The number of collected posts per organization and platform.

Organization	Facebook		LinkedIn		Total	
	f	%	f	%	f	%
Chevron	29	51,79	27	48,21	56	100
ExxonMobil	29	60,42	19	39,58	48	100
Neste	26	36,62	45	63,38	71	100
Phillips66	22	22,68	75	77,32	97	100
Total	106	38,97	166	61,03	272	100
Mean	26,5	42,88	41,5	57,12	68	100
Min	22	22,68	19	39,58	48	
Max	29	60,42	75	77,32	97	

The sample size is rather small, when compared to other studies. E.g. Men and Tsai (2012, 726), collected 100 corporate pages and 1000 corporate wall posts and 1000 public or user posts from two different platforms. Waters et al. (2009, 102) collected 275 organization profiles on Facebook and Shin et al. (2015, 195) studied 89 Facebook pages. However, because this is a master's thesis and the coding were done manually, researcher hopes, that the richness of the samples will compensate the amount of the data size.

3.3 Data analysis

This study uses quantitative content analysis in order to gain insights into the relationship cultivation strategies used online. Content analysis have been used for several decades, starting from quantitative newspaper analysis to today's method for understanding social phenomena's (Krippendorf 2019, 23). Many researches have utilized quantitative content analysis to measure online relationship cultivation strategies (e.g. Bortree & Seltzer 2009; McCorkindale 2010; Men & Tsai 2012; O'Neill 2014; Shin et al. 2015; Waters et al. 2009). Content analysis is stated to be more an approach or technique than a methodology (Bryman 2012, 289; Krippendorf 2019, 29). The benefit of content analysis is, that it is particularly useful in analyzing texts, pictures and documents systematically, and replicable, and it can be used to analyze different kind of media (Bryman 2012, 289). As stated by Krippendorf (2019, 24), "Content analysis is a research technique for making replicable and valid inferences from texts (or other meaningful matter) to the contexts of their use". For quantitative content analysis, the research questions need to be specific (Bryman 2012, 290; Krippendorf 2019, 87), because they show, what the researcher want to count (Bryman 2012, 295).

The reason to choose content analysis in this thesis is, that it can be used to quantify content in Facebook and LinkedIn profile pages and wall posts, whether it is text or visual, in terms of predetermined categories, in this case relationship cultivation strategies. It is an objective way to analyze data, and the analysis can be made systematic and replicable (Bryman 2012, 289). Because the categories are

predetermined, the coding is thematic, and analysis is more interpretative and more latent content is looked (Bryman 2012, 297).

Statistical analysis was performed using SPSS software (version 24). To understand the usage of relationship cultivation strategies, frequencies of the strategies and the variables were measured. The relationship cultivation strategies of openness and disclosure, information dissemination, and interactivity and involvement, were identified by looking at different variables from the organizations' Facebook and LinkedIn profile pages and the wall posts. As can be seen in Table 4 on page 31, each of the predetermined category had a set of variables, which identified the visibility of the strategies. The variables were adopted from the earlier relationship cultivation literature (e.g. Ki & Hon 2006; McCorkindale 2010; Men & Tsai 2012; O'Neil 2014; Shin et al. 2015; Waters et al. 2009; Waters et al. 2011; Williams & Brunner 2010;).

The codebook was first categorized by the chosen relationship cultivation strategies: openness and disclosure, information dissemination, and interactivity and involvement. Variables for each strategy were chosen based on earlier research (e.g. Bortree & Seltzer 2009; McCorkindale 2010; Men & Tsai 2012; O'Neil 2014; Shin et al. 2015; Waters et al. 2009). These strategies can be seen in Table 4 on page 31. The data was coded according to the codebook.

Openness and disclosure in this research meant the availability of organizational information on their Facebook, or LinkedIn profile pages. Variables measured how well the organization was revealing information of itself. The measured variables for the strategy of openness and disclosure were company description; company history or foundation date; mission statement; company logo; mention of people, or key management; links to social networking sites, and a link to corporate web site. These variables were available under "About" –section on both platforms, and they were collected on a two-point scale showing whether the variable was present, or absent.

