



Posted – A New Look on Social Media Management

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I. Abstract

This report discusses the growth of social media management, as well as the increasing adoption of artificial intelligence (AI) in various areas of the industry. The goal of the report is to explore the viability of creating a social media management platform named Posted, that utilizes AI to improve the efficiency and effectiveness of managing social media accounts. The report will address research questions such as the appropriate market for the platform, the demand for such platform, and the requirements for successful market entry. The literature review section discusses concepts such as blue ocean and red ocean strategies, business model innovation, and the adoption of AI in social media management. The research methods section outlines the use of a combination of qualitative and quantitative data collection methods, including interviews and surveys, to gather data and inform the analysis.

The results of the analysis show the high potential of a platform such as Posted to integrate the market successfully, due to the current lack of supply in a fundamentally important portion of the market.

To succeed, it's crucial that Posted focuses on a small but profitable market initially, with the goal of future expansions, but also, that it keeps close attention to competitor moves in the same space, while providing a service that focuses on saving the time and money of small and medium businesses.

II. Resumo

Este relatório aborda o crescimento da gestão de redes sociais, bem como a crescente adoção da inteligência artificial (IA) em várias áreas da indústria. O objetivo é explorar a viabilidade de criar uma plataforma de gestão de redes sociais chamada Posted, que utiliza a IA para melhorar a eficiência e eficácia da gestão de contas de redes sociais. O relatório abordará questões de pesquisa, como o mercado adequado para a plataforma, a procura por essa plataforma e os requisitos para a entrada bem-sucedida no mercado. A revisão da literatura discute conceitos como estratégias de oceano azul e oceano vermelho, inovação de modelo de negócio e a adoção da IA na gestão de redes sociais. Os métodos de pesquisa utilizados resultam no uso de uma combinação de métodos de coleta de dados qualitativos e quantitativos, incluindo entrevistas e pesquisas, para recolher dados e impulsionar a análise.

Os resultados da análise mostram o alto potencial de uma plataforma como a Posted para integrar o mercado com sucesso, devido à falta atual de oferta em uma parte fundamentalmente importante do mercado.

Para ter sucesso, é crucial que a Posted se concentre inicialmente num mercado pequeno, mas rentável, com o objetivo de futuras expansões, mas também que mantenha atenção próxima aos movimentos de concorrentes no mesmo espaço, enquanto fornece um serviço que se concentra em economizar tempo e dinheiro de pequenas e médias empresas.

III. Acknowledgments

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Table of Contents

1. Introduction.....	7
2. Problem Statement.....	8
3. Research Questions	8
4. Literature Review	9
4.1. Blue Ocean VS Red Ocean Strategy	9
4.2. Study the Market.....	10
4.3. Create Demand.....	11
4.4. Temporary Monopolies	12
5. Methodology.....	13
6. External Analysis	13
6.1. Market Analysis.....	13
6.2. Segmentation	15
6.3. Competitor Analysis	20
6.3.1. Hootsuite	21
6.3.2. MeetEdgar	22
6.3.3. Brandwatch.....	23
6.3.4. Buffer	24
6.3.5. Positioning Analysis	25
6.4. Porter’s 5 Forces.....	27
6.5. Market Trends	28
7. Interviews.....	29
8. Survey	33
9. How to proceed?	42
9.1. Strategy.....	42
9.1.1. Positioning	42
9.1.2. Target.....	44
9.1.3. Objectives	45
9.2. Tactics	46

9.2.1. Service.....	46
9.2.2. Price	46
9.2.3. Distribution	48
9.2.4. Promotion.....	48
10. Conclusion	50
11. References.....	51
12. Attachments.....	53

Figures

Figure 1: Social Media Management Process	14
Figure 2: Hootsuite Logo	21
Figure 3: MeetEdgar Logo	22
Figure 4: Brandwatch Logo	23
Figure 5: Buffer Logo	24
Figure 6: Positioning Map by Target Segment X Price	25
Figure 7: Competitors' Focus Areas	26
Figure 8: Survey Flow	33
Figure 9: Posted positioning 1	43
Figure 10: Posted positioning 2	44

Graphs

Graph 1: Segmentation by Solution Type	16
Graph 2: Segmentation by Enterprise Size	17
Graph 3: Segmentation by Industry Vertical	18
Graph 4: Segmentation by Region	19
Graph 5 : Market Entries	20
Graph 6: Experience Level	34
Graph 7: Why do you manage this page?	35
Graph 8: Benefits of having a social media page	36
Graph 9: Time spent in SMM	37
Graph 10: Time consuming tasks	37
Graph 11: Pain of each aspect	38
Graph 12: SMM platforms used	39
Graph 13: Performance with someone or something else managing the pages	40
Graph 14: Is Posted useful?	41
Graph 15: Would you use Posted?	41
Graph 16: Most useful features	42

1. Introduction

The beginning of social media as we know it, traces back to the creation of Myspace in 2003 and Facebook in 2004. These platforms paved the way for the explosion of social media usage and the development of numerous other platforms, including Instagram, Twitter, and TikTok, and allowed social media to reach mainstream popularity. Today, there are over 4.2 billion active social media users worldwide, with the industry valued at over \$50 billion.

With the rapid growth in users and the need for a sustainable business model on the platforms' side, what started as an experience to connect people, quickly became a huge opportunity for other businesses. Facebook, as well as the other social media platforms, that didn't wait much long to appear, could offer businesses, a level of targeting on their ad campaigns that was unprecedented. All kinds of companies jumped fast on the possibility to communicate directly with their target segments at a fraction of the costs they were used to, making Social Media Advertising a new and long-lasting reality for businesses.

However, it didn't take long to notice that Advertising only, wasn't enough. One could now have its own page for free, where it was possible to interact with customers, making it decidedly easier to communicate and manage the positioning and overall brand identity. But of course, the page needs to be managed. By 2021, the market for social media management was valued at 15.19 billion USD, and it is expected to almost 4X by 2028, reaching 63,63 billion USD. In the past year, the spending on social media management services increased by 27% (Globe Newswire, 2022).

Since the number of social media users keeps growing every year, the public is also increasingly demanding better content, which implies spending more time and money.

Another market that is also witnessing previously unseen levels of growth is Artificial Intelligence (AI). As the technology gets deeply studied every day, the number of applications appear to be limitless, leading to its adoption by many industries.

There are several reasons why AI should be implemented to solve issues of our day to day, but the main advantages that are useful across most use cases, are the automation and self-learning. By using these two capabilities, AI platforms can, for example, perform repetitive tasks autonomous, while learning how to do it better every single time (Globe Newswire, 2022 & Research Dive, 2021).

It is now relatively easy to find Social Media Management (SMM) platforms that use some form of AI in their processes, most of the times even announcing its use as a differentiation point. Despite the high number of platforms to follow this description, making AI hardly a differentiation

point anymore, that are still various steps of managing social media accounts that are quite archaic and still in hope of a renovation.

This thesis aims to explore the SMM market and study the viability of a platform that uses AI in steps that are critical to social media managers and that will drastically improve the way they perform. With a value proposition centered on what the consumers want (to save), time and money, Posted is the platform that sets out to help several businesses achieving their goals with less resources.

2. Problem Statement

The goal of this thesis is to provide a guide for Posted to make its market entry successfully. Therefore, two main problems must be analyzed and solved. These are:

- Finding the market for the platform
- Making a viable market entry

3. Research Questions

The research questions that will be addressed on this thesis are:

- What is/are the right market(s) to enter first?
- Is such platform demanded by the market?
- What would be needed to successfully enter the market?

The research questions selected for this thesis are carefully chosen to address the main problems outlined in the problem statement. The first research question, "What is/are the right market(s) to enter first?", directly addresses the issue of finding the appropriate market for the platform. This question will involve examining various potential markets and determining which ones are most suitable for the initial launch of the platform. The second research question, "Is such platform demanded by the market?", addresses the need to assess the demand for the platform in the selected market. This will involve analyzing market trends and conducting customer research to determine the level of interest in the platform. The third research question, "What would be needed to successfully enter the market?", addresses the issue of making a viable market entry by identifying the specific requirements and considerations that must be taken into account in order to successfully launch and

establish the platform in the chosen market. Together, these research questions will provide a comprehensive guide for Posted to make its market entry successfully.

4. Literature Review

4.1. Blue Ocean VS Red Ocean Strategy

Until fairly recent years, companies used to center their business strategies around a competitive approach, by understanding what other players were doing and trying to replicate or do better. Because of it, in many markets, differentiation was starting to disappear, leading to expensive and time-consuming competitive battles (Rahman & Choudhury, 2019).

Understanding this issue profoundly, and by interacting with many businesses suffering from lack of differentiation and clear market position, Kim (2005) came up with the concept of Blue Ocean Strategy, which in its essence means, creating new market space.

The concept emerges from a metaphor for markets, by comparing them to Blue or Red Oceans. “Red Oceans are all the industries in existence today, the know market space” (Kim, 2005). In markets that are considered to be Red Oceans, there isn’t much room for implementation of new ideas, since there are well defined and accepted industry boundaries, as well as established competitive rules. The goal of companies that integrate Red Oceans is to outperform their competitors in areas they already compete. All the players in the market are fighting for shares of the same pie, which means that, as the supply side gets overcrowded, the profits and growth perspectives get slimmer (Strategy, 2015 and Kim, 2005).

“Blue Oceans, in contrast, denote all the industries not in existence today—the unknown market space, untainted by competition.” (Kim, 2005). When in Blue Oceans, companies don’t fight for demand, instead they create it. In markets that have these characteristics, competition becomes irrelevant, since the rules of the game are yet to be set, therefore representing an immense opportunity for companies that act correctly, for growth and rapid increase of profit margins. The key for achieving a Blue Ocean Strategy is value innovation. Creating value innovation, at its core, means that the company is generating value for its customers, at the same time they’re building value for them as well. The idea of a Blue Ocean Strategy proposes to find value that is not fasten to conventional market segmentation, providing customers with value and low cost, instead of what

previously was the norm of supplying either low-cost options or target a niche in order to succeed (Strategy, 2015 and Kim, 2005).

By being part of an overly competitive market, products become commodities that have less influence on the overall business strategy, giving stage to aggressive cut throating competitive tactics that turn the ocean bloody. Thus, the term Red Oceans. On the other hand, the term Blue Oceans emerges from the idea of a wider and deeper space, where limits are unknown and the potential is unbounded. The market space is vast and ready to be wondered by first movers (Strategy, 2015).

Six years before the launching of Blue Ocean Strategy by Kim, Ridderstråle and Nordström (1999) had already talked about this subject using different terms to drive attention to the same concerning reality of lack of clear differentiation and market position. Their claim was that “Competitive Strategy is the route to nowhere” and that a company should develop “Sensational Strategies” to get to a place of clear growth path and inexistence of unnecessary competitive driven costs. They also added that in markets experiencing slow growth, overcapacity is the norm in most businesses, which can lead to high expenditure costs to achieve nothing short of irrelevance. Therefore, they believe business should have in mind to try to adopt a Blue Ocean Strategy when in crowded and overcompetitive markets, especially when the supply exceeds the demand.

Blue Ocean strategy is one of the most significant and innovative ways of approaching strategic business management, and could provide companies with guidelines to achieve their strategic objectives when well applied. Therefore, it is important to know when the Blue Ocean strategy should be implemented and how it can be done (Rahman & Choudhury, 2019).

4.2. Study the Market

Before deciding on what business strategy to implement, it is crucial that companies study the market, and make an internal analysis, to gather enough data to make the right decisions. It is true that the Blue Ocean strategy is very useful and can translate in very positive results when performed correctly, but when done wrong, it becomes as useless as any other way of approaching the market (Rahman & Choudhury, 2019).

For that reason, a good way of studying the market, concerning Blue or Red Ocean strategies, is to identify and highlight the key factors companies strive to be the best at in the market. Usually, the price is involved in this conversation for every market, so it is not necessary to include it in this

analysis. The other factors can be, quality, employees, facilities, speed, accessibility, and many others that vary depending on each market (Vieira & Ferreira, 2018).

When the factors are identified, it is important to analyze the clutter for each factor. Which ones have more competitors trying to “own” them, on which ones is it more complicated to compete with the current companies and state of the market and what are the factors that the consumers value and are worth fighting for (Vieira & Ferreira, 2018).

If all the factors that are worth investing on are filled with ferocious and attacking competition, it means the company is in a Red Ocean. At this point, it is likely that the best option is trying to create demand, sailing to a Blue Ocean. For that, the company should analyze the market in search of new factors that are yet to be explored. If some factors are identified, it should be studied the viability of addressing this market by measuring the size of the demand and the amount of supply to meet the demand. If the demand is high enough and there is still none or little supply, the company should opt for a Blue Ocean strategy.

4.3. Create Demand

The key aspect to succeed in developing a Blue Ocean strategy is to create demand. Creating demand implies providing a product, service or feature to a market that is not already asking for that product, service or feature. The benefits of creating demand and consequently implementing a Blue Ocean strategy, is that it diverts the attention of the market from the existing competitors and their battles, to the new and refreshing company (Rahman & Choudhury, 2019).

Strategy (2015) mentioned in their report that the innovation in a product, service, or method of delivery, must increase and generate value for the market, while at the same time, minimizing or deleting features or services that the current or future market will find less valuable. Kim and Mauborgne (2017) add to that and structure the idea differently, by saying that the better way to create demand is by providing something to the market in the form of one of these four activities:

- Eliminate – Cutting of what is currently being done that is not necessary and is wasting more resources.
- Reduce – Lessen the effort put on activities that don't add value to the customer.
- Raise – Increase the attention given to activities that portrait the most value to the customer.
- Create – Developing new concepts that are not being undertaken by any competitor.

Lastly, Kim and Mauborgne (2017) say that, to create new demand, companies need to forget the common assumptions that the market boundaries can't be modified and that the company's strategy will have to be based on them, and that a business strategy need to make a choice between differentiation and low-cost. Creating demand is having the ability to achieve both differentiation and low costs, while maintaining manageable profit margins.

4.4. Temporary Monopolies

When they first studied this subject, Ridderstråle and Nordström (1999) said that the goal of companies should be to create temporary monopolies.

Temporary monopolies refer to the ability of a company to dominate a market for a limited time before competition enters the market. This can be achieved through a number of ways, such as first mover advantage, creating barriers to entry, and leveraging network effects (Gawer & Cusumano, 2014).

