

Qian Li

DIGITAL MARKETING PLAN FOR A B2B COMPANY

Case company: Verkotan

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ABSTRACT

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Author: Li Qian

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Digital marketing is an umbrella term which describes any form of marketing that exists online. When selected and implemented appropriately, digital marketing can open new doors of opportunities for small and medium sized enterprises. By using digital channels enterprises can connect with their current and prospective customers more effectively, attract and convert more high-quality leads and observe a greater return on their investments.

The case company, Verkotan, is an Oulu based startup company that specializes in testing and certification services for wireless industry. The assignment given from Verkotan was to propose a custom made digital marketing plan to promote its business online, increase sales and explore expansion possibility in Asian market.

For the overall design and purpose of this research, the author followed a qualitative methodology. Two alternate data sources (primary data and secondary data) were collected for the research. Focus group discussions, interviews, direct observations and an email survey were carried out to collect primary data. A thorough literature review on published sources and digital sources was used as the important source of secondary data.

The empirical research was divided into three parts. First, the case company was analyzed through a SWOT model to identify its current situation. Secondly, an action plan was proposed. Lastly the author implemented the action plan by executing a new website design project and technical marketing campaigns. The website task included benchmarking and interviews with marketing professionals and subject matters experts. The web benchmarking process was carried out to identify areas that can be optimized. In addition, the author initiated some suggestions from cross-culture perspective for its iterative and incremental development in the future.

The thesis project was conducted during the time the author worked closely with the case company as its part-time digital marketing trainee. This experience enhanced the author's understanding of digital marketing to serve international customers of high-tech sector in Finnish business context which was an extra plus to the author's academic study.

Keywords:

B2B, High-tech sector, Digital marketing, Service marketing, Email marketing, Content marketing, SEO, Social media marketing

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List of abbreviation

5G	5th Generation wireless systems
EU	European Union
B2B	Business-to-business
CEO	Chief executive officer
EDM	Email Direct Marketing
ICP	Internet content provider license
IDM	Institute of digital marketing
IoT	Internet of things
KPIs	Key performance indicators
PC	Personal computer
PPC	Pay-per-click
ROI	Return on investment
RF	Radio frequency
SAR	Specific absorption rate
SEM	Search engine marketing
SEO	Search engine optimization
SMART	Specific, measurable, achievable, realistic, timely
SMEs	Small and medium-sized enterprises
SMM	Social media marketing
SOSTAC	Situation, objectives, strategy, tactics, action, control
SWOT	Strength, weakness, opportunity, threat
TSL	Tissue simulating liquids

1 INTRODUCTION

According to European Commission, small and medium-sized enterprises (SMEs) are considered as the critical part of an economy. In 2016, fewer than 23 million SMEs in the non-financial business sector generated 57% of value added and employed 93 million people (European Commission 2016, date of retrieval 20.10.2017).

Small and medium size companies have inherent flexibility by natures, which enable them to be better prepared in finding a niche in an established market, and meeting evolving customer needs more rapidly than its larger competitors.

However, there are some unique challenges facing small businesses, for example, poor cash-flow and low level of brand awareness. In addition, finding and retaining profitable customers can be difficult with limited resources. That is one of the main reasons digital marketing comes into play.

Digital marketing was originally defined by Institute of Direct Marketing (IDM):

Digital marketing is applying digital technologies which form online channels to market (web, email, databases plus mobiles/wireless and digital TV),to contribute to marketing activities aimed at achieving profitable acquisition and retention of customers (with a multi-channel buying process and customer lifecycle), through developing a planned approach to improve customer knowledge (of their profiles, behavior, value and loyalty drivers), then delivering integrated targeted communications and online services that match their individual needs(Institute of Direct Marketing 2005,chapter1.1-5).

Due to the constant changing digital marketing landscape, Digital strategist Dr. Dave Chaffey redefined this term in a simple and timely manner. He states digital marketing is a broad term that describes any form of marketing that exists online such as social media marketing, content marketing and email marketing, etc. to achieve marketing objectives (Chaffey 2017, date of retrieval 21.9.2017).

Digital marketing can work for any business in any industry. It particularly presents massive opportunities for small B2B businesses to access bigger markets by overcoming obstacles of size and distance. Moreover, it helps generate higher quality leads and drive more sales.

According to report by Starkey, content marketing generates three times more leads than traditional marketing strategies and saves over 60% less, and 75% of B2B buyers use social media to support their purchase decisions (Starkey 2016, date of retrieval 2.10.2017). As more and more small B2B enterprises gain benefits from digital marketing, the importance of digital marketing is no longer in dispute, the question is how to utilize it to its full potential without exceeding a business organization's resources.

Since digital marketing can vary greatly between different types and sizes of businesses, the author develops an actionable digital marketing plan to grow its business online in a cost-effective way for the service-based B2B case company, Verkotan.

1.1 Case company introduction

The case company, Verkotan, was founded in 2014 in Oulu, Finland. Its core personnel are the same people who used to serve in the testing labs in Microsoft and Nokia. (Verkotan 2017, date of retrieval 4.9.2017)

The case company successfully establishes itself in the fields of radio frequency (RF) testing and certification services for wireless devices, such as mobile phones and other wearable devices (Koistinen, interview 4.9.2017a).

Verkotan's target client base consists of mobile equipment manufacturers, mobile network operators, wireless equipment developers and test equipment companies, etc. all around the world (ibid.).

At the beginning of 2017, the case company united with other laboratories and established a new enterprise, called TESTILABS. In autumn 2017, the case company developed and prepared to launch its first physical product tissue simulating liquids (TSL) and planned to conduct digital

marketing campaigns to sell the products to emerging markets such as China or India (Koistinen, interview 20.9.2017b).

Current marketing of the case company is heavily dependent on its existing customer community, tradeshows as well as getting leads through internet. Verkotan also utilizes a website tracker to capture potential leads and build connection with them. Verkotan's digital properties include an enterprise website and a blog, a LinkedIn account and an opt-in email program (ibid.).

1.2 Assignment

The assignment given from Verkotan was to propose an actionable digital marketing plan to promote its business online, increase sales and for expansion possibility in new market (Komonen, interview 6.9 2017a).

1.3 Thesis structure

This thesis proceeds as follows: the thesis begins with the introduction chapter in which the case company, the assignment, and the thesis structure are introduced. In the second chapter, the methodologies used in this research are described. In chapter three, a theoretical framework SOSTAC (stands for situation, objectives, strategy, tactics, actions, control) and literature review are itemized. The next chapter covers a tailored digital plan and the empirical research is also presented. Suggestions are presented in chapter five. The thesis closes with conclusions in the chapter six.

2 RESEARCH METHODOLOGY

In chapter two, the author presents the methodology and techniques in conducting this research. Qualitative research method is used for this research. The limitations of the research are also discussed.