As can be seen in Figure 2 on page 27, the variables available on Facebook profile page of Phillips 66 were geographic address, phone number, links to the corporate website and other social media sites, company description and possibility to contact the organization by instant messaging. Figure 3 on page 27 shows the variables available on Phillips 66's LinkedIn profile page were different from the Facebook profile page. In LinkedIn, organizations shared more detailed information of the company, such as company description, and shared also the values of the organization. However, links to other social media sites were absent.
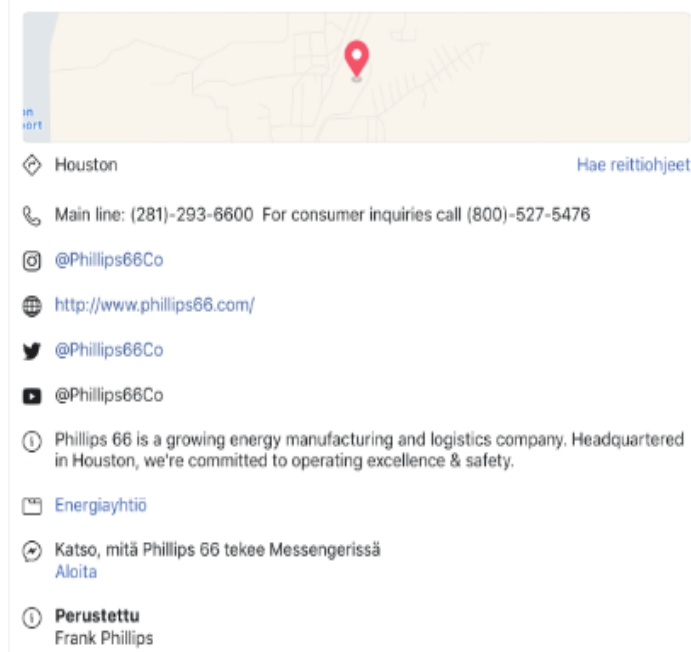
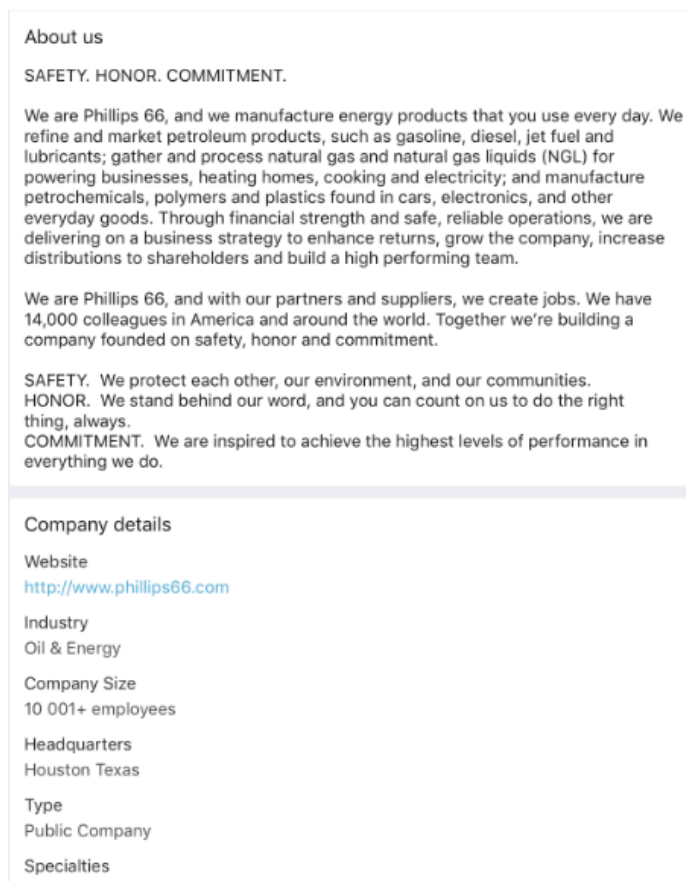FIGURE 2 The variables available on Phillips 66's Facebook information page.

FIGURE 3 The variables available on Phillips 66's LinkedIn profile page.

Information dissemination meant the extent of the useful information: what organization disseminated, and how the organization used text, image, and videos on their wall posts. Information dissemination was measured with the variables of product or service information; news or announcements about the company, events, promotions, and new offerings; news about the industry; employment opportunities; links to FAQ/Q&A; ads for the company or its products, services or events; environmental issues; donation or community service; and networking or alliance with environmental, community etc. group. These were collected from the Facebook, and LinkedIn posts by choosing the most prominent variable per post. The post media type was gathered by choosing the type of the post: image, video, or text. Figure 4 shows examples of the posts on Facebook including the content type of news and announcements, and networking.
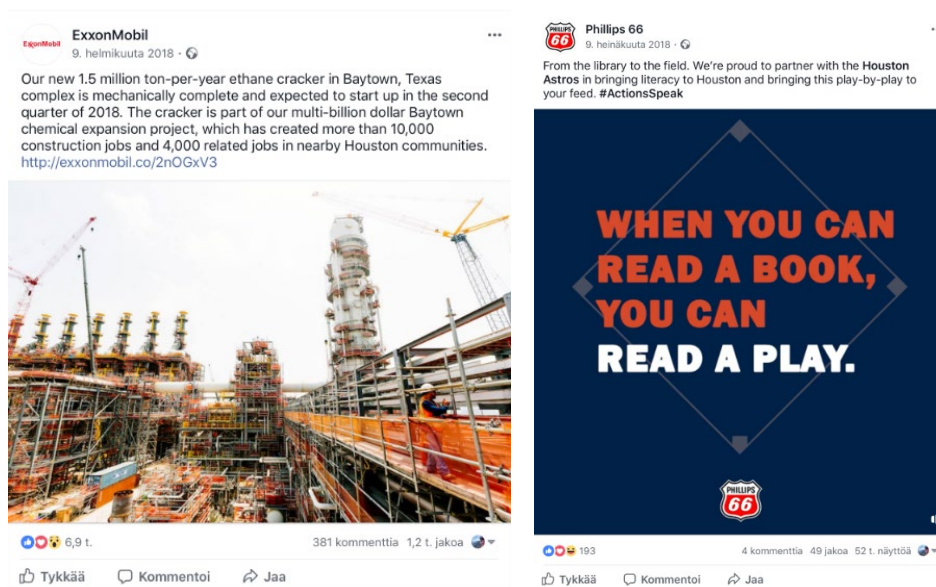
FIGURE 4 Examples of the content on a Facebook post.