One example of a company that has successfully created a temporary monopoly is Uber. The company was able to quickly dominate the ride-sharing market by being the first to enter the space and leveraging network effects through its platform. This allowed Uber to achieve rapid growth and a dominant market position, at least until competition began to enter the market and erode its monopoly (Bughin et al., 2018).

Another example of a company that has achieved a temporary monopoly is Tesla. The company has been able to dominate the electric vehicle market through a combination of first mover advantage and creating barriers to entry. Tesla was one of the first companies to enter the electric vehicle market and has invested heavily in developing its own proprietary technology, which has made it difficult for other companies to enter the market and compete with Tesla (Chen, 2018).

While temporary monopolies can provide companies with a competitive advantage and rapid growth, they are not without risks. One risk is that competitors may eventually enter the market and erode the monopoly, leading to increased competition and potentially lower profits. Additionally, temporary monopolies may also attract regulatory scrutiny, as seen with Uber and its battles with city regulators over its operations (Gawer & Cusumano, 2014).

Therefore, companies seeking to create temporary monopolies must carefully consider the risks and benefits and be prepared for the possibility that their monopoly may not last forever.

5. Methodology

For this thesis was developed research through the collection of secondary data in a first instance, to provide a comprehensive understanding of the market. This included articles from top journals such as the California Management Review and the Harvard Business Review, as well as industry reports from market research firms such as Allied Market Research and Fortune Business Insights.

Then, in-depth interviews were conducted to collect qualitative insights from the target consumers, that was useful mainly to understand their needs and biggest pains regarding social media management. These interviews were made to 3 business owners/CEO's and 1 social media manager from 2 small companies, one medium sized company and a large insurance company.

With the answers from the in-depth interviews, a survey was directed to gather quantitative data from consumers that could prove the results previously collected. This survey was then sent mainly to people working with social media management in their day to day, once they are the focus of study, although regular customers are an interesting study subject too (reason why the survey wasn't limited to the first segment). One hundred answers were collected overall, of which 91 managed or have a say in the way a non-personal social media page is managed.

6. External Analysis

6.1. Market Analysis

As of 2021, the global market for social media management was valued at USD 15,19 billion, and it is expected to grow at a CAGR of 22.7% in the next 10 years, reaching a value of USD 118,03 billion by 2031 (Globe Newswire, 2022 & Md, K., Keshav, K., & Vineet, K, 2022).

The number of people using social media platforms keeps increasing every year, as well as the amount of time spent in these platforms. Ergo, as social media becomes increasingly more used by the general public, it gets exponentially more valuable for businesses (Research Dive, 2021 & Md, K., Keshav, K., & Vineet, K., 2022).

In general, businesses already have a good understanding of the importance of social media management, and most are prone to invest in solutions that allow them to reach the same results while using similar or less resources and that decrease the level of attention they need to provide. Some

social media management platforms are already essential for businesses to develop their social media strategy, mostly by ways of offering tracking and analytics tools (Globe Newswire, 2022).

The number of tools available today that can deliver social media analytics to help businesses create their plans, are immense. But the process of social media management is not composed of a single step, and in some of them, there still aren't any solutions to help companies operate. One of it is the implementation phase. This can also be named creation phase and is where content creation happens. The number of tools to help at this stage is limited, even though a study from Globe Newswire (2022) mentioned that company priorities when searching for a SMM tool are creating content (68%) in first place and measuring engagement (66%) in second place.

Figure 1 gives us a better overview of the social media management process.

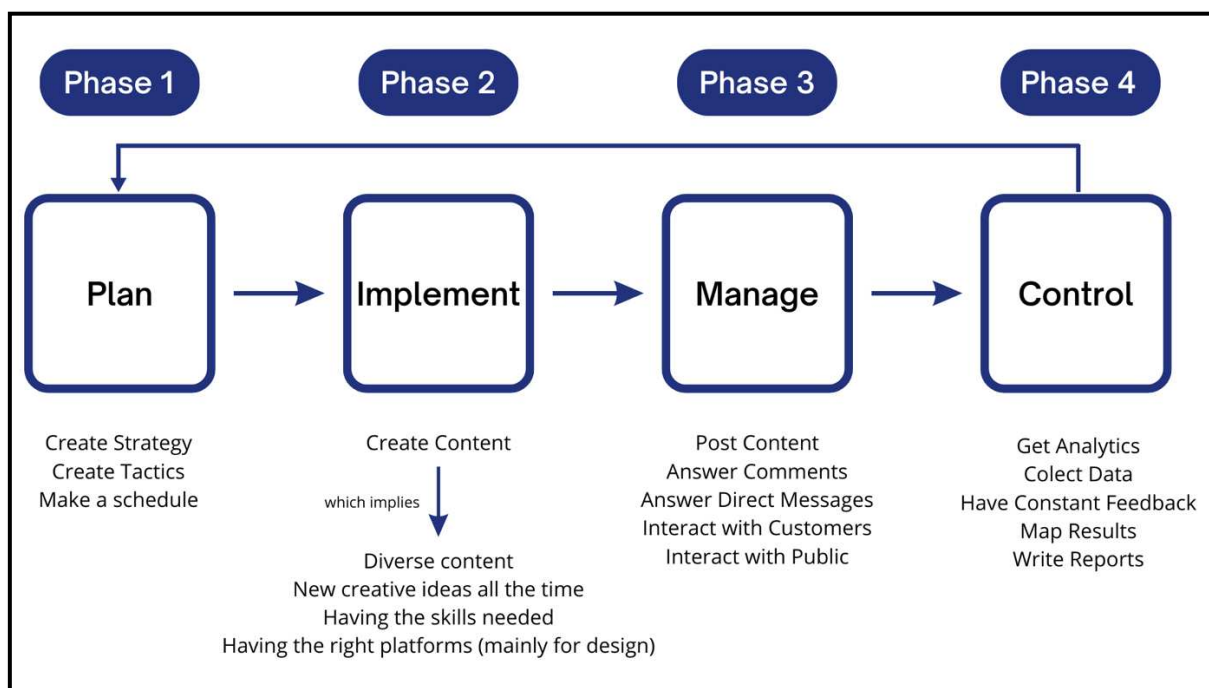


Figure 1: Social Media Management Process

Source: Own development with insights from Globe Newswire (2022) and Md, K., Keshav, K., & Vineet, K (2022).

In 2021, 73% of social media managers said that in the next 12 months, would implement or plan to implement an automated tool to manage their Twitter accounts from phase 1 (Plan) to phase 4 (control), autonomously. This shows that in 2022 there is already demand in the market for all

around platforms, despite the supply not being there yet (Globe Newswire, 2022 & Md, K., Keshav, K., & Vineet, K, 2022).

It was also reported that only 38% of social media managers believe that their employees are using social media in a way that is coherent with the company goals, which shows the lack of trust there is in human labor developing these tasks.

Due to all the reasons mentioned above, the spending on social media management platforms increased by 27% in the last year; a sign of trust that businesses are giving the market. It also displays the increased volume of businesses embracing these platforms and technology in general to manage their social media accounts (Globe Newswire, 2022).

There is a wide range of prices for services in this market, mainly due to the equally diverse demand that exists. Therefore, the average cost for single service in the global social media management market ranges from \$100 to \$50,000, but these values might oscillate depending on the level of customization and automation desired by the customer (Globe Newswire, 2022).

When asked about their monthly expenditures on these platforms, 61% of businesses that have used a social media management service say they've spent more than \$1,000 per month. The main reasons for spending more are increased engagement (62%), and increased follower growth (61%) (Globe Newswire, 2022).

6.2. Segmentation

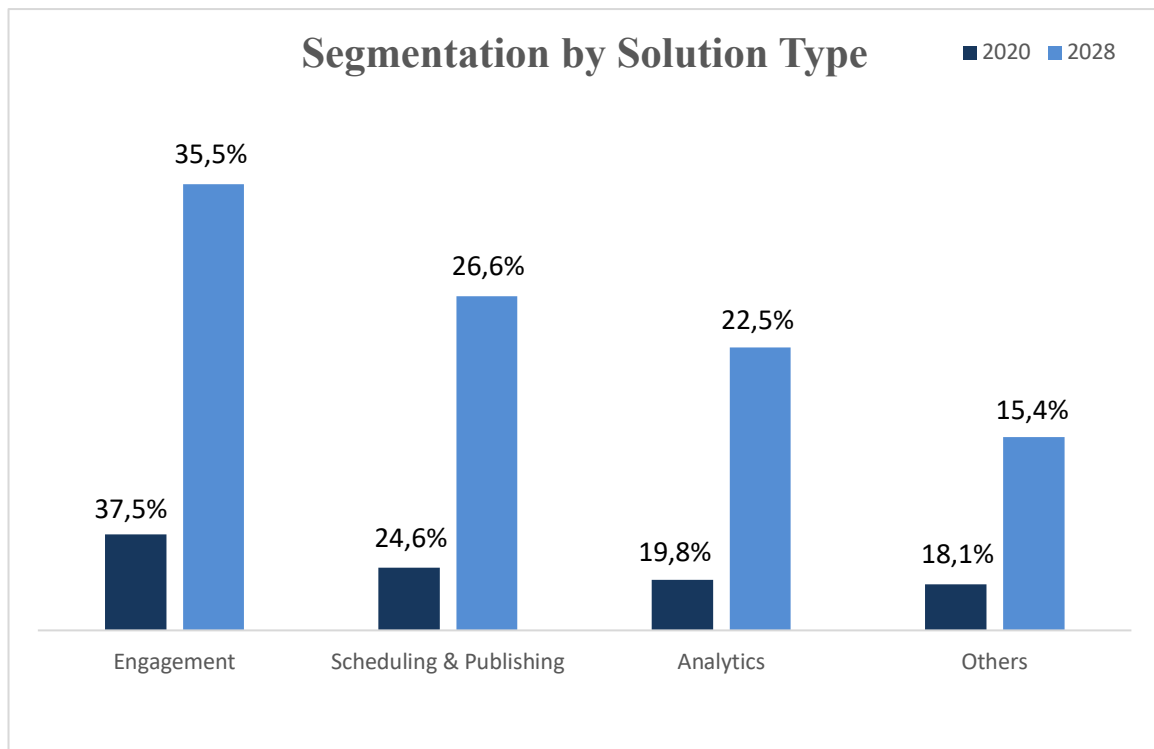
According to Globe Newswire (2022), Research Dive (2021), Md, K., Keshav, K., & Vineet, K. (2022) and Fortune Business Insights (2021) the social media management market can be segmented in 4 factors:

- Solution Type
- Enterprise Size
- Industry Vertical
- Region

The following data is a representation of the crossing of information gathered in all the four articles mentioned above.

Solution Type – When it comes to the type of usage the customers give the platforms, the market can be segmented in 4 major areas, Engagement, Scheduling & Publishing, Analytics and Others.

Graph 1 shows the representation each of these segments has in the total market.



Graph 1: Segmentation by Solution Type

Source: Globe Newswire (2022), Research Dive (2021), Md, K., Keshav, K., & Vineet, K. (2022) and Fortune Business Insights (2021)

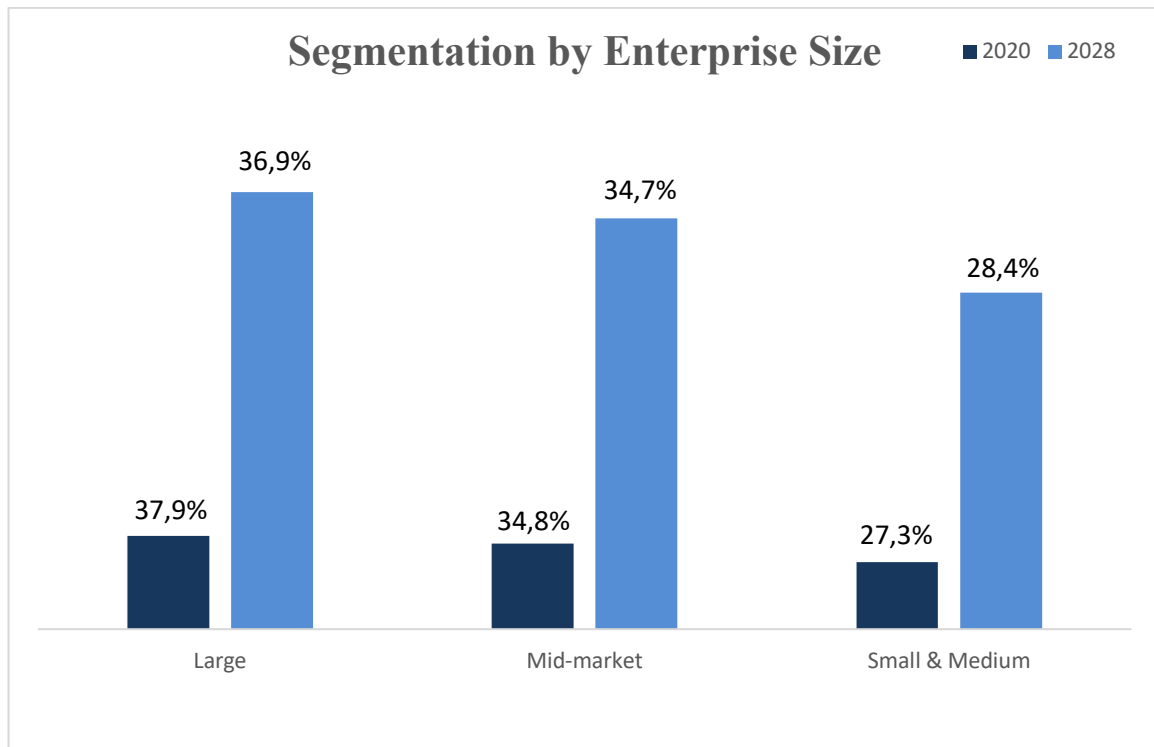
As of december 2022, the engagement segment leads the market with 37,5% of the total value, and it's expected to continue doing so in the next years, having 35,5% of market share in 2028.

The segments that follow are Scheduling & Publishing, Analytics and Others, respectively, and the market is not expected to witness any changes of order in the next years.

All the segments are victim of an approximately 4X increase, due to the correspondently expected growth in the market.

Enterprise Size – There are 3 segments when segmenting the market by enterprise size, which are, Large Enterprises, Mid-market Enterprises and Small & Medium Enterprises

Graph 2 highlights the distribution of each segment.