2.1 Research methods

Given the nature of the research objectives, qualitative methodology is chosen for this research because it can help the author to access different mindsets and feelings of research participants and develop an in-depth understanding of the case company's perceptions of the digital marketing strategies and their implementation. The participants are mainly people who have extensive knowledge about the market and industry where the case company operates in and are very familiar with the characteristics of the case company.

The major primary data collection methods are interviews, focus group discussions and direct observations. The interview method is used to explore the views and experiences of individual participant, while the focus group method uses group dynamics to generate qualitative data on the research subject matters. Observations are applied on the case company's daily operations and routine procedures to gain direct information under the business context within which the author interacts.

The secondary data sources include but are not limited to academic literature and articles in the field of research. The author also uses research-based blogs, timely articles and statistics to keep up-to-date with industry news and the changing trends in the digital marketing field.

In addition, an email survey and web benchmarking are utilized in the execution of the new website design project. The survey focuses on collecting opinions on the website's layout and contents. The respondents / interviewees are individuals with knowledge of the services of Verkotan and its users or partners. The benchmarking method is utilized to study the design and usability of similar companies' websites and social media portfolios.

2.2 Limitation

The main research limitations of the study are the time for completion of the research and the lack of larger samples for the primary research.

For the time of completion, the research is constrained by the due date for the completion of the thesis. For sample size, the time limitation for the primary research reduces the response rate for the email survey. However, face-to-face interviews and interactions provide the remissions for this issue.

3 THEORETICAL FRAMEWORK

In chapter three, a classical theoretical framework and literature review of previous studies are presented. Besides that, some updated digital marketing concepts are integrated.

The literature review provides a knowledge base for the digital planning creation. To identify relevant literatures for creating a solid knowledge base, the following search engines are used to conduct the research. They are the online library of the University of Applied Science (Leevi) and partner libraries, Melinda, Ebook central, Safari, Esca, Elsevier and Google Scholar. The main secondary sources used for this research include but are not limited to textbooks, articles, internal case company materials, market research reports and supplementary information gathered on the internet. The secondary information is further supported by gathering primary information through interviews, direct observations and interactions with Verkotan employees and counterparts in China and discussions with a marketing director from other testing service provider in Oulu area.

3.1 Role and practices of marketing in SMEs

SMEs play an increasingly important role in Europe's economy. Gilmore pointed out that the marketing in small business organization was "more intuitive, competency based, revolving around networking and conducting under financial and human resource/ time constraints" (Gilmore et al. 2001, 6, date of retrieval 12.1.2018).

Kraus, Fink & Rossl reviewed the pervious academic researches on marketing in small and medium sized enterprises. They referred to the earlier studies by Lancaster and Waddelow in 1998, which argued that, a formal marketing plan can help SMEs identify competitive advantages, and secure resources, defined objectives and set up strategies. However, it was not considered as a key element for an enterprise. Kraus also found out that the findings resonated with Robinson and Pearce's earlier research. As Robinson and Pearce pointed out in 1984, many small-scale enterprises had to focus on short –term goals such as daily survival and lacked the time and staff for formal marketing planning (Kraus et al. 2007, 2-3, date of retrieval 13 .1.2018).

Kraus also conducted a review on Hakansson and Kandi's research released in 2000. In this research, Hakansson and Kandi pointed out the formal marketing plan took too much time compared to a possible return and it could easily be out of date by the time it was ready. In addition, lacking knowledge about marketing issues hampered SMEs' marketing plan development (Kraus et al. 2007, 2-3, date of retrieval 13 .1.2018).

Digital marketing 's importance has increased with the advent of Web 2.0. However, according to a recent research conducted by Taiminen and Karkaluoto in SMEs in central Finland, the findings showed that digital marketing was not used by SMEs to its full capacity and hence was not fully exploiting the opportunities it can bring. The survey also pointed out major obstacles that Finnish SMEs had, such as time and marketing knowledge that might prevent the successful application of digital marketing (Taiminen & Karkaluoto 2015, 15, 18, date of retrieval 17 .1.2018).

The difficulties that the Finnish SMEs encountered were similar to those reported in the earlier study of Gilmore et al. Gilmore identified that small and medium enterprises were limited to certain extent: "limited resources (such as finance, time, marketing knowledge); lack of specialist expertise (owner-managers tend to be generalists rather than specialists); and limited impact in the market place" (Gilmore et al. 2001, 6, date of retrieval 12 .1.2018).

Moreover, SMEs had practical implementation and maintenance issues for the use of the digital marketing. Recent studies show, as did earlier studies, that SMEs often lacked powerful web presence due to a range of resource factors such as time, money and expertise (Gilmore et al .2007, 244). However, those pre-existing situations can be overcome through a more effective web site development and staff training (Gilmore et al. 2007, 243, date of retrieval 20 .1.2018).

3.2 Digital marketing essentials

Chaffey published a latest article in the blog Smart Insights, which explored the meaning of the term "digital marketing" in depth. According to him, the scope of the term included the following types of activities:

- Digital media and communications channels
- Digital and mobile experience such as web design and mobile apps
- Prospect and customer relationship management through marketing automation

- Digital strategy and integrating multichannel communications and experiences
- Digital technologies and platforms to manage all digital marketing activities (Chaffey 2017, date of retrieval 21.9.2017).

Digital marketing communications employ digital channels in online campaigns. Although the digital marketing landscape constantly changes, with increasingly sophisticated techniques and tools being developed, classic techniques are still in the dominant positions. According to Jones, the following are the five most effective B2B marketing channels that marketers choose in their digital marketing strategies for 2018. They are organic search, content marketing, mobile marketing, email marketing and social media marketing (Jones 2017, date of retrieval 30.10.2017). Proper use of these classic techniques with an effective website can help an enterprise to increase the traffic as well as achieve the digital marketing objectives it sets up (Chaffey & Ellis-Chadwick 2006, 302).

Website is a key essential for a business organization's digital marketing strategy. An enterprise's website is the fundamental core of its internet presence for marketing success. Developing an effective and impressive website is important for any business (Chaffey & Ellis-Chadwick 2006, 331). A strong website with high quality contents will answer the questions "what makes your service different?" and "Why do you deserve my business?" (Degeyter 2017, date of retrieval 1.3.2018). It is important for an enterprise to anticipate its potential customers' needs and use the website to increase the credibility and conversions (ibid.). An effective website also includes an enterprise blog, which can be constantly updated for freshness and a newsletter program which can effectively generate sales (Balwani 2010, date of retrieval 1.3. 2018).