Figure 5 shows examples of the posts on LinkedIn, with the content types of employment opportunities, and news and announcements. Employment opportunities include information of job opportunities at the organization, in this case advertising summer job opportunities. Whereas news and announcements include news and announcements about the company, its events, promotions, or new offerings. In this case, it was an announcement of the organizations' 3Q results.
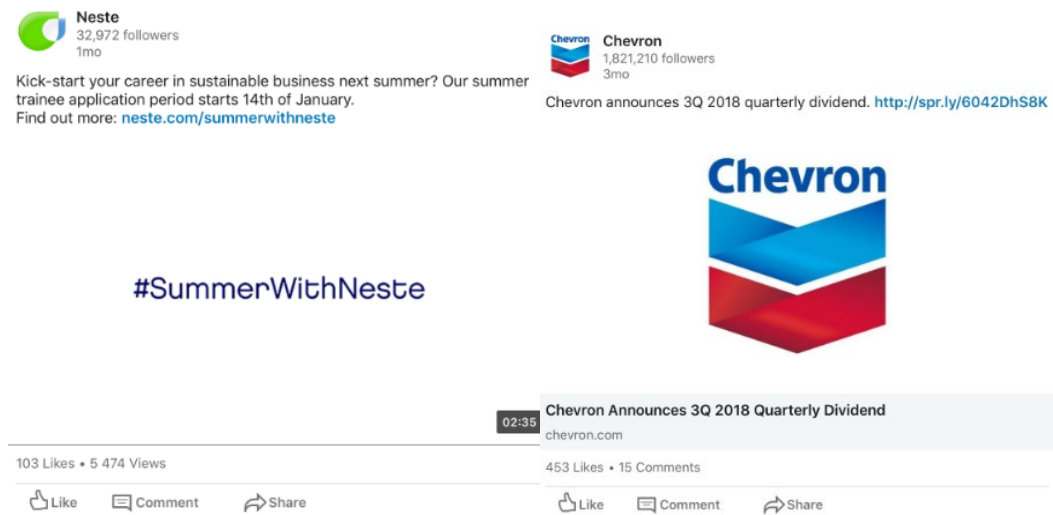
FIGURE 5 Examples of the content on a LinkedIn post.

In this research, *interactivity* was studied from the functional and contingency perspectives. Interactivity and involvement meant how well the organization enhanced the interaction by revealing information of itself, and the organization's capability to respond to its publics' concerns and take them into account. One variable for this was that how the organization listens publics, and take actions based on this, showing that the organization is worth of giving feedback, and have a conversation. This character can be enabled on SNS by enabling publics to contact the organization by suitable features. Organizations can show their interest towards the actions by answering publics' comments by e-mail, direct message, or commenting. This character, also called as involvement, was measured with the variables of: phone number for customer contact; geographic address for customer contact; website link; e-mail address for customer contact; message button; and the availability for publics make original posts to organizations' wall. These variables were available on the organizations' "About" section on their profile pages on Facebook, and LinkedIn, and presented the functional view of interactivity. As the variables for openness and disclosure strategy, also these variables were collected on a two-point scale, whether the variable was present, or absent. Another variable to understand interactivity was the organizations' attempt to create interaction with publics. This can be collected from the organizations' wall posts with the variables of polling or voting; open-ended question or sentence to stimulate dialogue; survey; idea solicitation; contest or competition; sweepstake; coupon; bar code or QR code; game; registration or sign-up; link to content; and quiz. These were collected from the Facebook, and LinkedIn posts, by choosing the most prominent variable per post. Examples of the posts on Facebook and LinkedIn show different stimulative actions (see Figure 6 on page 30). On the left-hand side, organization is trying to stimulate the interaction with a quiz, whereas on the right hand side organization is trying to get interaction with publics by open-ended question.
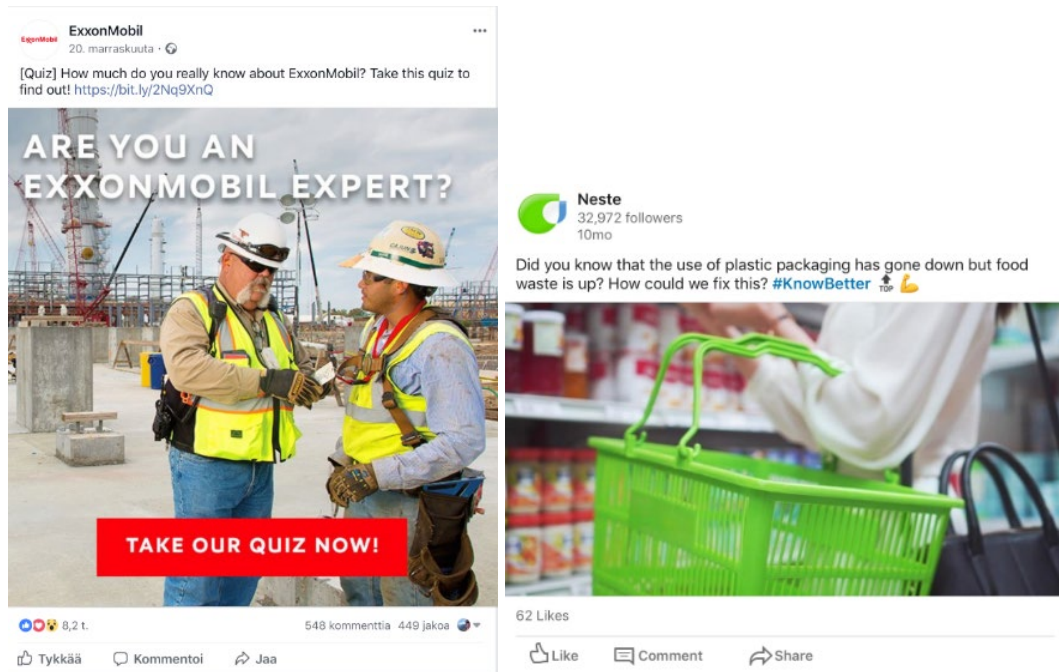
FIGURE 6 Examples of the content of the posts on Facebook and LinkedIn trying to stimulate interaction with publics.

To understand organizations' interactivity better, the response rate to user posts for those organizations who enabled posts on their wall, was calculated. This show the contingency perspective of interactivity. To understand which relationship cultivation strategy created more interaction, the likes, shares, and views of the organization posts, and the number of comments were listed for each post.

TABLE 4 Relationship cultivation strategies and their variables.