Graph 2: Segmentation by Enterprise Size

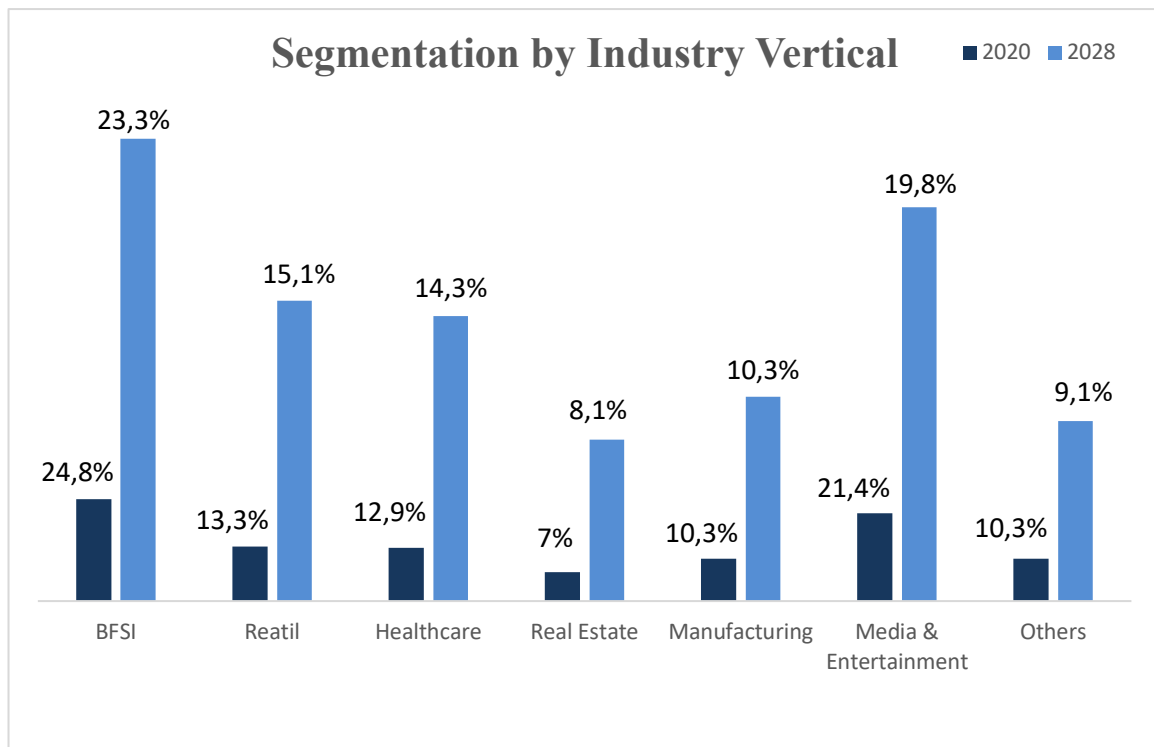
Source: Globe Newswire (2022), Research Dive (2021), Md, K., Keshav, K., & Vineet, K. (2022) and Fortune Business Insights (2021)

The market is fairly even distributed regarding enterprise sizes. Still, Large Enterprises lead the market in 2020 (37,9%) and are expected to keep leading in 2028 (36,9%).

The Small & Medium Enterprises segment is the only one to register an increase in market share, mainly due to the continually increased awareness this market is getting therefore, getting the attention of companies that are not so fast to adhere to new tendencies.

Industry Vertical – There are many main segments regarding the industry vertical that the consumers (companies) integrate. These are, BFSI, Retail, Healthcare, Real Estate, Manufacturing, Media & Entertainment and Others.

Graph 3 shows each segment’s market share.



Graph 3: Segmentation by Industry Vertical

Source: Globe Newswire (2022), Research Dive (2021), Md, K., Keshav, K., & Vineet, K. (2022) and Fortune Business Insights (2021)

The Banking, Financial Services and Insurance sector (BFSI), is the one with the highest market share, meaning, it is the industry that uses the most social media management platforms. This sector represented 24,8% of the market in 2020, and in 2028 it is expected to be worth 23,3%.

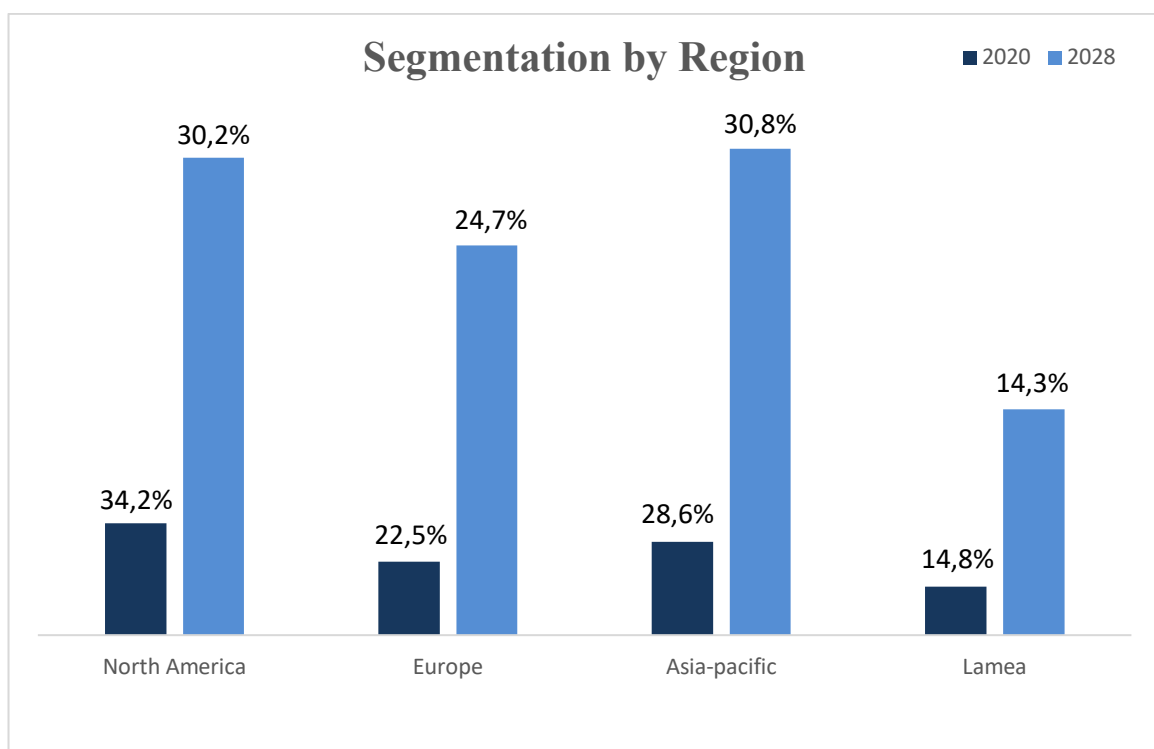
The industries that follow are Media & Entertainment (21,4%, with expected decline), Retail (13,3%, with expected growth) and Healthcare (12,9%, with expected growth).

It is also notable that the “Others” segment is expected to decrease overtime, meaning the market might get increasingly more focused on companies from the sectors mentioned above. When crossing the data gathered in Graph 3 with Graph 2, it is possible to deduct that the Small & Medium

Enterprises that are expected to enter the market in the next years, are most likely from one of the 6 industries previously alluded to.

Region – The social media management market can be divided in 4 regions, North America, Europe, Asia-pacific and Lamea.

On Graph 4 it is shown the market distribution by region.



Graph 4: Segmentation by Region

Source: Globe Newswire (2022), Research Dive (2021), Md, K., Keshav, K., & Vineet, K. (2022) and Fortune Business Insights (2021)

North America and Asia-pacific are the leader of the market with 34,2% and 28,6% respectively. Currently, North America has the biggest market share and is crucial for the survival of the market (both on the demand and supply side), but what we can see from Graph 4 is that its power will begin to shift to other regions as they lose 4% of market share in the next years.

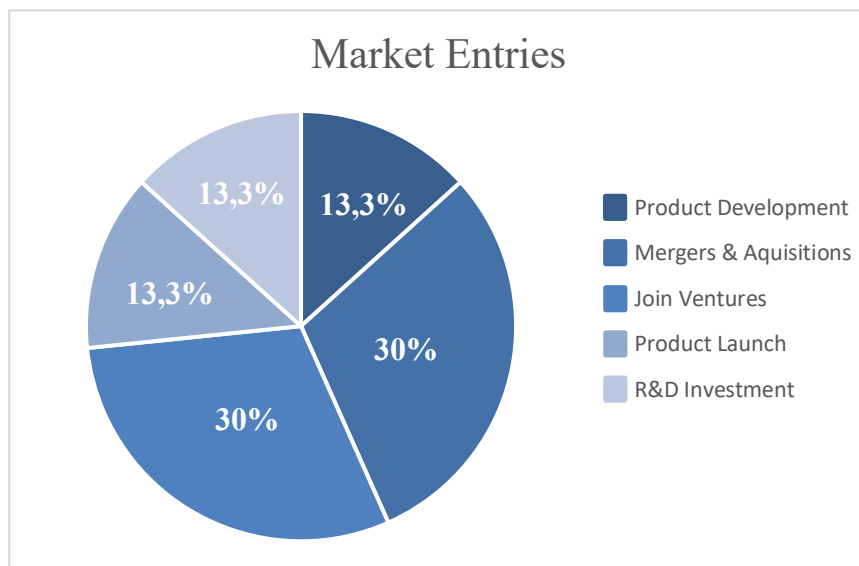
Contrarily, both Europe and Asia-pacific, are expected to grow in presence by 2,2% each.

6.3. Competitor Analysis

The social media management market is composed by certain players that account for a large chunk of the overall market share. Companies that fit this description are Hootsuite, Brandwatch, Sprinklr, Falcon.io and HubSpot (Globe Newswire, 2022 & Research Dive, 2021).

But despite the large influence these players have in the market, there is also space for smaller companies that usually enter the market by developing new and interesting competences, such as MeetEdgar and Buffer.

Due to the market circumstances, the major ways new companies emerge are Mergers & Acquisitions and Joint Ventures, as visible on Graph 5.



Graph 5 : Market Entries

Source : Research Dive (2021)

Although it is true that the major players have a lot of power in the market, it is not unusual for startups to succeed as well.

To better understand the competitive landscape of the market, four possible and strategically selected competitors will be analyzed individually. Some as a benchmark, some as closer competitors, but all with key takeaways that are important to study. These competitors are Hootsuite, MeetEdgar, Brandwatch and Buffer.

6.3.1. Hootsuite



Figure 2: Hootsuite Logo

Source: Hootsuite's website

Hootsuite was the first social media management platform in the world, created in 2008 and is now the market leader. At its basis, Hootsuite allows the customers to manage multiple accounts from one location, by posting, scheduling, track analytics and control the individual performance of each account.

Hootsuite's main focuses are, analytics, all in one place and customer service.

The differentiating factors that help Hootsuite continuously be the number one social media management platform are its experience in the market and the vast partner list that provide seamless integration with tech platforms already used by many social media managers.

Part of what gives Hootsuite its dimension, is that they target the mass market, by having a strategy that suits most social media management cases.

They offer 4 plans which are:

- Professional – 49€/month
- Team – 249€/month
- Business – 669€/month
- Enterprise – Personalized

There are some features that are added when choosing different plans, but the main changes are on the numbers of users allowed and the number of social media pages you can manage, ranging from 1/10 to 5/50+ (users/pages).

Hootsuite is one of the only social media management platforms that offers a package at a price lower than 100€, reason why it attracts many small businesses, especially when combined with such a solid platform.

6.3.2. MeetEdgar



Figure 3: MeetEdgar Logo

Source: MeetEdgar's website

MeetEdgar is a small startup, that due to its size, has a completely different approach to social media management.

MeetEdgar is one of the few social media management platforms that try to help customers in the implementation phase of the process (content creation), by coming up with ideas based on previous content, and auto schedule for you, according to your preferences. This is done by using previous content and with AI, reformulate the idea to make a different post, therefore, not creating but reinventing concepts for publications.

Using MeetEdgar you will also have access to analytics, but the reports are not as deep as the ones provided by Hootsuite, and their main focus on the analytics sector is to provide customers with A/B testing functionalities.

MeetEdgar targets small businesses and even independent users that need some help managing their pages. Therefore, they provide two very cheap plans:

- Eddie (for side hustlers, and those just getting started) – 29.99€/month
- Edgar (for entrepreneurs and small businesses) – 49.99€/month

The company's differentiation factor is that it can help you provide your public with "Evergreen" content, consequently keeping your social media pages "refreshing". The words in quotation marks are the exact ones used by the brand to express the use of the platform, which seem effective in translating the desired positioning.

6.3.3. Brandwatch



Figure 4: Brandwatch Logo

Source: Brandwatch's website

Brandwatch, like Hootsuite, is one of the biggest social media management platforms in the market. Brandwatch's focus is to deliver the best analytics for the consumers to make the correct decisions regarding their social media presence.

The range of expertise of the Brandwatch platform goes from the tracking and measurement of your pages' performance to consumer intelligence. The basic features such as scheduling and posting are also assured by the platform.

Brandwatch's target segment are large enterprises, and opposing to the other social media management platforms analyzed, it neglects the small business segment. Despite having a plan dedicated to this second segment, it is placed at a secondary page on their website and it is never manifested in their communication.

Therefore, the plans provided by Brandwatch are 3:

- Consumer Intelligence
- Social Media Management
- Full suite

For each of these plans you need to book a meeting with Brandwatch to get a price and discuss the features you want to include.

The secondary plan aimed at small businesses costs 108€/month and is supposed to be used by 1-2 users. With the features provided, this is a worse deal than the one offered by Hootsuite and MeetEdgar, which seems to be done on purpose to show that this market segment represents an extra for them but is not essential for their business.

6.3.4. Buffer

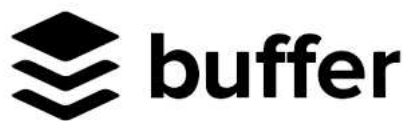


Figure 5: Buffer Logo

Source: Buffer's website

Buffer's main purpose is to save your time. The company assures that its platform is made simple on purpose, so that it fits the usage of busy people.

Buffer separates in 4, the ways they can help a business on social media and it goes as follows:

1. Get the clicks you deserve
2. Grow your following
3. Halve your workload
4. Coordinate with ease

These steps clearly demonstrate the core principles of Buffer and where, in the social media management process, they are useful for their clients.