Social media marketing (SMM) is a digital marketing effort which involves using social networks and online communities to achieve a business organization's marketing goals (Neti 2011, 3, date of retrieval 20.2.2018). Social media marketing is a powerful way for outreach and content distribution. An enterprise uses social media marketing to generate leads, drive traffic, strengthen the brand and cultivate partnerships in a relatively inexpensive way (Neti 2011, 6, date of retrieval 20.2.2018).

According to the report by Stelzner (2017, date of retrieval 11.1.2018), B2B enterprises have a much stronger preference towards using Facebook, LinkedIn and Twitter. Like its western counterparts, Chinese social media offers B2B enterprises the opportunities to boost brand

awareness and add values to prospects and customers throughout the buying process. Considering that China now has the most active internet users in the world, an enterprise who intends to tap into Chinese market needs to integrate the Chinese social media into its entire digital marketing strategy (Crampton 2011, date of retrieval 19.10.2017).

Search marketing is a type of digital marketing that encourages the click behaviours from search engines, such as Google or Baidu to improve visibility and drive traffic. Search Marketing is composed of two main components: search engine optimization and social engine marketing (Search Engine Land 2018, date of retrieval 20.2.2018). Search engine optimization (SEO), usually is an unpaid strategy that utilizes techniques to improve organic or nature search engine ranking (Ledford, 2009, 40). Social engine marketing (SEM) is referred solely to paid search (Search Engine Land 2018, date of retrieval 21.02.2018). One of the most common forms is pay-per-click (ibid). Pay-Per-Click is the way of advertising on a search engine, such as Google AdWords or social media platforms, such as Facebook and LinkedIn (McEvoy 2016, date of retrieval 1.3.2018). It helps the advertised brands gain higher visibility. For a small enterprise that has limited financial budget, a long-term SEO strategy might be a better option (Wardle 2017, date of retrieval 1.3.2018).

Email marketing is a form of direct marketing that utilizes electronic mail as a means of delivering commercial messages (Marketing-Schools 2018, date of retrieval 20.2.2018). Email marketing has been considered as a preferred method of internal and external communication in business organizations due to its easiness and cost-efficiency (DMA 2015,2.3.2018). Emails with opt-in feature have the permissions given by the recipients to contact them (Chaffey & Ellis-Chadwick, 2006, 398). Marketers can send commercial messages or promotional materials to the recipients until they choose to opt out. Email marketing can be used to maximize customer acquisition and retention. A successful e-marketing strategy can drive more prospective buyers to the website and convert them into sales-ready buyers.

Content marketing is to attract and retain target audiences by creating value added contents consistently to drive profitable desired customer action such as conversion (Content Marketing Institute 2017, date of retrieval 28.1. 2018). Content marketing brings additional benefits in supporting other digital marketing channels, for example, it provides additional contents for social media marketing and contributes greatly to SEO efforts (Patel 2015, date of retrieval 31.1.2018).

3.3 SOSTAC Framework

SOSTAC Framework by PR Smith is adopted for the theoretical part of this thesis because it can provide a clear step- by- step process to follow, which ensures a systematic development of the digital marketing plan. SOSTAC stands for situation analysis, objectives, strategies, tactics, actions, control and resources (Chaffey 2016, date of retrieval 31.1.2018).

3.3.1 Situation analysis

The situation analysis is the initial phase of digital marketing plan. It is a comprehensive analysis of a business organization's current strategy, external environment and internal characteristics (Boardman et al. 2004, 3, date of retrieval 2.2.2018). An overall analysis can help identifying issues that hinder an enterprise's progress in meeting its business objectives.

A common analytical tool for situation analysis is called SWOT model. SWOT stands for strengths, weaknesses, opportunities and threats (Kotler et al. 2005, 58-60, date of retrieval 4.2.2018). It is an essential part of any business organization. It outlines a business's internal strengths and weaknesses and provides an analysis of the external opportunities and threats. SWOT analysis helps in the formulation of a business organization's marketing objectives.

3.3.2 Objectives

Marketing communication objectives refer to long-term goals where marketing campaigns are intended to achieve from its marketing activities over time. According to Smith and Chaffey, every marketing communication strategy includes five objectives

- Sell - Grow sales
- Serve - Add value
- Speak - Get close to customers by various types of customer interactions
- Save - Save costs of service.
- Sizzle - Enhanced brand in new medium (Chaffey & Ellis-Chadwick 2006, 15)

According to Doran, objectives could fall under the SMART criteria: specific, measurable, achievable, and realistic and timely (Doran 1981, 36, date of retrieval 1.2.2018). Although the

original SMART was invented for management, the same method can be used for setting any type of goals (Haughey 2014, date of retrieval 1.2.2018), including digital marketing communications.

3.3.3 Strategies

Mintzberg defined strategy as being “a unified, comprehensive and integrated plan...designed to ensure that the basic objectives of the case company are achieved.” (Mintzberg 1987, 12, date of retrieval 3.2.2018). The author of this thesis prefers another definition given by Harvard Business School professor Michael Porter. He pointed out “a strategy is choosing what not to do” (Porter 1996, 70), In addition, it is vital to have a digital marketing strategy that can evolve with the changes in the market, the industry, and the new technologies, etc.to avoid the risk of going out of date easily.

3.3.4 Tactics

The digital marketing tactics are defined as the digital channels and tools that are utilized to implement the digital marketing strategy (Chaffey & Smith 2008, 464).

3.3.5 Actions

An Action is the execution part of the strategy. An action consists of a series of mini projects (Chaffey & Smith 2008, 469). An action plan increases the likelihood of the success of executions (Chaffey & Smith 2008, 470).

3.3.6 Resources and control

A resource includes three fundamental components: human resources, financial resources and time commitments (Chaffey & Smith 2008, 479). Resource allocation involves deciding on how to distribute available scarce resource with the purpose to achieve the best opportunities for investment (Chaffey & Smith 2008, 475).

Control is the process of monitoring and measuring the proposed action plan as it proceeds and makes appropriate adjustment action (Chaffey & Smith 2008, 475).

4 DIGITAL MARKETING PLAN FOR CASE COMPANY

In chapter four, the relevant empirical research process is described. Several empirical methods are presented. A custom built digital marketing plan for Verkotan is developed based on the classical SOSTAC framework. In addition, the implementation of the plan and the primary outcomes are reported.

4.1 Empirical research

The author engaged in discussion with the CEO of Verkotan, Mr. Komonen throughout the research project. Discussions were centered on details of implementation. Mr. Koistinen, who has been with the case company since 2014, has served as the supervisor to guide the author during the execution of the entire research project. The author had in-depth interviews and weekly discussions with Mr. Koistinen. The interviews allowed for detailed discussions and focused on understanding the main driving forces behind Verkotan's digital marketing initiatives.