Strategy	Variable	Sampling units
Openness and disclosure	• Company description • Company history/foundation date • Mission statement • Company logo/symbol • People (key management) • Links to SNS • Link to the corporate/brand web site"	Facebook/LinkedIn profile page
Information dissemination	• Product/service information • News/announcement about the company, events, promotions, new offerings • News about the industry • Employment opportunities • Link to FAQ/Q&A • Ads for the company or its products/services/events • Environmental issues • Donation/community service • Networking or alliance with environmental, community etc. group • Text • Image • Video	Facebook/LinkedIn post
Interactivity and involvement	• Phone number for customer contact • Geographic address for customer contact • Website link • E-mail address for customer contact • Message button • Did organization enable outsiders to make original posts to its wall?	Facebook/LinkedIn profile page
	• Response rate • Polling/voting • Open-ended question or sentence to stimulate dialogue/requests to emotions (like, <3, hate) • Survey • Idea solicitation • Contest/competition • Sweepstake • Coupon, bar code, QR code • Game • Registration/sign-up • None • Link to content • Quiz	Facebook/LinkedIn post

4 RESULTS

4.1 Summary

This study examined how business-to-business organizations in the oil and gas industry used relationship cultivation strategies (openness and disclosure, information dissemination and interactivity and involvement) on their LinkedIn and Facebook sites. Statistical analysis was performed using SPSS software, and to understand the usage of relationship cultivation strategies, frequencies of the strategies and the variables were measured.

Overall, these results indicate that the studied organizations were more open on Facebook than on LinkedIn. Facebook was used more for information dissemination than LinkedIn. Regarding LinkedIn, it was used most to disseminate employment opportunities, which is one of the most important objects of LinkedIn. Facebook as a platform had better features for direct contacting, if organizations enabled this. Organizations were trying to win publics over by networking and donating to organizations, whom the public is interested. What comes to interactivity, organizations did not respond or give reactive responses to publics neither used full interactive responses. The most used post media type on both platforms were image.

These results indicate that both platforms among the studied organizations were mainly used for information dissemination. Interactive communication did not take place on the platforms, even though some organizations did take actions for better interaction.

4.2 Openness and disclosure

Openness and disclosure in this research meant the availability of organizational information on their Facebook, or LinkedIn profile pages. Variables measured how well the organization was revealing information of itself. Variables were collected on a two-point scale showing whether the variable was present, or absent.

From the openness and disclosure strategy, as can be seen in Table 5 on page 33, all organizations had a company description, logo, and link to the corporate website. For all organizations, logo appeared as the profile picture of the company. Only 25% of the organizations shared company history, or foundation date on LinkedIn, even though LinkedIn has a possibility to add foundation date as a special feature on the information page. 75% of the organizations on Facebook shared their company history, but only 25% of the organizations shared their mission statement on the platforms. None of the organizations had information of the key people. Half of the organizations on

Facebook, shared links to their other social media accounts, whereas on LinkedIn, none of the organizations shared this information, even though all organizations had also other social media accounts in use.

TABLE 5 Presence of the openness and disclosure variables by platforms.

	Facebook		LinkedIn		Total	
Openness and disclosure[1]	f^3	%	f	%	f	%
Company description	4	100%	4	100%	8	100%
Company history	3	75%	1	25%	4	50%
Mission statement	1	25%	1	25%	2	25%
Company logo	4	100%	4	100%	8	100%
People	0	0%	0	0%	0	0%
Links to other social media sites	2	50%	0	0%	2	25%
Link to the corporate website	4	100%	4	100%	8	100%

[1]Frequencies are reported in the form of within the platforms.

[2]Frequencies are reported in the form of within the strategy.

[3]Variables present.

4.3   Information dissemination

Information dissemination meant the extent of the useful information: what organization disseminated, and how the organization used text, image, and videos on their wall posts. These variables were collected from the Facebook, and LinkedIn posts, by choosing the most prominent variable per post. The post media type was gathered by choosing the type of the post: image, video, or text.

As can be seen in Table 6 on page 34, 30,2% of the posts on Facebook involved information of news and announcements about the company. The next largest group was networking (26,4%), and then advertisements for the company (10,4%). On LinkedIn, the most popular group was employment opportunities (44%), and the second largest news and announcements of the organization. Compared to Facebook, only 1,2% of the posts on LinkedIn included advertisements for the company. There might be several reasons for this, first, Facebook offers an easy tool for creating own events, this type of tool is not available on LinkedIn. Second, organizations might not want to advertise on LinkedIn, either because of the limited possibilities from the platform, or because of the targeted professional user group.

TABLE 6 Presence of the information dissemination variables by platforms.

	Facebook		LinkedIn		Total	
Information dissemination²	*f*	*%*	*f*	*%*	*f*	*%*
Product or service information	5	4,7%	5	3,0%	10	3,7%
News and announcements about the company, events, promotions and new offerings	32	30,2%	45	27,1%	77	28,3%
News about the industry	5	4,7%	8	4,8%	13	4,8%
Employment opportunities	7	6,6%	73	44,0%	80	29,4%
Ads for the company or its products, services and events	11	10,4%	2	1,2%	13	4,8%
Environmental issues	8	7,5%	9	5,4%	17	6,3%
Donation or community service	10	9,4%	9	5,4%	19	7,0%
Networking or alliance with environmental, community etc. group	28	26,4%	15	9,0%	43	15,8%
Total	*106*	*100%*	*166*	*100%*	*272*	*100%*
Text	1	1,8%	54	98,2%	55	100%
Image	58	39,5%	89	60,5%	147	100%
Video	47	67,1%	23	32,9%	70	100%
Total	*106*	*39,0%*	*166*	*61,0%*	*272*	*100%*

[1]Frequencies are reported in the form of within the platforms.

[2]Frequencies are reported in the form of within the strategy.

[3]Variables present.

Almost one third of the posts on Facebook contained information of networking or coalitions with different groups. However, regarding the results on LinkedIn, only 9% of the posts included variables concerned as networking. According to these results, organizations share networking information more on Facebook than on LinkedIn. One possible explanation for this might be that because the strategic publics of Facebook is different, organizations want to share this type of information to the users of Facebook. If the comments lead to conversation, the interaction can be said to be high.