Buffer is aimed at small/medium size businesses and their offers are cheap and structured in a way that decreases the barriers at entry level. Their plans are as follows:

- Free – 0€
- Essentials – 6€/month per channel
- Team – 12€/month per channel
- Agency – 120€/month for 10 channels (additional channels cost more 6€/month each)

In this case, Buffer considers a “channel”, a social media page, which means that, for example, a company that wanted a Team plan and had 35 channels (number of pages provided on Hootsuite’s plan), would have to pay 420€/month.

The way the prices are presented to the customers makes it easier for more skeptical people to be more willing to try with 1 channel, and then expand.

6.3.5. Positioning Analysis

Figure 6 shows the positioning map of the previously analyzed competitors.

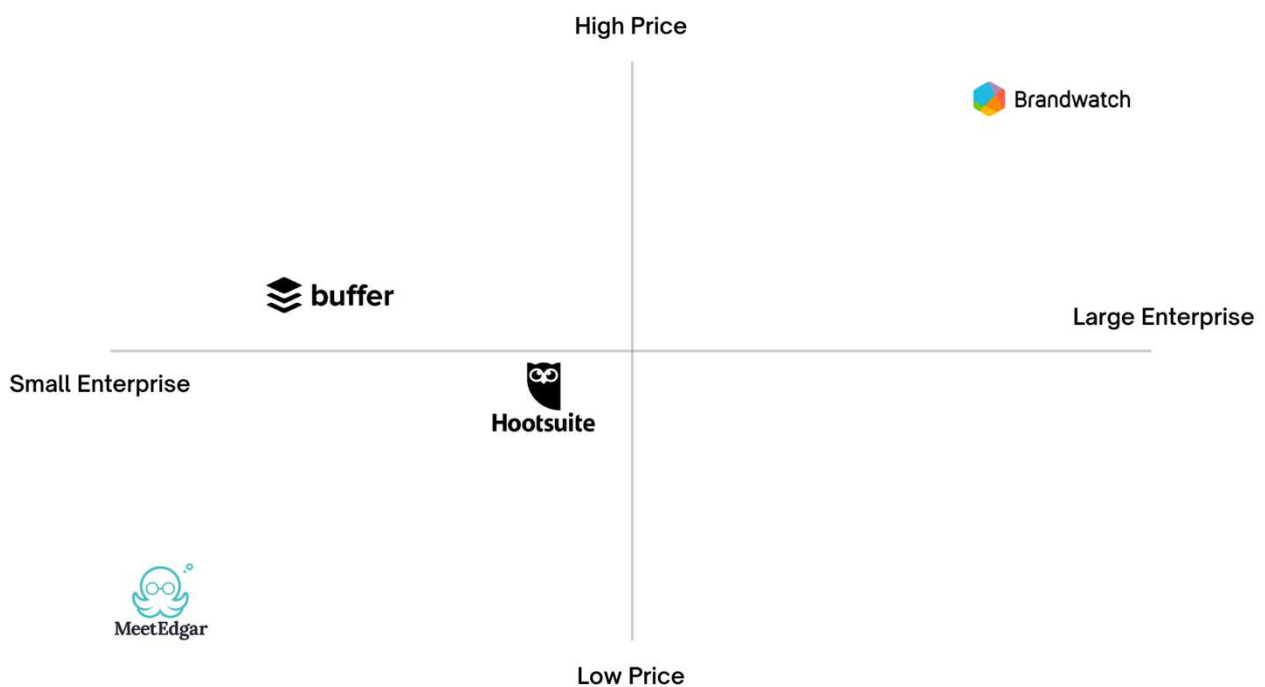


Figure 6: Positioning Map by Target Segment X Price

Source: Own Development with data from previous competitor analysis

In this positioning map, the goal is to stay either on the bottom left quadrant or the top right one. Meaning you should have a relatively affordable service for small enterprises or a more expensive one for large enterprises. Buffer in this map is slightly misplaced, by trying to target relatively small to medium enterprises and having a price that is a bit too high when comparing to its competitors.

Figure 7 is a graphic representation of each areas do these competitors act on (by their placement under each phase), and how well/developed they are when acting on these stages of the process (by its size).

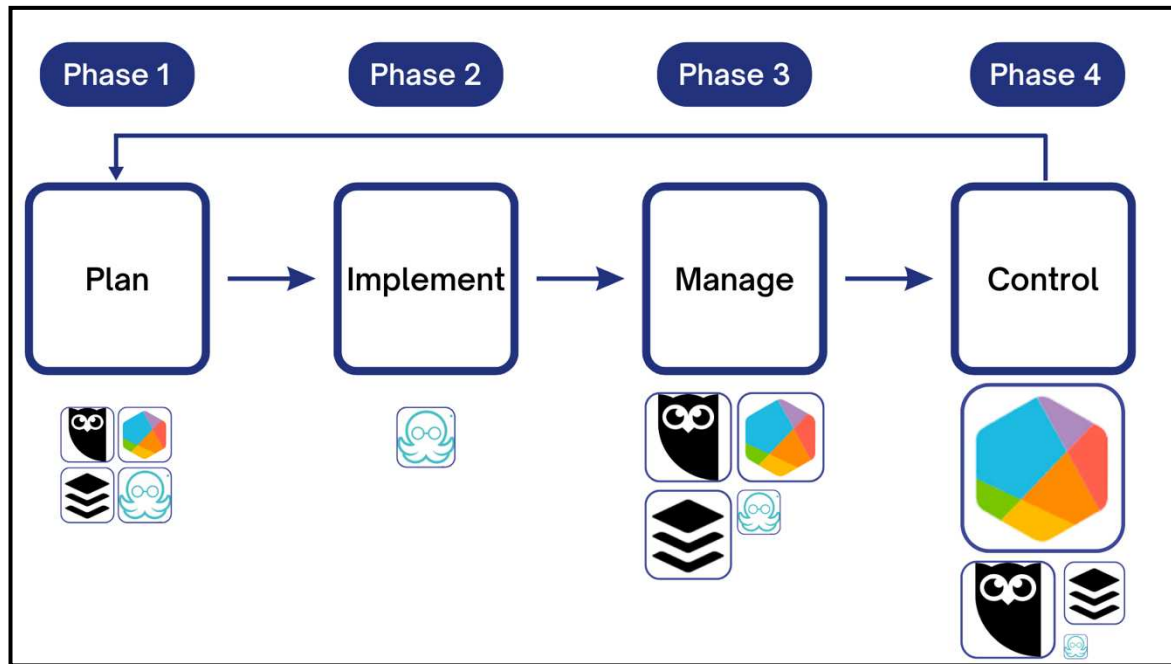


Figure 7: Competitors' Focus Areas

Source: Own Development with data from previous competitor analysis

When analyzing Figure 7, it is immediately noticeable that only MeetEdgar acts on the Implementation phase. In fact, MeetEdgar is the only one to act on all 4 stages of the social media management process, despite not being an expert on any of them.

Brandwatch is the best platform for analyzing data and getting reports, since it covers more areas of study and the reports are dense.

Hootsuite is a good solid platform that does everything well and doesn't disappoint in any step of the process, but like most, doesn't act on the implementation phase.

Buffer doesn't stick out in any phase either. Since their value proposition is centered around time saving, they just need to have a basic platform that works well and will not generate problems further down the line. Which they achieve quite well.

6.4. Porter's 5 Forces

The following analysis is achieved through the interpretation and data gathered on the articles Globe Newswire (2022), Research Dive. (2021), Md, K., Keshav, K., & Vineet, K. (2022) and Fortune Business Insights. (2021).

Bargaining Power of Suppliers: Knowledge and experience are two areas where there is a shortage. Experienced people can inspire confidence to upper management while are very difficult to find, while individuals without experience present a greater risk in a sector that is already perceived to be risky. Therefore, when it comes to providing distinctive social media management solutions, suppliers (skilled professionals) have a significant amount of bargaining power.

Result: **Moderate**

Bargaining Power of Buyers: Due to the industry's broader variety of social media management alternatives, buyers have a greater amount of bargaining power. Customers benefit from companies' lack of product differentiation and low switching costs.

Result: **High**

Threat of New Entrants: Because of economies of scale, there are almost no entry barriers in the social media sector, allowing new players the chance to extensively research the market. A new entrant can challenge an established player in the business-to-business (B2B) paradigm because to of advantages like minimal initial investments, price-performance decision skills, and agility.

Result: **High**

Threat of Substitutes: The market offers few alternatives in terms of competitiveness and other marketing and influencing tools, such as search engine optimization (SEO) and search engine marketing. Social media marketing is significantly less expensive, more efficient, and easier to set up than search engine optimization or search engine marketing, therefore these alternatives cannot be viewed as a major substitute threat.

Result: **Moderate**

Competitive Rivalry in the Market: The social media sector has a huge number of agencies, especially when considering the B2B model. The widespread reduction in tool prices, works as a substitute in term of competition. Due to the low entry requirements and investment required, competition is likely to rise; nonetheless, achieving sustainability remains difficult in any market.

Result: **High**

To sum up, the market is highly competitive, which presents a great opportunity for new commers to rise, and even to get acquired, but it is a difficult market to lead and compete when in maturity. In the scope of this go-to market plan, this is a positive factor, but if the situation is still the same in future years, during the scaling stage of the company, greater attention must be given to this topic.

6.5. Market Trends

Market trends can be both a gift and a curse, especially in such a technology-based market. Joining trends at the right times can give companies a huge competitive advantage, but if the trend doesn't have enough basis or the timing isn't right, it can represent preposterous costs and even drive a company out of market.

With topics like Artificial Intelligence, Metaverse, Virtual Reality and others, crawling everyday into everyone's agenda, it can be difficult to identify what is truly here to stay.

A study conducted by Globe Newswire (2022) said that AI (Artificial Intelligence) is one of the biggest trends of the social media management market. It reported that almost every player uses some form of AI in their platforms to conduct a task in the social media management process.

Now, as the technology evolves and new uses for its capabilities are found, more and more areas of the social media process are getting revolutionized. This presents a great opportunity for new companies with great elasticity to experiment new ideas and technology, and disrupt a subsegment of this industry.

Another major trend on the social media management market is related to the content itself. Mainly due to the rise of TikTok, short form content started entering people's day-to-day lives.

Companies were challenged to understand how they could use this new form of content to their benefit, and many are still struggling (Research Dive, 2021).

The answer is not related with the short or long form of content, but in the way content is viewed. More and more, general users view content as a form of entertainment and not as a way of getting information.

The problem is that, for companies to be ready to deliver fresh and entertaining content with regularity, they will have to be willing to spend large amounts of money on creative (which comes mainly by human resources).

Thus, the content as entertainment trend poses a great opportunity for social media management platforms that can help their customers deliver entertaining content regularly without spending large sums of money and time.

Curiously, the best way to achieve this is by implementing AI tools. A clear path for combining both trends to achieve success.

7. Interviews

In-depth interviews were conducted to 4 people with different characteristics, that deal, in some way, with social media management in their day-to-day.

The interview guide was composed by 3 segments, the Introduction, Social Media Management related questions and Posted related questions. Before the last segment, an introduction was made to present the platform, providing context for the questions that followed.

The interview guide is Attachment 1.

The four interviews were made to people that will remain semi-anonymous and will be talked about from now on, as “P1, P2, P3 and P4”.

Demographics

P1: 22 year-old male CEO of a small business in the sports events industry.

P2: 35 year-old male owner of a small business in the retail industry.

P3: 28 year-old female social media director of a medium size company in the tech industry.

P4: 52 year-old male CEO of a major insurance company in Portugal.

Current management of social media pages

The analysis of the interviews reveals that social media management is an important aspect of the businesses' marketing strategy. The CEO, as well as other members of the team, have a say in how the company's social media pages are managed and provide guidance on the overall social media strategy.

Most of the businesses have dedicated teams and allocate a significant portion of their marketing budget towards social media management. Some businesses even hire specialists to assist with the management of their social media pages.

There seems to be a range of approaches to social media management, from full in-house management to delegating tasks to a team of specialists.

However, all businesses recognize the importance of social media in their marketing efforts and invest a significant amount of time and resources into managing their social media presence.

Some interesting quotes regarding this topic are:

P1: “We spend 300€ a month to get photos to have new content. Previously we had a company that managed our social media, also for 300€ a month, so we would spend a total of 600€ a month. We thought it was too much, so we had to cut.”

P2: “I manage my business's social media pages myself.”

P3: “We invest quite a bit into Social Media Management, including budget for content creation, advertising, and tools and platforms to assist with managing our social media presence.”

P4: “We invest a significant amount of resources into social media management, including hiring a dedicated team and allocating a portion of our marketing budget to it.”

Expectations and potential of social media

Based on these interviews, it is clear that social media management is an important aspect of modern business.

Companies expect their social media pages to increase brand awareness and engage with their target audience. They also use social media to provide customer support and share valuable information with customers.

Many companies believe that social media has a lot of potential and are actively leveraging it to reach their target audience and engage with them. They expect their social media pages to generate engagement, drive traffic to their websites, and ultimately contribute to the overall success of their business.

Some companies also see social media as a way to stay in contact with customers and partners and to keep them informed about their business.

Some important quotes about expectations and the potential of social media:

P1: “It allows us to reach to a large number of potential customers and present them our brand. That’s exactly what we are trying to do right now.”

P2: “I believe that social media has a lot of potential for my business, and I am always looking for new ways to use it to engage with customers and promote my products and services.”

P3: “I believe that the potential of social media is vast and that it continues to evolve and grow. As a Social Media Director, it is my responsibility to stay up to date on the latest trends and developments in the industry and to use this knowledge to inform our strategy and drive success for our business.”

P4: “We expect our social media pages to help increase brand awareness and engage with our target audience. We also use our social media presence to offer customer support and provide valuable information to our customers.”

Posted acceptance and possible barriers

Based on the interviews, it seems that Posted would be a useful tool for companies looking to improve their social media management. The features of the platform, such as the ability to analyze and detect patterns in current posts and generate new content based on that analysis, as well as the ability to schedule and publish posts directly from the platform, were cited as particularly useful. The ability to manage comments and direct messages from the platform was also mentioned as a useful feature.

When asked about the possible barriers to the acquisition of Posted, the interviewees mentioned the cost and the learning curve associated with a new platform. Companies were expecting to pay between 100 and 400 euros a month for the platform, with some believing that the price was reasonable given the potential benefits of the platform.