Mr. Koistinen also introduced subject matter experts, technical sales, chief technology officer and laboratory manager to the author for consultation, whenever she needed to clarify any technical related contents for the new website development project. Those people are directly involved in the daily operations of the case company. They consisted of different focus groups according to the different subject matters.

The focus group interviews adopted an iterative approach. Before the first contact with each focus group members, the author translated all the existing website's contents into Chinese language. During this translation process, the author conducted general market research and formed some basic concepts about the business where the case company operates. The author conducted formal discussion sessions three times with various focus groups between November 1 and February 21. Ten people in total were involved into the focus group discussions. Each focus group discussion lasted approximately 1-2 hours (focus group, discussions 1.11.2017-22.2.2018).

In the implementation phase, the author broke down the new website project into small pieces according to different subjects, developed them incrementally, presented them to each focus

group, received responses and then continuously optimized them within one week, and presented the modified work to respective focus group to gather further feedback. The author iterated the process until an agreed version was approved within a group and then moved on to another subject with another group. Notes were taken via the laptop as guidance for plan executions and improvements.

The initial interviews with Mr. Koistinen focused on the following questions:

- The history/ background of the case company Verkotan
- The new services/ products the case company has planned
- The current digital marketing efforts the case company has made
- The digital marketing tools the case company has used
- The short -term and long-term goals the case company would like to achieve
- The employee's respective area of expertise

The questions with focus group were mainly focused on specific subject matters, but also covered some of the following market or sales related questions.

- Who are Verkotan trying to reach?
- What are they buying and what are the typical problems customers have?
- How does Verkotan's service satisfy existing customers by solving their problems?
- What kind of feedback does Verkotan receive?

The questions with Chinese audiences focused on the existing website's visibility, loading speed and general impression about the case company after viewing the website.

- Does a user have any problem to open the website?
- What device is the user using when viewing the website (desktop, mobile or otherwise.)?
- How is the page loading speed?
- Any comments about the existing website

Mr. Koistinen's answers to the interview questions were one of the most important sources about the case company's current situation. He assisted author better understand the case company's current situation and assess the specific goals the case company intended to accomplish.

For the focus group interviews, since most of the focus members were technical practitioners, only a few are technical sales people, not all the marketing related questions were answered directly. However, some of them recommended the major competitors' websites, which became main sources of marketing benchmarking for the new website design project.

The findings from Chinese survey showed that the existing website was visible in China. Seven Chinese participants mentioned they had no problem to open the websites via mobiles in November 2017, and the loading speed was described as "normal" or "ok". Two of them spontaneously made a screen shot of the case company's pages that displayed on iPhone and sent back the images to the author's mobile using the Chinese mobile application WeChat. From these two screenshot samples, it was apparent that the existing website was not optimized for the mobile at that time.

In addition, a brief email survey was carried out on 18th of October for the case company's new website design project to Verkotan's employees and partners. The survey focused on the layout. It consisted of the following four questions (Appendix1)

- What type of ideas should the graphic elements (images/videos) on site convey?
- Do you think short video can help present your digital products/services?
- One or Two websites you admire or would like to recommend
- Any comments

Only one person from the case company replied to the email survey at a given time. Since email response rate was low (less than 10%), the author approached each employee and asked them the questions again in the organized focus group discussions or in person. Six people provided their opinions this time (about 50% response rate). They had different opinions about the first question but agreed to use more multimedia such as images and videos in new website design. The author submitted the feedback to Mr. Koistinen, and the case company responded on the feedback quickly by hiring a photographer to take images of its staff and new products for use on the new website.

To summarize, the face to face interviews greatly outperformed the email interview in general for this research. Utilizing the face to face interview and email survey research, the author managed to gather more and better information about the case company and clarify the goal of the action plan.

The empirical research samples mainly consisted of Verkotan's employees, users and partners. The main reason for adopting this method was that the data can be collected in a short period of time due to the easy accessibility and availability of the participants. The main limitation to this research was that it was mainly based on a small sample size within the case company's networks. However, for this research, the focus on Verkotan with the aim to make a custom made digital marketing plan provided an opportunity to adopt the smaller but more relevant sample rather than a larger but randomized one for the primary research.

4.2 Digital marketing plan (SOSTAC) for Verkotan

The SOSTAC planning framework contains six phrases for marketing plan design. They are situational analysis, objectives, strategies, tactics, action plan and control (Chaffey 2016, date of retrieval 31.1.2018).

The first stage of the SOSTAC planning framework, a situation analysis analyzed current situation of the case company.

Verkotan's core strengths are the strong knowledge-intensive testing and accreditation services, especially its expertise in turning innovative ideas into lucrative projects and its extensive experience in satisfying customer's rapidly evolving demands on customization. They are considered as Verkotan's core competitive advantages. Services are the larger part of the profit potential of Verkotan's business, so it is worthy to put extra marketing efforts to advertise it.

The big challenge is that Verkotan needs to break certain barriers to turn the potential into profit. One obvious barrier is that due to the intangibility of services, they can hardly be transported. Verkotan must physically handle a product in its Oulu based laboratories to offer testing and certification services. Verkotan's testing services can be considered more sophisticated and upscale, however, it is less convenient for distant customers to use. Verkotan needs to improve its service delivery mechanism, either bring the customers to the service or bring the service in front of the consumer.

Another non-obvious barrier is that when Verkotan attempts to position itself as a service provider with focus on customized advanced solutions tailored to the individual customer and their specific and unique needs, communications and contacts with external customers are unavoidable. Human involvement creates uncertainty and the service output can be highly subjective.

One opportunity is to find the best fit between standardization services and customized services. Because potential buyers are motivated to achieve certain needs and some needs take precedence over others. Standard testing and certification services are more basic and fundamental needs, because they can ensure a buyer's wireless products conform to accepted industry standards, meet their specification and shorten the time to market. Special attention should be given to European standards and the European market for wireless devices and the like, since Verkotan has both extensive knowledge and experience in this field. Once the basic level is fulfilled, the next level, for example customized services, can help Verkotan stay one step ahead of the competition.

Verkotan found out another possible opportunity is transitioning from services to marketing physical products to emerging markets. Products are tangible and might be easier to sell, since the quality of a product is easier to measure comparing a service. Physical products produced under standardized manufacturing systems can be considered of being high quality. Verkotan has a plan to carry out email and social media campaign programs to promote the new products or existing service categories to potential customers in new markets. The new products are described as "relatively high in quality yet low in price" (Koistinen, interview 20.12.2017b).

The author conducted research and contacted high potential buyers in Hangzhou, China for Verkotan's physical product TSL. According to the case company' current capacity in its operation, they will meet logistics and supply chain challenges to fulfill the peak demands for the item, another possible threat is that Verkotan will experience fierce competitions from other available in the new marketplace, whose products are more accessible to potential customers whom are already likely to buy. Verkotan might need to gather more data and conduct analysis about demand and supply and make more realistic price predictions. However, in a discussion with Mr. koistinen about the pricing strategy, he mentioned another approach, Verkotan focuses on differentiating its offering in the form of strategic value-adds rather than simply offering a lower price to emerging market, such as Chinese customers (Koistinen, interview 10.2.2018e).