When we look at the post media type, as can be seen in Figure 7 on page 35, on both platforms, the most used post media type was image. On Facebook, 54,7% of the posts (*f*=58, *n*=106), and on LinkedIn, 53,6% of the posts (*f*=89, *n*=166) were images. On Facebook the next used post media type was video (44,30%), and less than one percentage of the posts (*f*=1, *n*=106) was purely text, whereas on LinkedIn, text content was used second most (32,50%), and only 13,9% of the posts (*f*=23, *n*=166) on LinkedIn were videos. Most of the posts on both platforms with images were together with text.
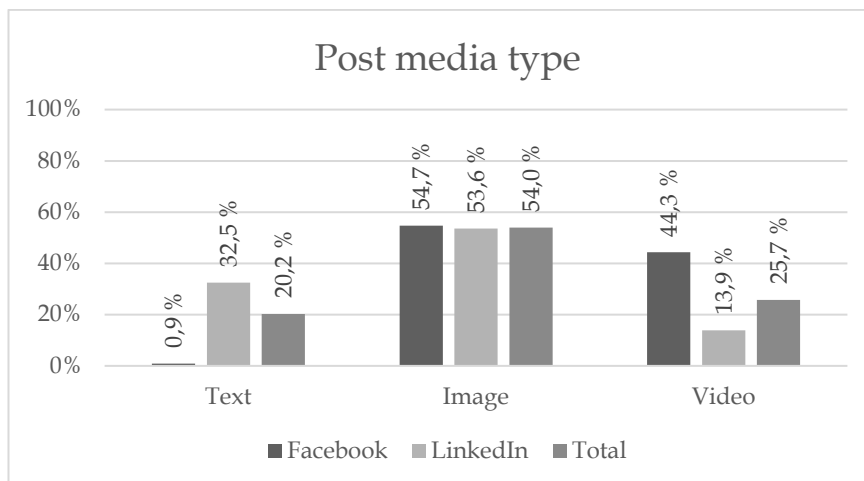
FIGURE 7 Comparison of the post media type by platforms.

The large amount of the text-based content on LinkedIn was posted by one organization. These posts were job opportunities.

4.4 Interactivity and involvement

Interactivity and involvement meant how well the organization enhanced the interaction by revealing information of itself and the organization's capability to respond to its publics' concerns and take them into account. Variables of revealing information of the organization itself, were collected on a two-point scale, whether the variable was present, or absent. Another variable to understand interactivity was the organizations' attempt to create interaction with publics. These were collected from the Facebook, and LinkedIn posts, by choosing the most prominent variable per post. To understand organizations' interaction with publics more deeply, the response rate to user posts for those organizations who enabled posts on their wall, was calculated. To understand which relationship cultivation strategy created more interaction, the likes, shares, and views of the organization posts, and the number of comments were listed for each post.

When looking at the interactivity, as can be seen in Table 7 on page 36, half of the organizations had phone numbers for customer contacts on Facebook, but none of the organizations shared them on LinkedIn. 75% of the organizations shared their geographic address on their Facebook and LinkedIn profile pages. However, none of the organizations shared their e-mail address. What stands out in the Table 7 is that all organizations on Facebook had a message button for direct contacting, but only half of the organizations enabled publics to post on their wall, even though commenting under posts was possible. It is notable; that direct messaging and writing on organizations' wall are disabled features on LinkedIn, and therefore can not be compared with the results on Facebook.

TABLE 7 Presence of the interactivity and involvement variables by platforms.

Interactivity and involvement[1]	Facebook		LinkedIn		Total	
Involvement[1]	*f*[3]	%	*f*	%	*f*	%
Phone number	2	50%	0	0%	2	25%
Geographic address	3	75%	3	75%	6	75%
Website link	4	100%	4	100%	8	100%
E-mail address	0	0%	0	0%	0	0%
Message button	4	100%	0	0%	4	100%
Enabling posts to wall	2	50%	0	0%	2	25%
Interactivity[2]	*f*	%	*f*	%	*f*	%
Polling/voting	0	0%	0	0%	0	0%
Open-ended question or sentence to stimulate dialogue/requests to emotions (like, <3, hate)	16	15,1%	25	15,1%	41	15,1%
Survey	0	0%	1	0,6%	1	0,4%
Idea solicitation	0	0%	0	0%	0	0%
Contest/competition	0	0%	0	0%	0	0%
Sweepstake	0	0%	0	0%	0	0%
Coupon, bar code, QR code	0	0%	0	0%	0	0%
Game	0	0%	0	0%	0	0%
Registration/sign-up	0	0%	0	0%	0	0%
None	43	40,6%	25	15,1%	68	25%
Link to content	44	41,5%	113	68,1%	157	57,7%
Quiz	3	2,8%	2	1,2%	5	1,8%
Total	106	100%	166	100%	272	100%

[1]Frequencies are reported in the form of within the platforms.

[2]Frequencies are reported in the form of within the strategy.

[3]Variables present.

Next, interactivity was looked by the interactive feature of the post (polling/voting, open-ended question, survey, idea solicitation, contest, sweepstake, coupon, game, registration/sign-up, link to content and quiz). As can be seen in Table 7, only three of the variables (open-ended question, link to content and quiz) were found on Facebook, and four (open-ended question, survey, link to content and quiz) on LinkedIn. 40,6% of the posts on Facebook did not have any features for this, whereas the amount on LinkedIn was 15,1%. On both platforms, 15,1% of the posts included an open-ended question or sentence to stimulate the dialogue. Most of the posts on both platforms (41,5% on Facebook and 68,1% on LinkedIn) had link to content on organization website and did not have other stimulative actions.