According to the interviewees, implementing the Posted platform could potentially save them time and resources by streamlining the social media management process and reducing the need for manual content creation and analysis. It could also potentially improve the performance of their social media pages, leading to increased engagement and revenue. However, some companies mentioned concerns about the reliability and effectiveness of the AI technology, which represents a challenge in for the brand communication. Overall, the people interviewed would be interested in using the Posted platform for the social media management of their company, but may need more information before making a decision, since social media it's viewed with importance for their business.

The more insightful quotes regarding the possible adoption of Posted are:

P1: "Yes! Everything that decreases the amount of work and time spent on social media management is welcome."

P2: "Implementing this platform in my business could potentially reduce my costs for social media management, as it would allow me to streamline and automate some of the tasks associated with managing my social media pages. This could free up time and resources that I could then use to focus on other areas of my business."

P3: "The features that I find most useful for our social media usage include the ability to analyze patterns and generate content based on those patterns, the ability to schedule and publish posts, and the ability to manage comments and direct messages from the platform."

P4: "Implementing the Posted platform in our business could potentially reduce our costs for social media management by streamlining the process and reducing the time and resources required to create and schedule posts. It could also potentially increase our engagement and reach on social media, leading to more effective marketing and customer engagement. I can definitely think of some jobs that can be replaced with Posted and that would of course save us a substantial amount of money."

In conclusion, the four interviews conducted with individuals involved in social media management reveal that it is an important aspect of their businesses' marketing strategies. The

participants reported having a say in how their company's social media pages are managed and allocating a significant portion of their marketing budget towards social media management. While some businesses manage their social media in-house, others delegate tasks to specialists. Overall, all of the participants recognize the importance of social media in their marketing efforts and invest time and resources into managing their pages effectively, and view Posted as an efficient tool for doing so.

8. Survey

The survey was conducted to 100 participants with the goal of quantifying the results obtained in the interviews. It was sent to specific people that work or have some contact with social media management in their day-to-day and then spread by the snowball method (when people send it to someone they know and they do the same). This way, it was possible to gather data from a very restricted group of people that represented the target segment of this research, people with decision making power in the social media management process.

The survey had 4 stages, the Introduction, Current Social Media Management, Posted Questions and Demographics, and the flow went as can be seen in Figure 8.

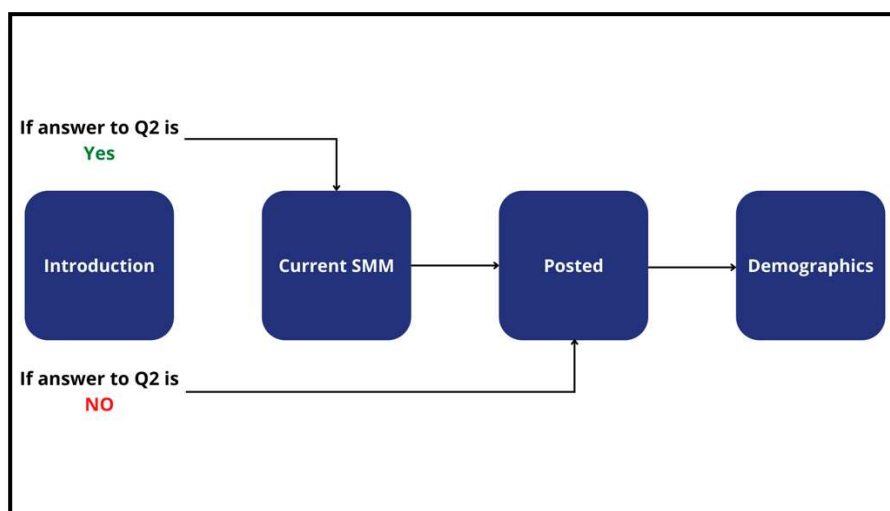


Figure 8: Survey Flow

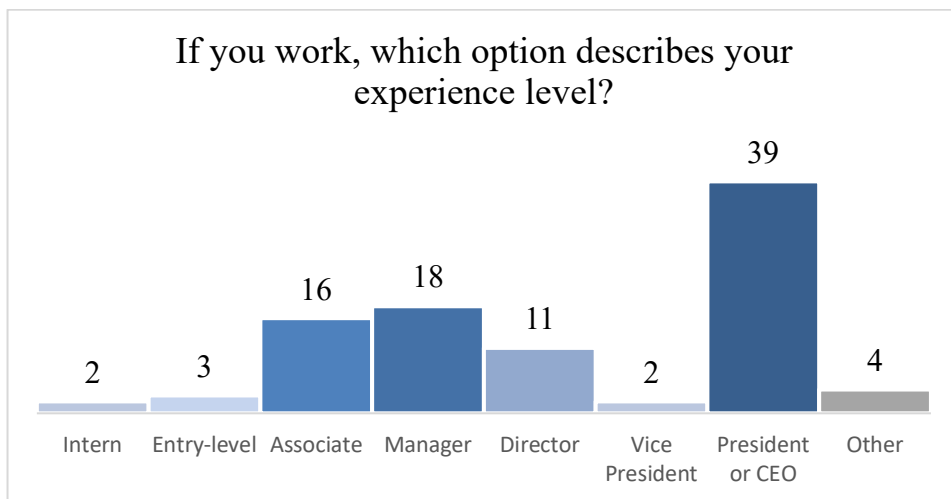
Source: Own development

The survey guide is Attachment 2 and the SPSS output is Attachment 3.

Demographics

The respondents of the survey were mainly Male (75%), and in terms of age, the sample was almost divided in 4 ways between 18 to 24 years old (30%), 25 to 34 years old (32%), 35 to 44 years old (18%) and 45 to 54 years old (20%).

Due to the semi-selection of the profile of individuals that responded to the survey, 91% of them, manage or have a say in the way a professional social media page is managed, and 39 respondents have their own business (President or CEO), making it the most represented segment of the sample, followed by managers with 18 answers. Also, 86% of the sample works full-time, while 7% are students, 6% classify as student/worker and only 1% works in part-time.



Graph 6: Experience Level

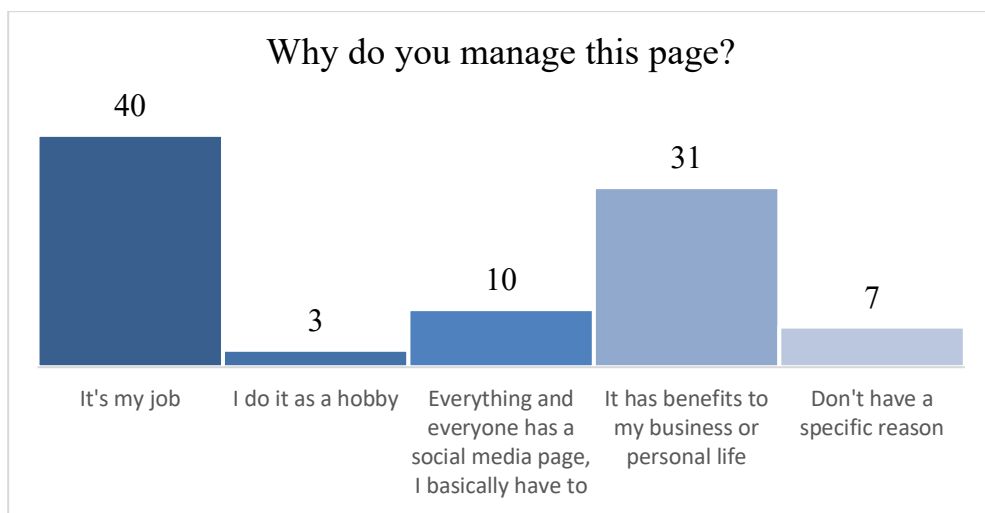
Source: Survey data

From the 91% of respondents that manages or have a say in the management of a professional page, 93,4% manage business pages, 4,4% manage theme pages (sports, travel, etc..), 1,1% manage a Public Figure's page and 1,1% answered "Other".

Current Social Media Management

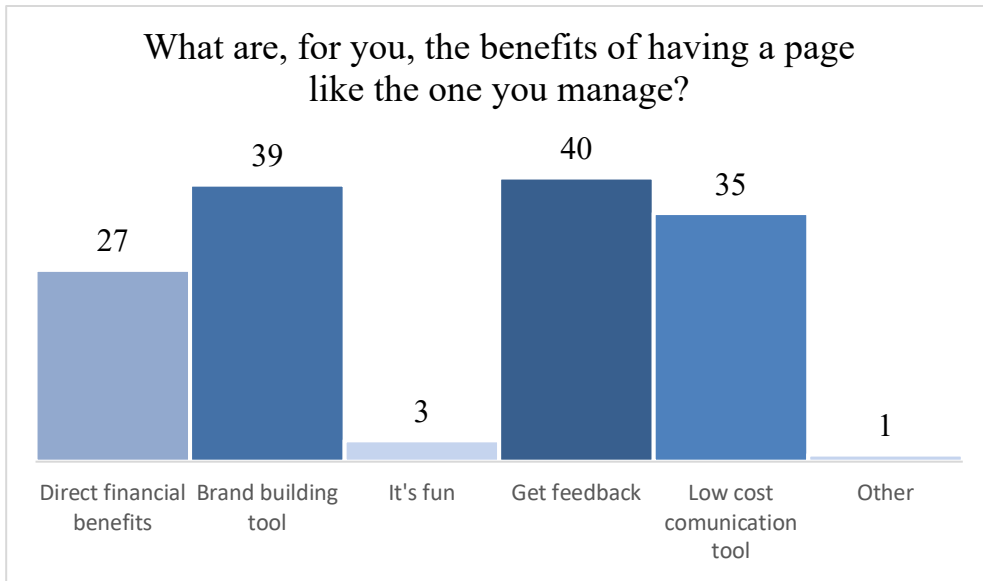
This section of the survey was directed only to people that answered that they manage or have a say in the way a professional social media page is managed, which represents 91% of the total sample, and therefore, 91 respondents.

When asked about why they managed the page they do, 40 people answered “It’s my job”, and 31 said that It has benefits for their business or personal life (Graph 7). Regarding the benefits, the participants could choose more than one option and said that the major ones provided by the use of this social media page was to get feedback from their customers (40 answers), the fact that it is a good brand building tool (39 answers), and that it is a low cost communication tool (35 answers) (Graph 8).



Graph 7: Why do you manage this page?

Source: Survey data

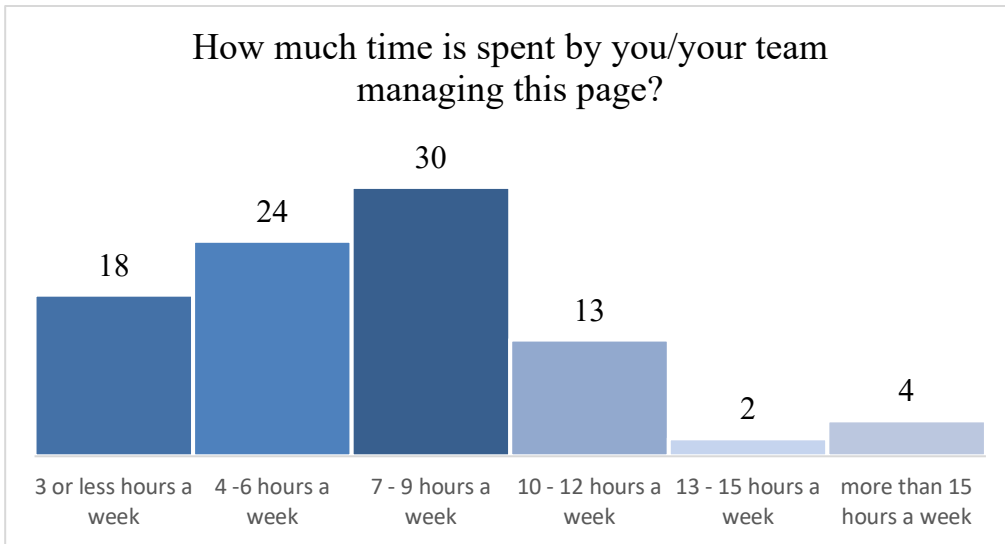


Graph 8: Benefits of having a social media page

Source: Survey data

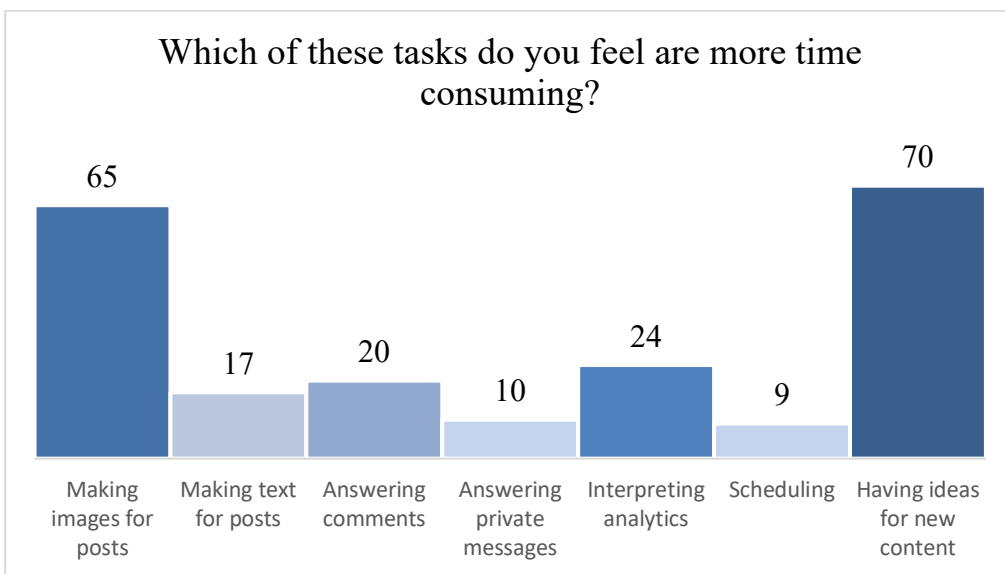
When it comes to time spent managing these pages, a big share of the participants said that they or their teams, spend 7 to 9 hours a week (30 participants), which represents between 1 and 2 hours per work day.

There are two tasks that are clearly occupying more of the respondents' time, which are, making images for posts and having ideas for new content. These results show the importance of a platform like Posted that help businesses managing their social media pages, precisely in this part of the process where they spend more time, instead of competitors that try to improve the way businesses performs tasks that don't occupy much of their time. This is especially important due to the difference in answers from these two options to the third most time consuming task which is Interpreting analytics.