With the market environment constantly evolving, new entrants seem to be appearing at a relatively disadvantage position comparing to those who have occupied the market and consistently adapt their products or services in response to the needs of the local market. However, Verkotan excels in flexibility (Verkotan 2017, date of retrieval 4.9.2017). Verkotan's embedded flexibility can provide higher levels of adaptability. Verkotan can achieve sustainable competitive advantage in an increasingly competitive emerging market if innovations do not only occur in its services or products but also in its business models and processes.

Objectives

For Verkotan, the main business objectives are attracting more prospects, converting more leads and closing more sales (Koistinen, interview 20.12.2017c). The goal of the whole marketing effort is to achieve 1 Million by the end of 2018 (Komonen, discussion 20.12.2017c).

Strategies

The proposed strategies for Verkotan consists of three basic components, they are content marketing cross promotion strategy, social media strategy and conversion strategy. Since all the digital platforms and channels need a certain kind of digital content, the content strategy is the foundation of the other two proposed strategies.

Content marketing cross promotion strategy

Verkotan's existing website covers a wide breadth of contents. They are heavy in SEO and rank strongly on some search terms. For example, four of top six listings for phrase "SAR (specific absorption rate) in Finland" are Verkotan from Google searches, both in naturally ranking and in paid advertisements.

When Verkotan takes up more than two of a limited number of spots on the top of search engine results page, not only does this increase the brand's exposure online, it also presents different dimensions of its business.

A successful online marketing strategy always includes paid searches, especially when the business organization offers niche services to a small market. Verkotan's paid search campaigns are created to drive more traffic to the website. However, all of this is useless if casual browsers don't convert into actual customers.

The proposed strategy focuses on creating contents that can better support potential customers' decision-making process with the aim to convert online visitors into offline customers in a low-cost way.

These kinds of contents need to focus on how Verkotan's services or products can solve customer's real business problems and to create a sense of needs. They can take many different shapes, such as successful case stories, blog posts, in-depth whitepapers or eBooks that showcase Verkotan's inner genius and testimonials that prove Verkotan has a track record of satisfied customers. The content productions are based on the thorough understanding of case company's ideal customers' most common problems and the services Verkotan can provide. This kind of contents can affect potential consumers' purchase decisions more than any other advertising factors.

Content promotion is as important as the content creation. Online browsers search for relevant and valuable contents, while cross promoting the content is an inexpensive and effective way an enterprise can use to expand its outreach to potential users or new markets. For example, Verkotan can spread the quality contents across social media sites or try guest blogging in related online communities. If the content contains valuable information for the audiences, there are bigger chances for them to share on their respective networks.

In summary, the proposed content strategy aims to converting online casual browsers into intrigued offline customers, not engage people who are already using Verkotan's product or service. A content strategy cannot produce instant success. For Verkotan, the best way is to keep an eye on which content marketing effort has the greatest return on investment (ROI) and invest more on it.

Social media strategy

The proposed social media strategy for Verkotan is centered on reaching the right group of people with the right techniques to raise brand awareness and generate leads from the niche market.

Social networks through social networking sites provides a platform for online communication and participation. Potential customers can access other users' consumption experience and post-consumption evaluations via social media before making initial contact with the service provider.

These kinds of users who share contents that can impact Verkotan's services are called industrial influencers. Their opinions can effectively impact Verkotan's potential customers' purchasing actions. Verkotan needs to identify them and utilize them to spread Verkotan's contents through all the possible digital marketing channels and platforms.

However, Verkotan is in a niche business with a relatively small number of prospects. It is more difficult to identify the right group of influencers within a narrowly targeted social networking site. The appropriate way to start the strategy is to start out small and invest with the best by looking at the top existing customers and users of Verkotan.

Verkotan's main target audiences are industrial specialists or active users of similar services or products, the best promoter of Verkotan's service to those people is an explicit assessment made by an external technical practitioner. Verkotan has already served many big-name customers, such as Bittum. Since prospects will likely believe that the larger company chooses Verkotan based on its superior products or services and hence assume that Verkotan is a credible supplier. Bittum is one typical example of the ideal influencer that Verkotan wants to engage with.

However, As Beaupre stated: "if brands want to succeed with influencers, they have to first develop a relationship that is valuable for both sides." (Courtney 2017, date of retrieval 1.3.2018). By actively involving in their ideal partners' relevant new-product development processes and providing the best in customer service, Verkotan can increase trust and that could increase the possibility of having high-quality influencers notice Verkotan and begin cooperation useful for both enterprises.

In addition, Verkotan will benefit more if it does not restrict itself to just LinkedIn for lead generation. Brands need to focus on building brand awareness before lead generation activities can be defined as effective. When considering utilizing social media to increase brand awareness, social media examiner finds that more B2B marketers start to pick up other social media platforms to expand beyond LinkedIn (Stelzner 2017, date of retrieval 11.1.2018).

One of the best ways to consider adding other social media platforms is to study what Verkotan competitors use to successfully build their audience communities. Verkotan can start by observing the similar companies in wireless testing industry and see which social networking platforms they utilize besides LinkedIn.

In summary, the proposed social media strategy puts emphasis on sustaining and nurturing the existing customer relationship. It also aims at attracting and acquiring new ones as well. Since it takes time, patience and resources to see a tangible result, there is possibility that social media strategy may not necessarily be the most cost-effective option for Verkotan's business if its main goal is to maximize profit in the short term. If this is the case, paid search might be a more viable solution, since it will generate fast and dynamic traffic when the timing is right. It is crucial that Verkotan inspect the potential return on investment (ROI) of any niche digital marketing strategy to make sure the chosen digital efforts are much more affordable, efficient and effective to generate business.

Conversion strategy

A business organization's conversion funnel (also known as marketing funnel) is a path a website visitor follows to takes a desired action on a web interface (conversions) (Brink 2015, date of retrieval1.3.2018),such as registering for a newsletter list, filling out the forms or contacting sales team among other things.

The aim of the proposed conversion strategy is to increase the percentage of actual customers by identifying potential barriers or success elements in Verkotan's conversion funnel. Initial strategy includes: website review, customer survey, form analytics and A/B split testing.