Interactivity and involvement were also analysed whether organizations enabled publics to publish posts on their wall, and did they answer to the questions posed by publics. The response rate was calculated by dividing the number of the questions posed by publics by the number of the answers from the organization from the ten last posts by publics. Only two of the organizations enabled this feature. Table 8 on page 37, shows the response rates by these two

organizations. The response rates for the organizations were 40%, and 60%, which do not seem to be good. Responses did not further the conversation, and therefore they were reactive responses.

TABLE 8 The response rates to questions posed by publics on Facebook.

	Neste	Chevron
Questions posed by publics (*f*)	10	10
Answers by the organization (*f*)	4	6
Response rate (%)	40%	60%

4.4.1 Public reaction variables

To understand which strategies created more interaction, the content of the posts and post media types creating more likes, shares and comments were analyzed.

As can be seen in Table 9, the most liked category on Facebook was product or service information (M=1005), and the second liked news or announcements about the industry (M=553). The least liked was employment opportunities (M=22). The most commented category was also product or service information (M=93) and the second commented environmental issues (M=57). Least commented was employment opportunities (M=1). The most shared content was product or service information (M=196) and the second shared was environmental issues (M=123). The least shared was employment opportunities (M=6).

On LinkedIn, the most liked posts were advertisements for the company, or its products (M=2951), whereas the second liked were networking or alliance with other groups (M=767). Even though the employment opportunities were the most used content type on LinkedIn, it got least likes (M=81). When looking at the posts creating most comments, it followed the likes; the most commented posts were advertisements for the company or its products (M=87), and the second commented were networking or alliance with other groups (M=20).

TABLE 9 Statistics for public reaction variables (like, comment and share) for post content type.

Facebook	*f*	%	#Likes Mean	Min	Max	#Comments Mean	Min	Max	#Shares Mean	Min	Max
Product or service information	6	6	1005	22	4300	94	0	278	197	3	769
News and announcements	42	40	553	6	6900	55	0	428	107	0	1200
News about the industry	5	5	269	109	448	15	5	26	83	25	245
Employment opportunities	6	6	22	2	69	1	0	6	7	0	19
Ads for the company or its products etc.	20	19	512	5	8200	32	0	548	37	0	449
Environmental issues	12	11	492	6	2900	28	0	294	123	0	849

(continues)

TABLE 9 (continues)

			#Likes			#Comments			#Shares		
Donation or community service	11	10	462	21	2700	22	0	110	78	2	308
Networking or alliance with other groups	4	4	452	80	682	30	1	56	75	10	118
Total	*106*	*100*	*3768*	*2*	*8200*	*277*	*0*	*548*	*706*	*0*	*1200*

			#Likes			#Comments			#Shares		
LinkedIn	*f*	*%*	*Mean*	*Min*	*Max*	*Mean*	*Min*	*Max*	*Mean*	*Min*	*Max*
Product or service information	5	3	204	29	662	1	0	4	n/a	n/a	n/a
News and announcements	51	31	655	32	6530	16	0	178	n/a	n/a	n/a
News about the industry	9	5	613	83	2370	12	0	41	n/a	n/a	n/a
Employment opportunities	72	43	69	4	1768	2	0	83	n/a	n/a	n/a
Ads for the company or its products etc.	2	1	2951	667	5235	87	0	166	n/a	n/a	n/a
Environmental issues	10	6	128	17	806	3	0	21	n/a	n/a	n/a
Donation or community service	12	7	442	49	1204	11	0	26	n/a	n/a	n/a
Networking or alliance with other groups	5	3	768	27	1314	21	0	34	n/a	n/a	n/a
Total	*166*	*100*	*5830*	*4*	*6530*	*153*	*0*	*178*	*n/a*	*n/a*	*n/a*

As shown in Table 10, the most liked engagement variable on Facebook was quiz (M=3701), and least liked was open-ended question (M=379). The most comments got quiz (M=196), and least link to content (M=35). The most shared engagement variable was quiz (M=198), and least shared was 'none' and link to content (M=84). On LinkedIn the most liked and commented engagement variable was 'none' (Likes M=763, Comments M=19). The least liked and commented variable was survey (Likes M=25, Comments M=3).

TABLE 10 Statistics for public reaction variables (like, comment and share) for engagement.

			#Likes			#Comments			#Shares		
Facebook	*f*	*%*	*Mean*	*Min*	*Max*	*Mean*	*Min*	*Max*	*Mean*	*Min*	*Max*
Open-ended question etc.	16	15	379	6	2700	36	0	294	99	0	849
None	43	41	440	2	4300	45	0	330	84	0	769
Link to content	44	42	401	3	6900	35	0	428	84	0	1200
Quiz	3	3	3701	5	8200	196	0	548	198	1	449
Total	*106*	*100*	*4921*	*2*	*8200*	*312*	*0*	*548*	*465*	*0*	*1200*

(continues)

TABLE 10 (continues)

LinkedIn	f	%	#Likes Mean	Min	Max	#Comments Mean	Min	Max	#Shares Mean	Min	Max
Open-ended question etc.	25	15	600	7	5235	17	0	166	n/a	n/a	n/a
Survey	1	1	25	25	25	3	3	3	n/a	n/a	n/a
None	25	15	763	39	6530	19	0	178	n/a	n/a	n/a
Link to content	113	68	228	4	1788	5	0	45	n/a	n/a	n/a
Quiz	2	1	640	496	784	18	15	21	n/a	n/a	n/a
Total	*166*	*100*	*2256*	*4*	*6530*	*62*	*0*	*178*	n/a	n/a	n/a

When summarising the post media type as shown in Table 11, likes were the most used reaction on both platforms. Closer inspection of the table shows, that videos were the most liked and commented post media types on LinkedIn, whereas on Facebook, images were the most liked, and videos the most commented and shared. Overall, it seems that users liked posts more on LinkedIn than on Facebook, and they comment posts more on Facebook than on LinkedIn.