Graph 9: Time spent in SMM

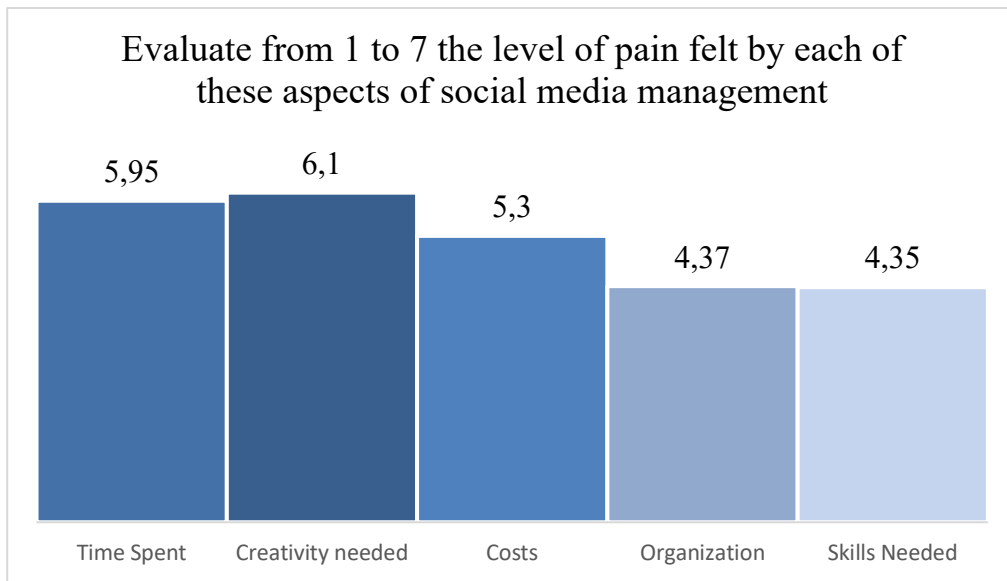
Source: Survey data



Graph 10: Time consuming tasks

Source: Survey data

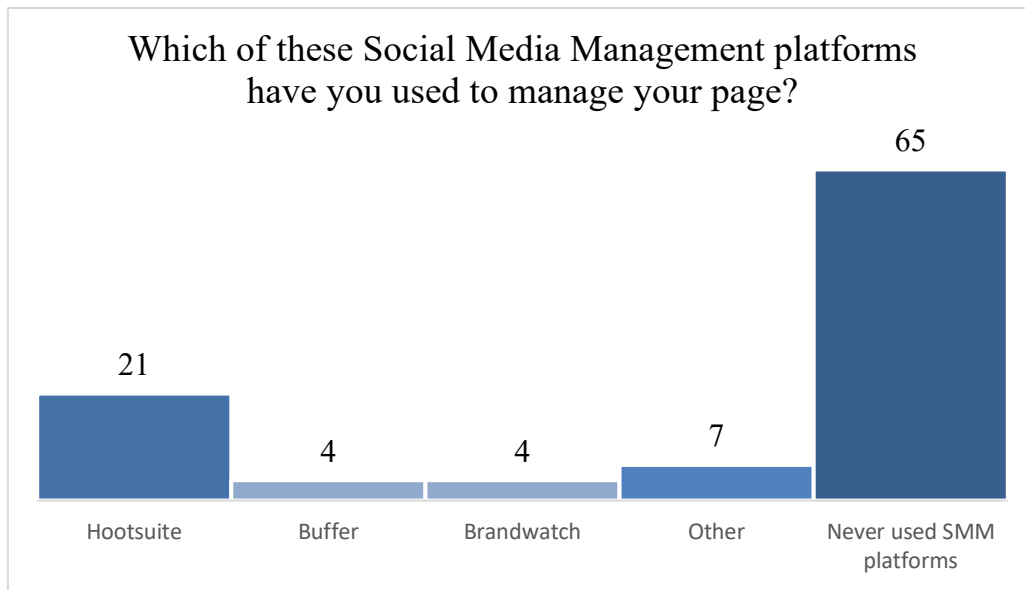
The survey asked then for participants to rate the level of pain felt by each of the aspects presented from 1 to 7, 1 being less pain and 7 more pain. The results showed that the aspects of managing social media pages that trouble people the most are the creativity needed in first place with an average of 6,1, time spent in second with 5,95, then followed by costs, organization and skills needed with 5,3, 4,37 and 4,35 respectively.



Graph 11: Pain of each aspect

Source: Survey data

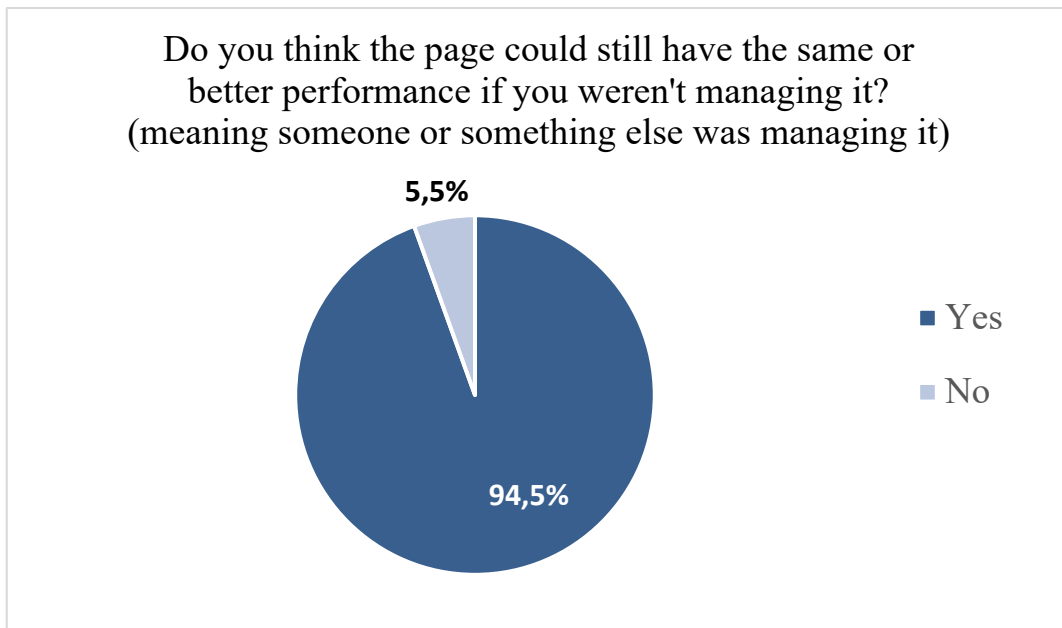
The participants were also asked if they have ever used a social media management platform, and if so, which ones, and the results showed that 65 people have never used any platforms to manage their social media pages, Hootsuite has been used by 21 participants and was the platforms that showed the largest number of usages, followed by Buffer and Brandwatch with 4 use cases each. 7 participants said they have used other social media management platforms and Meet Edgar and Sprout Social were also in the survey but didn't show any results. The respondents could choose one or more option for this answer and some of them have already used more than one option.



Graph 12: SMM platforms used

Source: Survey data

To finish this chapter, a question was made to see if the participants trusted the responsibility of their social media management to someone or something else. The question was “Do you think the page could still have the same or better performance if you weren't managing it? (meaning someone or something else was managing it)” and the goal was to see if there was a barrier in letting a social media management platform take over an important role of their social media presence. Turns out 94,5% of the participants think the page could have the same or better results if someone or something else was managing it.



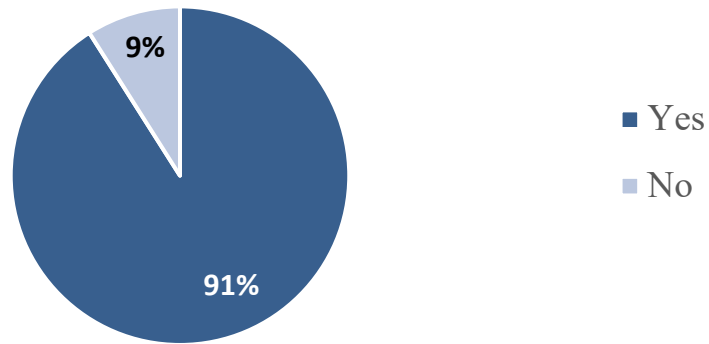
Graph 13: Performance with someone or something else managing the pages

Source: Survey data

Posted Questions

After presetting the platform Posted, at the beginning of this section, the participants were asked if they thought the platform was useful for their usage of social media management, and then, if they would use the platform. On the first question, only 9% of the participants said the platform wouldn't be useful for them, but 14% said they wouldn't use the platform on the second question. This means that there is still a barrier to acquisition for 5% of the respondents. It is important to notice that these questions were made to all the participants, including the ones that only have a personal social media page, which were the ones that mainly answered that the platform wouldn't be useful for them.

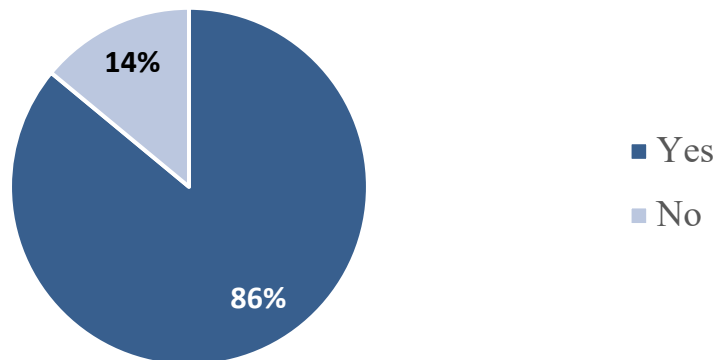
Do you think this platform would be useful for your social media management usage?



Graph 14: Is Posted useful?

Source: Survey data

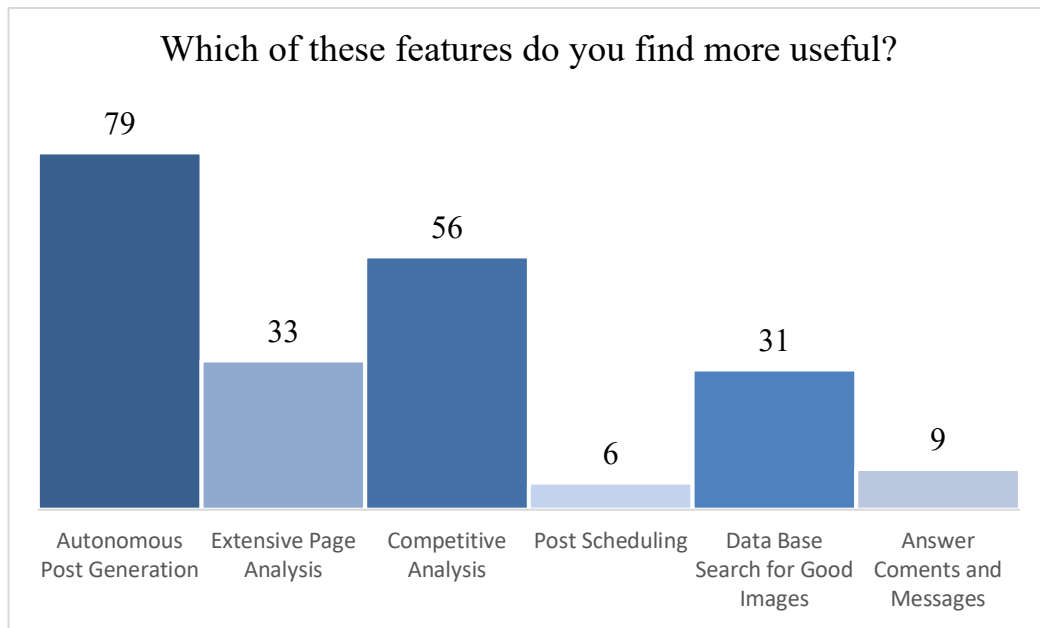
Would you use this platform?



Graph 15: Would you use Posted?

Source: Survey data

When asked about the features that would be more useful for the participants, the one that stuck out was the autonomous post generation with 79 answers, followed by the competitive analysis with 56 answers. The option that less people found useful was the post scheduling with only 6 answers. In this question the participants could choose more than one answer.



Graph 16: Most useful features

Source: Survey data

Lastly, the participants were asked to say how much would you expect to pay for this platform in euros? (monthly fee). The answers varied between 30€ to 1500€ and the average answer was 197,95€ a month.

9. How to proceed?

9.1. Strategy

9.1.1. Positioning

Posted will be positioned as the platform that helps businesses in the implementation phase of the social media management process, by autogenerating posts for you with Artificial Intelligence, based on an analysis of your feed or insights you give it. It is perfect for small businesses that can't afford to spend a lot of time and money on social media management and as a reasonable price.

When comparing Posted (represented by the blue letter "P") to the current market, it can be positioned as follows.