Website review- The author leads intensive reviews to the old website and the new website in an organized manner. Different focus groups which consist of subject matter experts and practitioners take part in the reviews. During each review session, the author and fellow members review the existing website, and the new website, page-by-page, section-by-section, based on their experience and best practices. Specific concerns and recommendations are given with little or no reservation. They include but are not limited to overall architecture of the existing site and the new website, navigation, page layouts, and contents. After each meeting, the author implements the findings of these reviews. This phase takes approximately 2-5 days in average depending on the complexity of the changes. Once a revision is completed, a preview is presented, and each focus group reviews the improved site and provides feedback again. The iterative approach provides opportunity for the author to learn from minimum viable audiences by focusing on micro actions and making instant improvements. The Outcomes are positive. Fast responses and continuous improvements ensure the participants' satisfaction.

Customer surveys- A service buyer's decision is affected by several complex factors, for example, the service buyer's incentive to purchase and the frictions that resist the decision. To raise the probability of conversion, Verkotan needs to maximize incentives and minimize the frictions. Quality is the principal factor that influences buyers' purchase decision. Buyers have certain expectations about the level of satisfaction an enterprise promises to deliver. If an organization consistently delivers beyond these expectations, customer loyalty will be the result (Beard 2013, date of retrieval 3.3.2018). However, it's difficult to measure and improve the quality of service if an enterprise lacks actionable data from its users to help improving. Thus, gathering customer feedback and using it to measure service quality should be a significant part of an effective marketing plan (Spehar 1999, date of retrieval 3.3.2018).

For example, Verkotan can execute a customer satisfaction survey to recent new clients, who still freshly remember their experience with Verkotan, and any friction they experienced. It can help Verkotan gain rich customers' insights throughout the sales funnel and reveal customers' needs and expectations, which can help develop continuous improvement and make Verkotan more competitive in its industry (ibid.).

Form analytics- Web forms are one of the biggest friction points between users and conversions. However, according to SAR focus group and Mr. Koistinen, forms are also the essential part of conversion for Verkotan (Koistinen, interview 9.1.2018d). Without them, Verkotan cannot expand its email list and acquire actionable data out of it. A form analytics tool can track forms' completion and submission rates (Komarek 2016, date of retrieval 22.2.2018). A form analytics tool can provide explicit insight instead of intuition or guesswork for Verkotan to build more effective form with an affordable expense.

A/B split testing- A/B testing is a validating experiment which Verkotan can conduct to ensure that any changes on the new website will improve its conversion. For Verkotan, it is easy to start a simple test for a web interface's singular variant comparing to another to see which one works better for users. For example, Verkotan wants to promote its narrow band Internet of Things (IoT) testing. The goal can be increasing the number of Visitors contacting Verkotan's sales team to ask pre-sales questions through form submission. Verkotan can set up a test hypothesis. For example, the hypothesis can be adding video testimonials may increase the form submissions. Next, Verkotan can design an A/B split testing by add testimonials into the webpage and

comparing the numbers when testimonials are displayed versus another version when they are not (A/B split testing). Verkotan can measure the number of the submission forms to test whether the hypothesis is correct and then decide if it wants to make any adjustments accordingly.

In summary, to achieve a higher conversion on a web or mobile interface, Verkotan needs to analyze all the possible, important elements via A/B split testing or survey feedback to optimize customer's experience.

Tactics

Small enterprises, such as Verkotan, cannot compare digital marketing expenditures to large B2B. In the tactics section, the author focuses on digital assets that Verkotan already has and utilized tactics that are free of charge or inexpensive. Below are selected online marketing tools and techniques the case company can leverage for achieving its digital marketing goals.

Website

According to employees' discussions, there were a few unique challenges faced by the existing websites. One of the major challenges was how to increase the tangibility of services via online digital marketing techniques. Five people mentioned the existing website missed out on the multimedia part, such as pictures and videos. In addition, since Verkotan sells expertise, Verkotan's experts and scientists should be put front and center. Since the credibility of the service provider and his/ her potential to substantially drive high volume of traffic and build necessary networks are essential in the case of Verkotan.

The second challenge was the content. After discussing with SAR focus group and the Laboratory manager, they mentioned new contents need to better demonstrate Verkotan's ability to customize its services to meet clients' custom-made needs.

The third challenge was the web copy. Feedback from the marketing director of Verkotan's partner TESTILAB mentioned that the text needs to be as simple and concise as possible.

The fourth challenge was the structure of the existing website. According to the OTA group and the CEO (Komonen, discussion 15.12.2017b), commentators were divided in their opinion on how the different pages of the site should relate to each other.

The following figure 1 is the homepage of the case company's new website, which is designed and implemented by the author. The primary aim is to make the webpage more visually appealing and the web copy easier to scan for wider audience. The new website has unique color palette that pairs nicely with their logo, with bright eye-catching colors such as red, black and white. It uses a web friendly font in "Ubuntu" that further accentuate its content. The author uses styled image boxes to make it less text-based, and more focused around images because more and more audiences open a website on mobile devices. Each box directs each kind of audiences to different sub-pages. The website is also implemented with horizontal type navigations. Since the case company has a large list of services and the list is expanding, mega drop – downs are used to help audiences quickly scan down the list of choices to select the right services they want to explore further. The site contains many sub-pages about its services, products, and organization. Every page is designed as a landing page. Each page has unique message as well as similar grid design to keep consistency. The selected images have high relevance to the content and resonate with the target audience. The author mixes up the use of high- quality, real staff's photography and a few free stock photos from websites like Unsplash to get the right balance between quality and budget, the author also works with a variety of subject matter experts on the web contents to make them more self-explanatory and self-evident to reach a wider audience in plain language.



Figure 1 Verkotan's new website

LinkedIn

The intention of Verkotan's LinkedIn page is to drive leads to visit the Verkotan's actual company website. The conversion action can be defined as a click-through to guide audiences to Verkotan's website.

First, images on the LinkedIn need to be optimized. An image is the first impression to attract an audience's interest. The world's most popular search engines, such as Google and Baidu, also index images heavily. Verkotan can utilize high-quality, well-selected images for its LinkedIn account with the purpose to highlight its services, team or upcoming marketing events. Verkotan

can consider using relevant important keywords to name its images to maximum findability (Heijmans 2017, date of retrieval 1.3.2018).

Next, Verkotan can utilize Showcase pages to feature different aspects of its business to different customer segments. A showcase page will be an extension of the case company page and can stress a specific service or product (Raulf 2015, date of retrieval 7.2.2018). Verkotan offers several niche services like SAR testing, OTA testing, 5G (5th generation wireless systems) testing, etc. It also offers additional services like customized testing solutions. For example, if some audiences only want to know more about Verkotan's unique offerings for testing 5G technology and related new services, then they will want to follow the 5G testing 's showcase page, whereas users who need to be certified will be more likely to follow Verkotan's accreditation showcase page.

In summary, Verkotan can observe how competitors utilize social media to successfully build customers' communities, and then progressively adopts some of the strategies according to its own needs and in its own context.