TABLE 11 Statistics for public reaction variables (like, comment and share) for post media type.

Facebook	f	%	#Likes Mean	Min	Max	#Comments Mean	Min	Max	#Shares Mean	Min	Max
Text	1	0,94	210	210	210	28	28	28	37	37	37
Image	58	54,72	517	2	8200	30	0	548	76	0	1200
Video	47	44,34	502	3	4300	62	0	428	107	0	849
Total	*106*	*100*	*1229*	*2*	*8200*	*119*	*0*	*548*	*220*	*0*	*1200*

LinkedIn	f	%	#Likes Mean	Min	Max	#Comments Mean	Min	Max	#Shares Mean	Min	Max
Text	54	33	50	4	798	1	0	38	0	0	0
Image	89	54	372	11	6530	9	0	178	0	0	0
Video	23	14	1107	25	5235	29	0	166	0	0	0
Total	*166*	*100*	*1529*	*4*	*6530*	*39*	*0*	*178*	0	0	0

As can be seen in , the most liked and commented post on Facebook was a post, including a quiz as a content, and the most shared post included information of the company.

FIGURE 8 The most liked, commented and shared posts on Facebook.

As can be seen in Figure 9, the most liked, and commented post on LinkedIn, was a post of ExxonMobil, sharing some news of the company. The second liked, and commented post on LinkedIn was Chevron's New Year wishes.

FIGURE 9 The most liked and commented posts on LinkedIn.

4.5   Discussion

Social networking sites are the most commonly used social media tools in B2B organizations (Jussila et al. 2014, 609). One of the key focus of using SNSs is

relationship cultivation (Michaelidou 2011, 1156). Previous studies (e.g. Men & Tsai 2012; O'Neil 2014; Shin et al. 2015) evaluating the use of relationship cultivation strategies on SNSs found that organizations mostly use one-way communication strategies and SNSs are mainly used for information dissemination. Comparison of the findings with those of other studies confirm, that the possibilities what SNSs offer for relationship cultivation are not fully used by the organizations. One reason for this might be information security risks which might limit the use of social media in B2B organizations (Jussila et al. 2014, 608; Swani et al. 2017, 84).

The results of this study show that all the relationship cultivation strategies: openness and disclosure, information dissemination, and interactivity and involvement were found on Facebook and LinkedIn, which was also reported by Men and Tsai (2012, 727). It seems that organizations want to share some information, but they are not fully ready for interactive communication. One reason for this might be that for B2B organizations, relationship cultivation in social media have been found to be less important (Iankova et al. 2018, 9). It also comes to mind, whether organizations understand the benefits for the use of SNSs (Jussila et al. 2014, 610). Benefits, such as attracting new customers, cultivating relationships, increasing awareness of the brand, communicating the brand online and interacting with suppliers, have been found to be important for B2B organizations (Michaelidou 2011, 1156).

4.5.1 The usage of the relationship cultivation strategies

This study aimed to understand how B2B organizations in the oil and gas industry use relationship cultivation strategies on their LinkedIn and Facebook sites. There is not much information how B2B organizations use social media sites for relationship cultivation and therefore it is important to understand the situation better.

One of the first steps for relationship cultivation is revealing general information of the organization (Kent & Taylor 1998, 328). This can be observed by looking at the availability of the variables, which enables publics to contact the organization. Publics are looking for information, and organizations should make this information available for everyone (Kent & Taylor 1998, 328). Consistent with the literature, this research found, that organizations shared the basic information of themselves, but what comes to deeper information such as company history, mission statement, people, and links to other social media, organizations were not interested to share this kind of information. These results match those observed in earlier studies (e.g. Men & Tsai 2012, 727; Shin et al. 2015, 202, Waters et al. 2009, 104). These findings surprise in sense how little organizations share their contact information on SNSs. It appears that organizations are not using SNSs as places to meet or talk physically with publics. Instead, it seems that organizations want to lead publics to the corporate websites, which confirms the understanding of informational strategy, the flow of the information is from the organization to publics. One of the earlier studies found, that industrial sector, which includes many of the B2B organizations; is different

from the other sectors showing a lot of openness (Ki & Hon 2006, 38). This might result from the need to be more transparent and having a need to show openly organizational information (Ki & Hon 2006, 38). However, this was not the case of the results found in this master's thesis'.

What comes to information dissemination, these results differ from Waters et al. (2009, 104) and McCorkindale (2010), but they are consistent with those of Shin et al. (2015, 202) and Haigh et al. (2012, 58). Organizations mostly shared news and announcements about the company on both platforms. However, when we look at the user reactions: like, comment, and share, on Facebook, users reacted most on the posts including product, or service information. Whereas on LinkedIn, users liked, and commented most of the posts including advertisements for the company or its products.

Disseminating posts including information of donation possibilities, community service and environmental issues are important for the organizations. Organizations can show what issues they are interested of, and what kind of actions they are going to take. They can suggest actions or donation targets for the public. Especially in the era when climate change is one of the hot topics around the world, showing interest and taking actions is very useful for the organizations. It has been found, that organizations posting community-building updates engages stakeholders (Saxton & Waters 2014, 293). However, comparison of the findings with those of other studies (e.g. Ki & Hon 2006; O'Neil 2014; Williams & Brunner 2010) confirms that these actions are used very little. Therefore, it can be stated, that by posting more content related to community-building, and networking, organizations can cultivate relationships with publics.