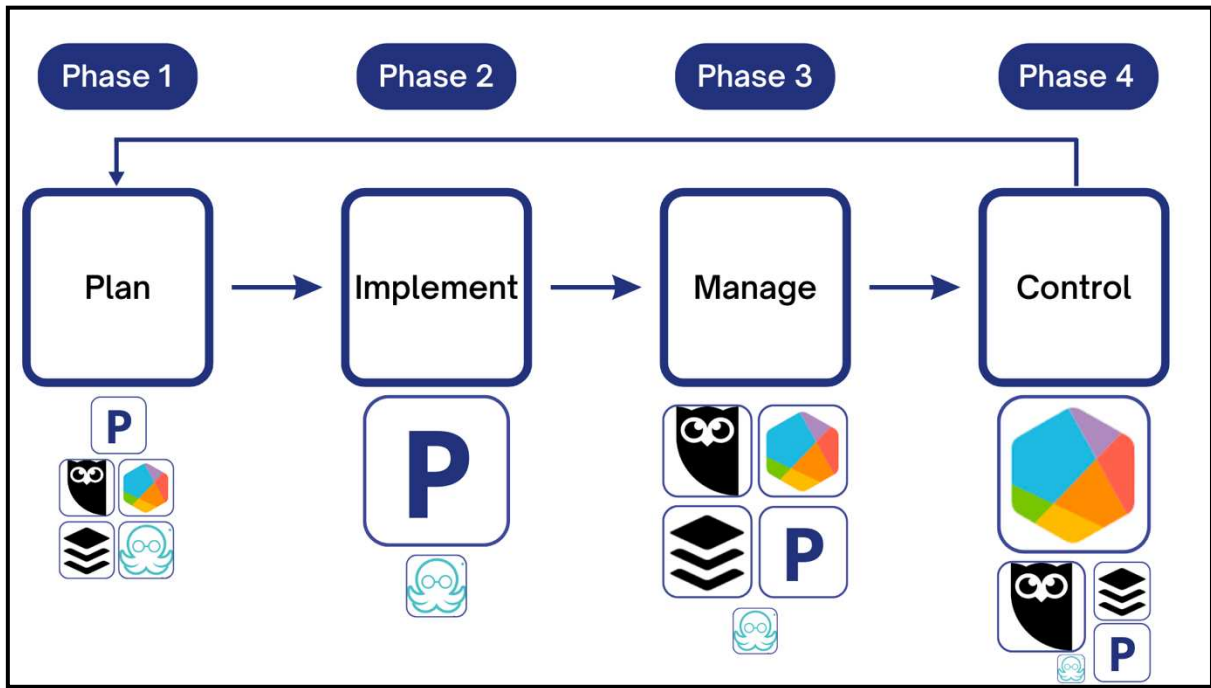


Figure 9: Posted positioning 1

Source: Own development

Posted's goal is to be the reference in the auto creation of social media content, meaning, the implementation phase. On the other stages, the goal is to match the points of parity that already exist, to not get behind on the basics market needs.

The stage where Posted will be a bit behind – in the beginning- of its competitors, it's the control stage, meaning the analytics part of the process. This is not because Posted will have a bad analytics system, it is simply due to the high level of competition that has been centered around this phase, making it the Red Ocean portion of the market, where it is very costly and time consuming to compete.

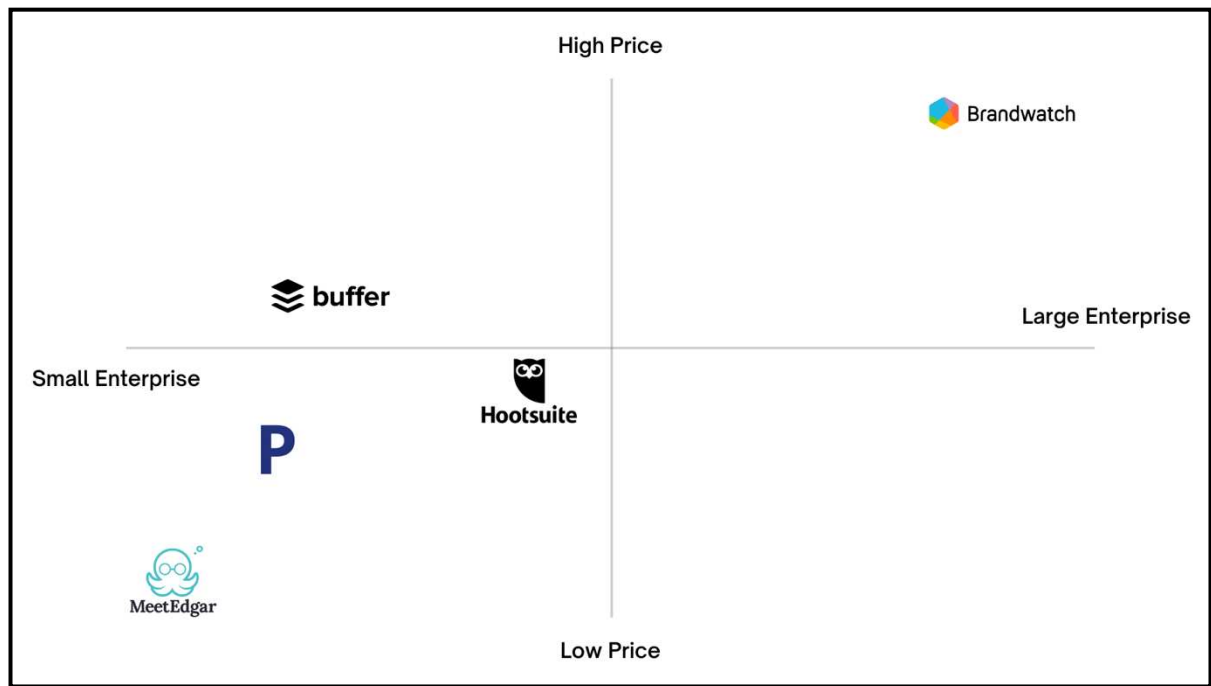


Figure 10: Posted positioning 2

Source: Own development

Regarding the size of enterprise of clients and price, Posted will be positioned for the same target segment as buffer, but at a lower price point.

With all this information, Posted positioning statement should be:

Posted is an entire social media management team for small businesses at a fraction of the price.

9.1.2. Target

The target segment for the launch stage will be of small businesses in Europe that want to increase engagement by keeping their content fresh, while spending less time and resources doing so, and don't have as first priority, the interpretation of analytics.

The research made concluded that this would be the most viable segment to target at the beginning, to allow the platform to gain some relevant traction.

Europe is a relatively small market that doesn't yet have a lot of major players, painting the scenery for a good environment to have proof of concept. Also, the proximity aspect would aid at the beginning of the process.

In small businesses is common to witness a CEO that has a hand in every aspect of the company, and therefore, not time to perform every tasks well. That is exactly the pain Posted wants to solve by providing good and consistent content without effort. On the other hand, bigger companies usually have a team of people managing their social media presence, and Posted's goal is to eliminate the need for some of those jobs, and while that is very advantageous for the company, firing workers might still be a barrier to the acquisition.

Finally, opting to target companies that have the needs for higher engagement with less effort and not a major focus on analytics, goes hand and hand with the small vs large company aspect. Usually, bigger companies have more needs for interpreting analytics and seek platforms that specially on that phase of the social media management process. While Posted will provide insightful analytics, that is not how the platform will differentiate itself, and therefore, it will be a market to target later on.

As of 2021, Europe's segment represented 22,7% of the market, the small businesses portion, 27,3%, and the fraction that doesn't have analytics as their priority was 80,2%. This accounts for a segment that represents 4,93% of the entire social media management market that is valued at USD 15,19 billion, meaning the segment is worth USD 748,87 Million a year.

The exact same segment is expected to be worth approximately 5,44% of the market in 10 years, that by then will valued at USD 118,03 billion, meaning the segment is expected to be worth USD 6,42 billion.

9.1.3. Objectives

At this stage, the main goal for Posted is:

- Have 1% of representation on our target segment at the end of the first year after launch.

Achieving this goal means having a revenue of USD 7,49 Million in the first year and have a 0,05% share of the total market.

To achieve it, other goals related to awareness and product management are implied, but to have a clearer objective, some research and planning would need to be done in those areas specifically, reason why they don't feature in this thesis.

9.2. Tactics

9.2.1. Service

Posted is a social media management platform that uses artificial intelligence to optimize the process of creating and publishing content on social media. It allows users to analyze patterns on their current posts and those of competitors to inform content creation, auto-generate posts based on what performs well, and upload an image library to have the platform suggest images that fit patterns that the audience enjoys.

To provide a good service for the customers, the platforms will have to made considering the target segment and their tastes in terms of design and the way they interact with the platform.

For this, a team of developers is needed to work on the platform full-time and have it ready for launch promptly.

Mainly at the beginning stage of the platform, it is important to have a feedback system built into the platform so that it is possible to prioritize tasks and next updates.

The auto post generation should be the center of the platform since it is the most differentiating feature. Either way, it should be easy to access all features of the platform by a hamburger menu that would be displayed at the left side of the layout. Here should be visible "Dashboard", "Post generation", "Analytics", "Calendar", "Library", "Ideas", "Reply" and "Accounts". All these areas of the platform would have subcategories depending on what is needed for each task.

9.2.2. Price

The price of using Posted will depend on the features and services the user selects. The platform will offer 3 tiers of subscription:

Tier 1

- Up to 2 Accounts
- Scheduling
- Analytics for your pages
- 12 Auto post generations
- Reply to comments and messages
- Analysis of images database

Price: 59€/month

Tier 2

- Up to 10 Accounts
- Scheduling
- Analytics for your pages
- Analytics for 5 competitors' pages
- Unlimited auto post generations
- Reply to comments and messages
- Analysis of images database
- 5 Ideas for new content

Price: 149€/month

Tier 3

- Unlimited accounts
- Scheduling
- Analytics for your pages
- Unlimited analytics for competitors' pages
- Unlimited auto post generations
- Reply to comments and messages
- Analysis of images database
- Unlimited ideas for new content

Price: 199€/month

Posted would also provide customers with a 14 day free trial for all plans, to decrease the barriers of acquisition.

With these prices, Posted would need to have an average of 3137 monthly users with the Tier 3 subscription to achieve the first year objective. For reference, Hootsuite has more than 18 million monthly users and Buffer has more than 160.000.

9.2.3. Distribution

Posted would be available on desktop and mobile devices, making it a convenient solution for managing social media from anywhere. Users can schedule, prepare, and publish posts directly from the platform, as well as interact with comments and messages.

For the acquisition of the service, it should be done at Posted's website.

9.2.4. Promotion

Promotion is an important aspect of the success of Posted in its early stage, as it helps to raise awareness to the platform and attract potential users. To be able to achieve the first year objective, Posted should have tactics to raise awareness as well as tactics to convert the customers to join the platform. Having this in mind, the tactics that would be implemented are:

Landing page: During the building stage, create a landing page to receive contacts of interested people and make online ad campaigns, directing users to that page. This can help capture the attention of potential users and encourage them to sign up for updates or a free trial of the platform.

Email campaigns: On launch, send campaigns to all the contacts gathered through the landing page or other means to introduce the product and its features. These campaigns could include testimonials, case studies, or promotional offers to entice users to try the platform.

Sales team: Have a dedicated sales team to reach out to businesses and explain the benefits of using Posted for their social media management. This team could also provide demonstrations or answer any questions potential users may have.

Awareness in business podcasts: Consider partnering with or being featured on popular business podcasts to raise awareness of the product and its unique value proposition. This can help

reach a wider audience and position the company as a thought leader in the social media management space.

Free 1-time analysis: Offer a free 1-time analysis of a user's profile with key recommendations that can be easily shared on social media. This can create an opportunity for virality and encourage users to try the platform. Despite this tactic not being 100% targeted for the main target segment of Posted, the goal is not to drive conversion, but instead create high awareness.

Social media presence: Leverage social media platforms (e.g., Instagram, Facebook, LinkedIn) to showcase the features and benefits of the product. This could include creating a company page, posting updates and behind-the-scenes content, and interacting with followers.

Online groups and forums: Participate in relevant online groups and forums related to social media management or marketing. This can help raise awareness of the product and provide an opportunity to answer questions or provide insights to potential users.

Business conventions: Attend relevant business conventions and trade shows to promote the product and network with potential users. This could include setting up a booth, giving presentations or demos, and distributing promotional materials.

Overall, a combination of these tactics can help promote Posted and attract potential users to the platform.

10. Conclusion

In conclusion, social media has become an integral part of modern society and a valuable tool for businesses to reach and engage with their target audience. However, managing a social media presence can be time-consuming and resource-intensive, leading to the emergence of social media management platforms that use artificial intelligence (AI) to streamline and optimize the process. The market for social media management is expected to continue growing in the coming years, offering opportunities for new platforms to enter the market.

To successfully enter the market, it is important to identify the right target market and understand the demand for the product. This can be achieved through market research, including surveying potential users and analyzing industry trends. It is also essential to have a clear value proposition that addresses the needs and pain points of the target market, such as saving time and money.

In the case of Posted, a social media management platform that uses AI to optimize critical steps in the process, the target market could be small to medium-sized businesses that have limited resources or time to dedicate to social media management. In a first stage, the focus would be on Europe, allowing the company to have exponential growth after a period of operating in a smaller space that can be considered a test market. The platform's value proposition of saving time and money by automating and optimizing key tasks could appeal to these businesses and differentiate it from other platforms on the market. To enter the market successfully, it would be important to have a clear and incisive strategy, and deliver a high quality service that businesses can rely on, while the clear market opportunity isn't taken by other companies. It is also fundamental to have clear promotion tactics that answer the strategy such as sending email marketing campaigns, having a dedicated sales team and leverage social media and other digital channels to reach and engage with potential users, among others.

Overall, social media management platforms that use AI have the potential to revolutionize the way businesses manage their social media presence and reach their target audience. By identifying the right market and offering a clear value proposition, platforms like Posted can successfully enter and thrive in this growing market.

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12. Attachments

Attachment 1

Introduction

1. What is your name and age?
2. What is your job position?
3. In what industry do you work?
4. Please go through your normal work day, describing the tasks you do.

Social Media Management Related

5. Who manages your social media?
6. Do you have a say in how your social media pages are managed?
7. What results do you expect from your social media pages?
8. Do you think Social Media Management is important? Why? If not, why do you do it?
9. How much time do you/your team spends on Social Media Management?
10. Approximately how much do you spend on Social Media Management and where do you spend it?
11. What is your opinion regarding the potential social media and how are you acting on it?
12. Do you know what a Social Media Management platform is? Have you ever used one? If so, which one and for what?

Posted Related

Now, I'm presenting you a new Social Media Management Platform named Posted. Posted is a Social Media Management platform that uses AI (Artificial Intelligence) to optimize steps of the process that actually matter.

With Posted, you will be able to detect and analyze patterns on your current posts, to see what is generating more engagement, and do the same analysis on competitors' pages.

Once Posted analyses your page, it will be able to auto generate posts that go accordingly to what is performing better, and you would only need to approve it for it to be published! If you have an image library, you could upload it to Posted and it would search for images that fit the patterns that your audience likes more and suggest it to you.

Lastly, with Posted you would be able to schedule, prepare and then publish posts directly from the platform. You would also have analytics of all the interactions and you would be able to answer comments and direct messages from the platform.

13. Do you find this platform to be useful for your context of social media use?

14. Would you use such platform?

15. Which features are useful for your social media usage?

16. What barriers can you think of to not use this platform?

17. What would you be expecting to pay for such platform?

18. Implementing this platform in your business would reduce current costs you have? Which ones?

(end greetings)

Attachment 2

Dear Participant,

The following survey is part of the research for my **Master Thesis** at **Católica Lisbon School of Business and Economics**. Please answer honestly and with attention.