Email campaign in China

Email marketing does not resonate with Chinese as it is in western countries. One obvious reason is a spam problem. Another main factor is the rise of Chinese social media platforms, such as WeChat and the like. They offer more instant methods to communicate consumers and prospects than emails (The Economist 2016, date of retrieval 7.2.2018).

Verkotan has an ongoing email campaign to Asian market with the aim to introduce the brand and its services categories to new prospects in new market. Verkotan can prioritize its goals for email campaign. For example, the goal could be introducing Verkotan as a brand to target audience in Asian market, or the goal could be selling niche solution or OTA testing to some specific segments in Asian market. Setting clearly defined goals can help keep things simple, so audiences are not overwhelmed with too much information at once.

Next, Verkotan needs to find a reliable local reputable email direct marketing (EDM) provider with experience in Chinese market. Since most well-known EDM providers in western market such as Mailchimp often encounter problems and fail to deliver emails in mainland China (Sampi 2016,

date of retrieval 12.2.2018). Verkotan may consider handing over the responsibility for the direct mail campaign to an external Chinese EDM provider to boost the quality.

In addition, Verkotan may consider adopt WeChat as a complementary with email marketing. In China, fewer and fewer people check their emails daily, but 61% of WeChat users in China open the mobile app at least 10 times a day (Zhou 2015, date of retrieval 4.2.2018). As a case company who wants to tap into Chinese market, Verkotan may consider take customers' way of doing business into an account.

Action Plan

The three parts of the case company's action plan involves a website action plan, a social media plan and a China email marketing action plan. Each part of the plan consists of a series of defined steps that help Verkotan achieve its specific goals in a measureable ways. The action plans are achievable, results-focused and measureable.

The following figure 2 is the schedule, which shows completed tasks of the new website project. The new website project went through information gathering (interviewing), planning, designing, content production, coding phrase, and will be launched once the testing, reviewing and content updates are completed.

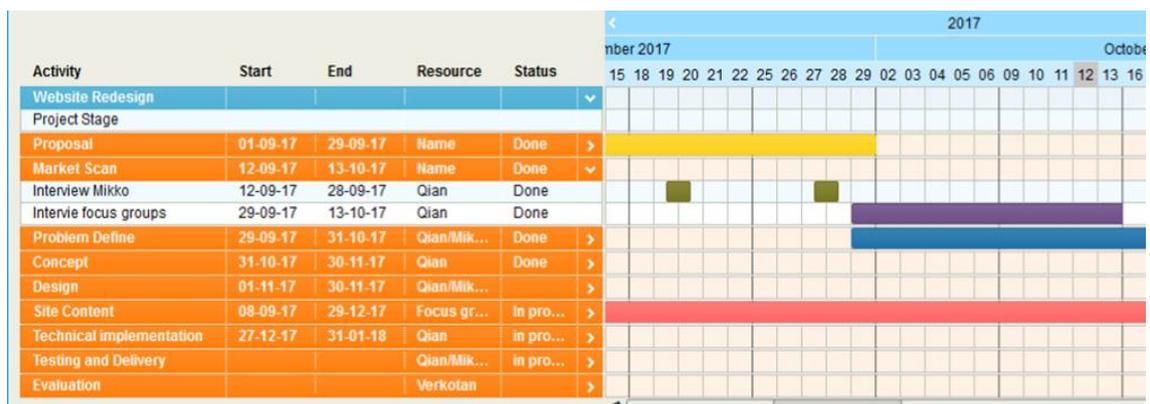


Figure 2 Website action plan using smartsheet (smartsheet 2018, date of retrieval 14.2.2018)

The following figure 3 is the social media plan proposed for the social media strategy. The author contacts test laboratories in Asian market through LinkedIn and other social media networks. The indicated finished date of each task in this plan is a given example. Since Verkotan is nimble and swift, it will have no problem to precede it at its own pace.

Action	Responsible	Priority	Status	Start Date	End Date
Goal #1: Expand into New market					
Research and create local influencers' list	Qian/Mikko/Arto	High	Started	1/30	3/30
Direct message each influencer about potential cooperation opportunity	Qian/Mikko/Arto	High	Started	1/30	3/30
Goal #2: Increase brand awareness					
Join groups related to the industry, interests etc, and engage in conversations	Focus groups/Mikko	Medium	In progress	1/30	12/31
Collect Valuable questions and produce contents on Verkotan site(e.g.Q&A,Blog,Newsletter)	Focus groups/Mikko	Medium	Not started	1/30	12/31
Paste the URL in the groups or the like	Qian/Mikko	Medium	Not started	1/30	12/31
Goal #3: Sales/Lead Generation					
Create list of potential customers	Sales& Marketing team	High	In progress	1/30	12/31
Make initial contact with each member	Sales& Marketing team	High	In progress	1/30	12/31
Continue to engage with each member	Sales& Marketing team	High	In progress	1/30	12/31
Schedule a call/visit (if possible)	Sales& Marketing team	Medium	In progress	1/30	12/31
Goal #4: Promote New Service/ Products					
Running LinkedIn campaigns to promote services/product launches	Marketing team	Medium	According to the needs		
Showcase page for a particular campaign or event	Marketing team	Medium	According to the needs		

Figure 3 Social media action plan

The following figure 4 presents the proposed email campaign action plan for the case company. The author conducts research on China's anti-spam regulations, which is called "Regulations on internet email services" (Creemers 2017, date of retrieval 19.2.2018). Since email marketing was an important component in Verkotan's overall Asian digital marketing strategy. The author research the prices and the scope of the services the local internet service providers can offer. The author will also craft the contents to ensure it comply with specific content requirements.

Action	Responsible	Priority	Status	Start	End
Goal #1: Research Email Deliverability in China					
Research China's anti-spam regulations	Qian	Medium	In progress	1/30	3/30
Goal #2: Nurture Relationships with China-located Internet Service Provider(ISP)					
Look for a reliable local email service provider (ESP)	Qian	Medium	In progress	1/30	
Goal #3:Email Content					
Adjust contents for mobile readers	Qian/Mikko	Medium	In progress	1/30	3/30

Figure 4 Email campaign action plan

Control

When the action plan is executed, the way to know if the proposed marketing efforts are wisely directed is by measuring and monitoring the performance. Verkotan needs to use a specific period that relates to its digital marketing efforts and measures the effectiveness. The following are typical key performance indicators (KPIs) that Verkotan can utilize to measure the effectiveness of the proposed digital marketing plan.

Brand awareness can be measured with the following key metrics:

TABLE 1. Table for representing the key metrics used for measuring the brand awareness

Key metrics	Application
Traffic to website:	Verkotan can use Google Analytics to check traffic sources
Blog shares:	Verkotan can measure its average number of shares per blog post (White 2016, date of retrieval 15.2.2018)
Search volume:	Verkotan can use Google AdWords track changes in the number of searches such as its brand's name, its services (ibid.)