4.5.2 From interaction to long-term relationships

One of the variables for interactivity and involvement was that how the organization listens publics and take actions based on this, showing that it is worth of it. This can be observed by looking at the availability of the variables, which enables publics to contact the organization (Men & Tsai 2012, 725). These variables enable for conversation, and therefore, they should be easily available. Each of the organization enabled publics to contact them on Facebook via direct message, but only half of the organizations enabled publics to post on their wall, which is in contrary to that of Shin et al. (2015, 727). Those organizations who enabled posting on their wall, the mean for the response rate was similar that found by O'Neil (2014, 12). One reason for this might be, that those organizations who enabled wall posts, have different communication strategies than the other half, where the organizations limit the possibilities to contact them. This might result from strict social media policy in organizations, which try to avoid possible risks (Jussila et al. 2014, 608), or a different mindset of the organization trying to control and function the social media, like can be done with traditional media (Cornelissen 2017, 51). However, even there were responses on the wall posts, organizations did not continue with more interactive conversation.

Regarding the strategy of interactivity and involvement, organizations did not use much of the different variables to stimulate the interaction with publics.

These results support the earlier findings of Kim and Yang (2017, 446), that messages suggesting interaction in a way of open-ended questions or quiz, get more likes and comments. Either organizations do not have any kind of stimulation, or they lead publics to content on organization website. It is found that the viewers of the B2B messages are looking for information of the organization, and the messages should include more cues, and links to organizational information (Swani et al. 2017, 84). It is also found that entertainment, and brand-related content has a positive effect on likes and comments (Cvijikj & Michahelles 2012), but messages including corporate brand names decreases the number of likes (Swani et al. 2013, 280). When it comes to the likes, comments and shares, it is interesting to see, that the posts, which users liked and commented most, differs from the post's organizations mostly shared. A possible explanation for this might be that organizations wants to share posts and news of themselves, which is in line with the earlier results (Haigh et al. 2012, Shin et al. 2015). It can thus be suggested that to receive more likes and comments, organizations should post more content what users feel more interesting.

These results further support the idea, that publics of B2B organizations, use more liking than commenting features (Swani et al. 2017, 84). A possible explanation for this might be that liking on SNSs is an easy way to show the sentiment towards the post (Kim & Yang 2017, 442; Saxton & Waters 2014, 287). It was also found, that organizations having more fans had more likes on messages, which is in accordance with earlier results (e.g. Swani et al. 2013, 280).

While thinking of the strategies creating more interaction, inevitably comes to mind whether an organization-public relationship really exist. The results show that the more interaction stimulation a post has, the more interaction appear as likes, comments, and shares. It is showed that interactive interpersonal communication has an important role on engagement creation (Avidar 2018, 511). However, it is argued, that many of the organization-public relationships are more like parasocial relationships, where individuals feel having a strong tie with the organization being more like a "fan", than having interpersonal relationship (Coombs & Halladay 2015, 690). For the business relationships, it is important to define the publics strategically and understand what kind of relationship is cultivated with each group (Glowik & Bruhs 2014, 89). By choosing the right communication strategy and tools for each of the group, relationship cultivation, engagement and long-term relationships can be advanced (Brennan et al. 2011, 177; Glowik & Bruhs 2014, 89).

5 CONCLUSIONS

5.1 Summary of the results and practical suggestions

This study has gone some way towards enhancing our understanding of B2B organizations use of SNSs for relationship cultivation. The purpose of this research was to find out, how B2B organizations in the oil and gas industry use relationship cultivation strategies on their LinkedIn and Facebook sites.

This study has shown that organizations still do not take full advantage of the many interactive features, and possibilities of SNSs, for relationship cultivation. Even though organizations argue to use interactive communication with publics, in reality, SNSs are mainly used for information dissemination. Organizations should stimulate publics more for interaction, and they should use more content, which encourages publics for interaction. Organizations should not restrict publics' possibilities for communication. By disabling publics to post on organization wall on SNSs, organizations restrain the communication possibilities with the organizations. The research has also shown that responding the questions or comments of publics, among studied organizations, is very low. In the worst case, publics might turn against the organization if they do not get answers for their questions.

What organizations then should do, to have interactive dialogues to strengthen the relationships, and foster mutual understanding, trust, and cooperation? To receive more likes, comments, and shares, organizations should increase the amount of fan base (Swani et al. 2013, 280); use more images and videos; use message content, such as open-ended questions or quiz, to encourage publics for interaction; and post content, which is interesting in publics' opinion. On Facebook, it can mean product or service information; and environmental issues. On LinkedIn advertisements for the company or its products, services or events; and networking or alliance with environmental or community groups.

To have interaction aiming for engagement and strong long-term relationships, organizations should enable publics for open discussions, be responsive, and have preferably interactive responses to continue the discussion.

In summary, these results show that the whole potential what SNSs offer for interaction and relationship cultivation with publics is not used. It seems that these organizations do not fully understand what actions engage publics most and what actions affect positively for long-term relationships.

This work contributes to existing knowledge of online relationship cultivation by providing information how B2B organizations use relationship cultivation strategies in social media. The findings will be of interest of B2B organizations, aiming to develop their relationship cultivation strategies online. In conclusion, hopefully this study has brought more understanding regarding the B2B organizations usage of relationship cultivation strategies on social networking sites.

5.2 Limitations of the current study and suggestions for future research

Most of the limitations are also suggested topics for future research. Since the study was limited on online relationship cultivation strategies, it was not possible to examine the relationship outcomes. However, by interviewing the case organizations of the relationship outcomes, would have given more detailed information of how, each relationship cultivation strategy is working, and why each strategy is used.

The generalizability of these results is subject to certain limitations. For instance, limiting the social media platforms only on Facebook and LinkedIn, does not give a wide understanding of how organizations use relationship cultivation strategies in social media. It would be very interesting to compare the usage of the organizations' websites, and other social networking sites. Also, the amount of the data in this research is small; therefore, the generalization of the results is not possible.

Because this study was from the organization perspective, there is no evidence who the publics are. Further work needs to be done to establish whether the strategies influence publics. This would be a fruitful area for further work.

The methods used for this study may be applied to other research as well.

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