The questionnaire will take approximately **3 minutes** to be completed and all the information is confidential.

The answers will be only used for the purpose of this study and the results will be analyzed collectively.

Thank you for answering!

André Silva



Do you have a social media page?

Yes

No

Do you manage a non-personal social media page, or have a say in the way it's managed?
(ex.: business, content creator, theme page, etc...)

Yes

No

How many followers do you manage across all your social media pages?

0 - 999

1.000 - 4.999

5.000 - 14.999

15.000 - 99.999

100.000+



What type of page do you manage?

Business

Theme page (ex.: Travel, Sports, etc...)

Public Figure

Other

Why do you manage this page?

It's my job

I do it as a hobby

Everything and everyone has a social media page, I basically have to

It has benefits to my business or personal life

Don't have a specific reason

What are, for you, the benefits of having a page like the one you manage? (answer 1 or more)

It has direct financial benefits for me or my company

It is a brand building tool

It's fun

It helps me interact with my audience/customers and get feedback

It's a low cost communication tool

Other

Which of these Social Media Management platforms have you used to manage your page? (answer 1 or more)

Hootsuite

Buffer

Brandwatch

MeetEdgar

Sprout Social

Other

Have never used a Social Media Management platform

How much time is spent by you/your team managing this page?

3 or less hours a week

4 - 6 hours a week

7 - 9 hours a week

10 - 12 hours a week

13 - 15 hours a week

more than 15 hours a week

Which of these tasks do you feel are more time consuming? (answer 1 or more)

- Making the image for a post
- Making the text for the post
- Answering comments
- Answering private messages
- Interpreting analytics
- Scheduling
- Having ideas for new content

Evaluate from 1 to 7 the level of pain felt by each one of these aspects of Social Media Management.

	1- Less pain	2	3	4- Indiferent	5	6	7- More pain
Time spent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creativity needed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Costs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Skills needed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Do you think the page could still have the same or better performance if you weren't managing it? (meaning someone or something else was managing it)

- Yes
- No



Posted - The new Social Media Management company

The next questions will be regarding this text. Please read it carefully.

Posted is a Social Media Management platform that uses AI (Artificial Intelligence) to optimize steps of the process that actually matter.

With **Posted**, you will be able to detect and analyze patterns on your current posts, to see what is generating more engagement, and do the same analysis on competitors' pages.

Once **Posted** analyses your page, it will be able to auto generate posts that go accordingly to what is performing better, and you would only need to approve it for it to be published!

If you have an image library, you could upload it to **Posted** and it would search for images that fit the patterns that your audience likes more and suggest it to you.

Lastly, with **Posted** you would be able to schedule, prepare and then publish posts directly from the platform. You would also have analytics of all the interections and you would be able to answer comments and direct messages from the platform.



Do you think a this platform would be useful for your social media management usage?

Yes

No

Would you use this platform?

Yes

No

How much would you expect to pay for this platform in euros? (monthly fee)

Which of these features do you find more useful? (answer 1 or more)

Autonomous Post Generation

Extensive Page Analysis

Competitive Analysis

Post Scheduling

Data Base Search for Good Images

Answer comments and messages



Attachment 3

Estadísticas

Do you manage a non-personal social media page, or have a say in the way it's managed? (ex.: business, content creator, theme page, etc...)

N	Válido	100
	Omisso	0

Do you manage a non-personal social media page, or have a say in the way it's managed? (ex.: business, content creator, theme page, etc...)

		Frequência	Porcentagem	Porcentagem válida	Porcentagem acumulativa
Válido	Yes	91	91,0	91,0	91,0
	No	9	9,0	9,0	100,0
	Total	100	100,0	100,0	

FREQUENCIES VARIABLES=Q4 Q6
/ORDER=ANALYSIS.

Estatísticas

		What type of page do you manage?	Why do you manage this page?
N	Válido	91	91
	Omisso	9	9

Tabela de Frequências

What type of page do you manage?

		Frequência	Porcentagem	Porcentagem válida	Porcentagem acumulativa
Válido	Business	85	85,0	93,4	93,4
	Theme page (ex.: Travel, Sports, etc...)	4	4,0	4,4	97,8
	Public Figure	1	1,0	1,1	98,9
	Other	1	1,0	1,1	100,0
	Total	91	91,0	100,0	
Omisso	Sistema	9	9,0		
Total		100	100,0		

Why do you manage this page?

		Frequência	Porcentagem	Porcentagem válida	Porcentagem acumulativa
Válido	It's my job	40	40,0	44,0	44,0
	I do it as a hobby	3	3,0	3,3	47,3
	Everything and everyone has a social media page, I basically have to	10	10,0	11,0	58,2
	It has benefits to my business or personal life	31	31,0	34,1	92,3
	Don't have a specific reason	7	7,0	7,7	100,0
	Total	91	91,0	100,0	
Omisso	Sistema	9	9,0		
Total		100	100,0		

Estadísticas

		How much time is spent by you/your team managing this page?	Do you think the page could still have the same or better performance if you weren't managing it? (meaning someone or something else was managing it)	Do you think a this platform would be useful for your social media management usage?	Would you use this platform?	How much would you expect to pay for this platform in euros? (monthly fee)	What gender do you identify as?	What is your age?	Whats your employment status?	If you work, which option describes your experience level?
N	Válido	91	91	100	100	100	100	100	100	95
	Omisso	9	9	0	0	0	0	0	0	5

Tabela de Frequências

How much time is spent by you/your team managing this page?

		Frequência	Porcentagem	Porcentagem válida	Porcentagem acumulativa
Válido	3 or less hours a week	18	18,0	19,8	19,8
	4 - 6 hours a week	24	24,0	26,4	46,2
	7 - 9 hours a week	30	30,0	33,0	79,1
	10 - 12 hours a week	13	13,0	14,3	93,4
	13 - 15 hours a week	2	2,0	2,2	95,6
	more than 15 hours a week	4	4,0	4,4	100,0
	Total	91	91,0	100,0	
Omisso	Sistema	9	9,0		
Total		100	100,0		

Do you think the page could still have the same or better performance if you weren't managing it? (meaning someone or something else was managing it)

		Frequência	Porcentagem	Porcentagem válida	Porcentagem acumulativa
Válido	Yes	86	86,0	94,5	94,5
	No	5	5,0	5,5	100,0
	Total	91	91,0	100,0	
Omisso	Sistema	9	9,0		
Total		100	100,0		

Do you think a this platform would be useful for your social media management usage?

		Frequência	Porcentagem	Porcentagem válida	Porcentagem acumulativa
Válido	Yes	91	91,0	91,0	91,0
	No	9	9,0	9,0	100,0
	Total	100	100,0	100,0	

Would you use this platform?

		Frequência	Porcentagem	Porcentagem válida	Porcentagem acumulativa
Válido	Yes	86	86,0	86,0	86,0
	No	14	14,0	14,0	100,0
	Total	100	100,0	100,0	

What gender do you identify as?

		Frequência	Porcentagem	Porcentagem válida	Porcentagem acumulativa
Válido	Male	75	75,0	75,0	75,0
	Female	24	24,0	24,0	99,0
	Other	1	1,0	1,0	100,0
	Total	100	100,0	100,0	

What is your age?

		Frequência	Porcentagem	Porcentagem válida	Porcentagem acumulativa
Válido	18 - 24 years old	30	30,0	30,0	30,0
	25 - 34 years old	32	32,0	32,0	62,0
	35 - 44 years old	18	18,0	18,0	80,0
	45 - 54 years old	20	20,0	20,0	100,0
	Total	100	100,0	100,0	

Whats your employment status?

		Frequência	Porcentagem	Porcentagem válida	Porcentagem acumulativa
Válido	Student	7	7,0	7,0	7,0
	Employed part-time	1	1,0	1,0	8,0
	Employed full-time	86	86,0	86,0	94,0
	Student/worker	6	6,0	6,0	100,0
	Total	100	100,0	100,0	

If you work, which option describes your experience level?

		Frequência	Porcentagem	Porcentagem válida	Porcentagem acumulativa
Válido	Intern	2	2,0	2,1	2,1
	Entry-level	3	3,0	3,2	5,3
	Associate	16	16,0	16,8	22,1
	Manager	18	18,0	18,9	41,1
	Director	11	11,0	11,6	52,6
	Vice President	2	2,0	2,1	54,7
	President or CEO	39	39,0	41,1	95,8
	Other	4	4,0	4,2	100,0
	Total	95	95,0	100,0	
Omisso	Sistema	5	5,0		
Total		100	100,0		

Múltiplas respostas

Resumo de caso

	Válido		Casos Omisso		Total	
	N	Porcentagem	N	Porcentagem	N	Porcentagem
\$Q7_all ^a	91	91,0%	9	9,0%	100	100,0%

a. Grupo de dicotomia tabulado no valor 1.

\$Q7_all Frequências

		Respostas		Porcentagem de casos
		N	Porcentagem	
benefits ^a	What are, for you, the benefits of having a page like the one you manage? (answer 1 or more) It has direct financial benefits for me or my company	27	18,6%	29,7%
	What are, for you, the benefits of having a page like the one you manage? (answer 1 or more) It is a brand building tool	39	26,9%	42,9%
	What are, for you, the benefits of having a page like the one you manage? (answer 1 or more) It's fun	3	2,1%	3,3%
	What are, for you, the benefits of having a page like the one you manage? (answer 1 or more) It helps me interact with my audience/customers and get feedback	40	27,6%	44,0%
	What are, for you, the benefits of having a page like the one you manage? (answer 1 or more) It's a low cost communication tool	35	24,1%	38,5%
	What are, for you, the benefits of having a page like the one you manage? (answer 1 or more) Other	1	0,7%	1,1%
	Total	145	100,0%	159,3%

a. Grupo de dicotomia tabulado no valor 1.

Resumo de caso

	Válido		Casos Omisso		Total	
	N	Porcentagem	N	Porcentagem	N	Porcentagem
\$Q8_all ^a	91	91,0%	9	9,0%	100	100,0%

a. Grupo de dicotomia tabulado no valor 1.

\$Q8_all Frequências

		Respostas		Porcentagem de casos
		N	Porcentagem	
SMM used ^a	Which of these Social Media Management platforms have you used to manage your page? (answer 1 or more) Hootsuite	21	20,8%	23,1%
	Which of these Social Media Management platforms have you used to manage your page? (answer 1 or more) Buffer	4	4,0%	4,4%
	Which of these Social Media Management platforms have you used to manage your page? (answer 1 or more) Brandwatch	4	4,0%	4,4%
	Which of these Social Media Management platforms have you used to manage your page? (answer 1 or more) Other	7	6,9%	7,7%
	Which of these Social Media Management platforms have you used to manage your page? (answer 1 or more) Have never used a Social Media Management platform	65	64,4%	71,4%
Total		101	100,0%	111,0%

a. Grupo de dicotomia tabulado no valor 1.

Resumo de caso

	Válido		Casos Omisso		Total	
	N	Porcentagem	N	Porcentagem	N	Porcentagem
\$Q10_all ^a	91	91,0%	9	9,0%	100	100,0%

a. Grupo de dicotomia tabulado no valor 1.

\$Q10_all Frequências

		Respostas		Porcentagem de casos
		N	Porcentagem	
time consuming tasks ^a	Which of these tasks do you feel are more time consuming? (answer 1 or more) Making the image for a post	65	30,2%	71,4%
	Which of these tasks do you feel are more time consuming? (answer 1 or more) Making the text for the post	17	7,9%	18,7%
	Which of these tasks do you feel are more time consuming? (answer 1 or more) Answering comments	20	9,3%	22,0%
	Which of these tasks do you feel are more time consuming? (answer 1 or more) Answering private messages	10	4,7%	11,0%
	Which of these tasks do you feel are more time consuming? (answer 1 or more) Interpreting analytics	24	11,2%	26,4%
	Which of these tasks do you feel are more time consuming? (answer 1 or more) Scheduling	9	4,2%	9,9%
	Which of these tasks do you feel are more time consuming? (answer 1 or more) Having ideas for new content	70	32,6%	76,9%
	Total		215	100,0%

a. Grupo de dicotomia tabulado no valor 1.

Resumo de caso

	Válido		Casos Omisso		Total	
	N	Porcentagem	N	Porcentagem	N	Porcentagem
\$Q15_all ^a	100	100,0%	0	0,0%	100	100,0%

a. Grupo de dicotomia tabulado no valor 1.

\$Q15_all Frequências

		Respostas		Porcentagem de casos
		N	Porcentagem	
useful features ^a	Which of these features do you find more useful? (answer 1 or more) Autonomous Post Generation	79	36,9%	79,0%
	Which of these features do you find more useful? (answer 1 or more) Extensive Page Analysis	33	15,4%	33,0%
	Which of these features do you find more useful? (answer 1 or more) Competitive Analysis	56	26,2%	56,0%
	Which of these features do you find more useful? (answer 1 or more) Post Scheduling	6	2,8%	6,0%
	Which of these features do you find more useful? (answer 1 or more) Data Base Search for Good Images	31	14,5%	31,0%
	Which of these features do you find more useful? (answer 1 or more) Answer comments and messages	9	4,2%	9,0%
	Total	214	100,0%	214,0%

a. Grupo de dicotomia tabulado no valor 1.

Estatística Descritiva

	N	Mínimo	Máximo	Média	Erro Desvio
Evaluate from 1 to 7 the level of pain felt by each one of these aspects of Social Media Management. - Time spent	91	1	7	5,95	,923
Evaluate from 1 to 7 the level of pain felt by each one of these aspects of Social Media Management. - Creativity needed	91	2	7	6,10	,978
Evaluate from 1 to 7 the level of pain felt by each one of these aspects of Social Media Management. - Costs	91	1	7	5,30	1,206
Evaluate from 1 to 7 the level of pain felt by each one of these aspects of Social Media Management. - Organization	91	2	7	4,37	1,170
Evaluate from 1 to 7 the level of pain felt by each one of these aspects of Social Media Management. - Skills needed	91	2	7	4,35	1,187
N válido (de lista)	91				

DESCRIPTIVES VARIABLES=Q14
/STATISTICS=MEAN STDDEV MIN MAX.

Descritivos

Estatística Descritiva

	N	Mínimo	Máximo	Média	Erro Desvio
How much would you expect to pay for this platform in euros? (monthly fee)	100	30,00	1500,00	187,9500	207,98346
N válido (de lista)	100				