Lead Generation can be measured with the following typical key metrics:

TABLE 2. Table for representing the key metrics used for measuring the lead generation

Key metrics	Application
Email subscriber list growth rate:	Verkotan can focus on the rate at which subscriber list is growing (Jadhav 2017, date of retrieval 17.2.2018)
Form completion and download:	Verkotan can track number of form completions or PDF downloads (ibid.)
Click-through rate:	Verkotan can keep an eye on the rate at which its AdWords Pay- per- click (PPC) ads or email campaigns are clicked.

Sales can be measured with the following typical key metrics:

TABLE 3. Table for representing the key metrics used for measuring the sales

Key metrics	Application
Sales by product or service:	Verkotan can track what are the sales by product or service (Lavinsky 2014, date of retrieval 18.2.2018)
Sales by lead source:	Verkotan can track the lead sources for the most sales and save resource on those that don't produce sales (ibid.)
Total value of sales by month/ quarter:	Verkotan can track the sales on a calendar basis (ibid.)

5 SUGGESTION

In this chapter, the author gives suggestions from a cross-cultural perspective on Verkotan's digital marketing strategies in the Chinese business context. Since Chinese market is large and highly diverse, Verkotan can utilize the following suggestions according to its specific circumstances.

Expanding into Chinese market requires an essential understanding of the market structure and its business culture. Western companies who understand the culture's influences on marketing have a better chance of success.

As a relationship-oriented society, China places tremendous emphasis on harmonious business network building. In general, Chinese are typically less willing to connect with strangers online in professional settings. Instead, they prefer to connect people who they have established an interpersonal relationship.

Tradeshaw

Chinese market is highly competitive. Verkotan is innovative and flexible regarding to its services or products. However, international players, who have already participated in Chinese business activities and adapted for the local market, have the early arrival advantages since they are aware of the local preferences. Local competitors are more flexible to be willing to modify their offers and to solve customer's specific problems. Attending the right tradeshows or other marketing events, will provide a face-to-face conversation opportunity for Verkotan to better understand the mindset of Chinese customers and what they will want. The answers will help Verkotan to build a compelling value proposition in the business context of China.

Online presence

In addition, when preparing to attend a trade show, it is vital for Verkotan to establish a total online presence in China, which can help Verkotan get found and build trust. In addition, China's massive online community- nearly 751million Internet users and 724 million smartphone users- provide promising ways to identify and meet potential partners' and customers' demands (China Internet Watch 2017, date of retrieval 12.2, 2018).

Social Media Marketing

Social media marketing gains importance since more and more Chinese consumers make it a significant channel for deciding what product or service to buy. Most of the social media channels that are widely used in the western countries are currently not accessible to mainland China customers. On the other hand, the China's home-grown social media channels cannot be ignored.

Mobile Marketing

Mobile marketing is also becoming increasingly important for western business looking to enter into the Chinese markets. China leads the way in mobile penetration (Knowledge@wharton 2018, date of retrieval 20.2.2018), with the Chinese market being the largest mobile market in the world, it is critical to develop a successful mobile-first strategy with the aim to improve Verkotan's online performance. For example, browsing experience on mobile devices should be painless for Verkotan's Chinese visitors.

Baidu SEO & SEM

Baidu is the largest and the most popular search engine in China both for China's personal computer (PC) and mobile search market (China Internet Watch 2017, date of retrieval 12.2.2018). For any B2B case company with a Chinese website, optimizing for Baidu is a necessity. Websites without adapted SEO & SEM will be inaccessible for Chinese online audience. To optimize for Baidu first, Verkotan needs to use professional translator or native speaker to translate the contents into simplified Chinese version, which the author did for Verkotan already. Secondly, it is necessary to register for an Internet Content Provider License (ICP), which is a permit that enables a foreigner enterprise to host website on domestic servers within China (Ministry of Industry and Information Technology of the People's Republic of China 2017, date of retrieval 12.02, 2018). Although ICP might not be a direct factor for ranking, however websites that have ICP licenses will build up credibility with Baidu. Thus, have better visibility than those without it (Li 2017, date of retrieval 8.3.2018). Finally, Verkotan will need to craft and implement an effective SEO strategy to influence the potential Chinese buyers and partners.

6 CONCLUSION

The development of digital marketing plan for the case company Verkotan follows the systematic SOSTAC framework by PR Smith. The situation analysis enables the author to analyze the case company's current situation. The author also helps the case company clearly define its marketing objectives and find the gaps where it should focus on.

Strategies are important part of an effective marketing plan. The author proposes three applicable strategies for the case company. The three strategies are content cross promotion strategy, social media strategy and conversion strategy. They are created based on the interviews and interactions with employees of the case company and some Chinese counterparts in related industries, direct observation and partially participation of the case company's daily business operations. The proposed marketing strategies can integrate with Verkotan's business operation smoothly. The author is confident that they will enable Verkotan to increase its customer base and yield measurable benefits, if implemented appropriately and consistently.

To ensure that the digital marketing plan is practical and actionable, the author implements fundamental parts of the plan, such as designing a new website, running email campaign programs for its Asian market and social network building. The case company has been satisfied with the outcomes so far. The author recommends the case company keep focusing on the micro actions consistently and make incremental improvement accordingly.

In summary, the development of the digital plan is based on information gathered and observed from the author as a completely objective third -party. The plan aims to support better decision-making in a cost-effective manner. The author implements the fundamental parts of the plan utilizing the iterative and incremental methods. The reason to adopt the method is to ensure the plan can be broken into smaller goals with a series of actionable steps and achieve fastest responses to the rapidly changing business needs. Since the process is agile, Verkotan's staff can make continuous and constant changes to improve efficiency and thus decrease costs in its digital marketing efforts.

It has been half a year since the author started working as a marketing trainee in Verkotan. This experience confirmed and further broadened the author's knowledge and scope of practice in the

area of digital marketing for a high-tech enterprise. Verkotan helps the author shape the topic and narrow down the focus of the thesis. It also provides extensive support for the author to implement the plan. Both the case company and the author feel positive about the outcomes. In addition, the practical work experience is counted as an external and effective learning technique to the author's academic study.

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Neutral

Verkotan Website Redesign

None of the following answers are required. Only complete what you want. Thank you. (0 Points)

1. What type of ideas should the graphic elements on site(images/videos) convey? (0 Points)

- simple
- calm
- warm
- light
- cool
- others

2. Do you think short video can help present your digital products(service)? (0 Points)

- yes
- no

3. One or Two websites you admire or would like to recomend: (0 Points)

4. Any comments (0 Points)